WHAT IS KNOWN IS NOT WHAT IS ADOPTED: USING IMPLEMENTATION SCIENCE TO TURN “RESEARCH INTO PRACTICE”

(PART ONE OF A TWO-PART SERIES)

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Our international journal, Criminal Justice and Behavior (CJB), is an exemplar publication for the field of corrections. We are grateful that this journal is the International Association for Correctional and Forensic Psychology’s official publication. So many IACFP members take pride in the quality of the journal’s content and the publication standards upheld and we thank Dr. Emily J. Salisbury, our CJB Editor, and the host of authors for the acclaim that our journal receives. Yet, even as we appreciate the cutting-edge research that the CJB provides, more work needs to be done. The relationship between research and practice remains a contested area. We implore researchers to make their work more useful and relevant to direct practice while a parallel appeal calls practitioners to embrace research in their day-to-day work. Research findings are not often written in practitioner-friendly language and so much of what improves practice work with offenders is “lost in translation.” Practitioners can be wary of researchers who claim superior knowledge and can stonewall important findings which only serves to continue needless mediocrity. How can it be that “what is known is not what is adopted”? The IACFP Board actively seeks a better alliance between researcher and practitioner, believing that an improved relationship will allow correctional services to reap a harvest of benefits.

Earnest conversations regarding research-to-practice or discussions that move beyond fanciful wishes or “someday” ideas must eventually find their way to implementation science; a necessity because the terms “intervention” and “implementation” are completely different from each other. Implementation becomes a bridge between research-investigation and intervention-fieldwork. Implementation science expert, Dr. Dean Fixsen at the University of North Carolina and a member of the National Implementation Research Network (NIRN) once posed a question: “If evidence-based practice is the serum, then what implementation tools and methods can act as your syringe?” Curative serums (the mindsets and skillsets of evidence-based practices) that can improve the body’s health (improved offender behavior/community safety) must be somehow injected into the body (direct practice/correctional services). We look to implementation science to help us blend “know” into “know-how.” As a field, we have discovered that cabinets full of paperwork and the manuals which line our agency shelves do not equal innovative

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**INTERNATIONAL ASSOCIATION FOR CORRECTIONAL & FORENSIC PSYCHOLOGY**

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practices. While the folders and manuals may represent what is known about effective interventions, knowledge, by itself, is not transformation. This article is part one of a two-part series regarding implementation science that will investigate lessons-learned from importing an evidence-based practice Motivational Interviewing (MI) into correctional agencies.

Most correctional personnel have come to know that “all implementation is not created equal.” The NIRN (2005) describes the following three degrees of implementation:

1. **Paper implementation** often results when management intends to comply with the desires of an outside group, such as an accreditation organization or funding source. For example, the policy and procedures manual states that a new approach will be used. The practice manual may be placed on a shelf and staff are directed to start delivering the new approach, but training or supervision is absent. Paper implementation does not even rise to “going through the motions.” By itself, it is not “implementation” at all.

2. **Process implementation** is “going through the motions.” New plans are put in place for training, possibly also for supervision and reporting forms. Training consists of workshops where attendance at the training event is the sole evidence offered (a priori) that staff “have been trained.” Line staff supervisors or managers may or may not attend the training. Attendance by upper management, wardens, judges, or agency directors is infrequent and uncommon. There is no evaluation of actual change in staff performance as a result of “training” or any determination if changes in staff behavior have impacted offender behavioral outcomes. Consultants have observed this level of implementation in many organizations who claim to be “practicing an EBP.”

3. **Performance implementation** is the level that engenders the outcomes we seek. It involves not only workshop training, but coaching, evaluation of work samples, supervision of staff, ensured service delivery to inmates, parolees and probationers, as well as evaluation of effects on offender behavior change. It is only with performance implementation that both fidelity to the model and the scale of performance will be sufficient to change staff behavior to thereby change offender behavior.

Aside from my IACFP Executive Board position, I also serve as the director for the Michigan-based Center for Strength-Based Strategies (CSBS) which is a correctional training and technical assistance group that disseminates strength-based practice and MI. The CSBS has facilitated implementation initiatives in MI with several Department of Corrections (DOCs) across several states, as well as numerous probation departments and adjunct counseling groups who work primarily with mandated offenders. For almost two decades, we have rubbed shoulders with management teams that direct correctional organizations. We have been fortunate to sit with these leaders from courts, agencies, and facilities as they shared their accounts of implementing MI within their organizations. These disclosures included both success and failure, detailing novelty and innovation as well as frustration and flops. This article will examine the first of four important learning points revealed from this implementation work:

1. We back our way into preparation and commitment.
2. The MI approach is harder to learn than many believe.
3. The “extinction effect” that can steal from newly-acquired skills must be considered.
4. Corrections must place greater emphasis on coaching and feedback.

The MI approach is a skill-based approach which takes effort and perseverance to learn—and the faint of heart or those looking for a quick-fix need not apply. Yet, correctional agencies often make this harder than it needs to be as critical work for system readiness is often neglected. Beyond the three types of implementation, Fixsen also established six sequential stages for **performance implementation:**

1. Exploration and Adoption.
2. Program Installation.
3. Initial Implementation.
4. Full Operation.
5. Innovation.

Without a full review of each stage, what is important to point out from this list is that **staff training does not occur until the second stage (program installation).** A troublesome correlation is realized when managers, so eager to “get going” that they forgo preparation—yet, it is this very same preparation that will often decide whether an initiative continues and takes root or fades away over time. Gathering information, finding support among staff and management, reassigning agency resources, reorganizing or realigning staff, as well changes in policy and procedures—there are so many critical activities to be accomplished before the first training group is ever assembled. The problem in corrections (and most other social services as well) is that these early efforts are almost nonexistent as everything begins with training.

Grant funding seems to be a “usual suspect.” The rollout sequence for many grants starts with training—with funding earmarked to continue the service or program once the training has ended. Starting with training is a poor beginning that often ensures trouble will be coming further down the road; a fiscal award seeming to guarantee the “cart will come before the horse.” Correctional agencies that access grant funding would be better served if there were mandates to ensure organizational readiness should be completed as part (Continued on page 4)
WHEN CRIME MANAGEMENT POLICIES FAIL: UNDERSTANDING SYSTEMS

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In 1937, a handful of congressmen, in a vote they didn’t bother to record, forwarded a bill (The Taxation of Marijuana) that would one day help fill the nation’s prisons, to the roof beams (Gray, 1998).

“...social systems draw attention to the very points at which an attempt to intervene will fail” (Forester, 1971, p. 11).

“...despite a profound change in penal policy in the U.S., large benefits failed to clearly materialize, and social harm may have resulted” (National Research Council, 2014).

When most correctional mental health providers walk into their facilities, they are not likely to give much thought to the fact that the facility, those who work there, and those incarcerated there, are products of America’s criminal justice system. Upon inquiry, many might acknowledge that they have heard that America’s criminal justice system is a system of some kind, but most would be hard-pressed to define exactly what defines a system, let alone describe how America’s approach to crime management might fit such a description. For most of us, the criminal justice “system” seems to be a linear process: an individual breaks the law, is apprehended, adjudicated and, if warranted, incarcerated, and later, if warranted, released. End of story. If the individual breaks the law again, this process is simply repeated. While there is passing acknowledgement of the “Revolving Door,” it is generally believed to reflect a failure of the offender rather than the criminal justice system. Therefore, it is

References available from the author.
unlikely that Jay Forrester, Barry Richmond, Chris Argyris, and Peter Senge, and books such as *The Fifth Discipline* (Senge, 1990), *Why Things Bite Back: Technology and the Revenge of Unintended Consequences* (Tenner, 1996) or *System Effects: Complexity in Political and Social Life* (Jarvis, 1997) are names and books familiar to the average correctional psychologist. This is not a criticism, but rather an acknowledgement that understanding systems thinking and systems dynamics are generally not part of a correctional mental health provider’s training beyond that of a brief and likely forgotten exposure to Virginia Satir’s systems theory of family therapy.

Most, if not all of us, learn about “cause and effect” at a very early age. It is a simple linear model of life: A causes B. B can cause C, and so forth. And for many events, this way of thinking about how things work works well, and we generally do not look beyond that. If a problem occurs, like a lawnmower engine that quits working, we look for the broken part, replace it, and mow on. We know what to blame and what to fix. However, for many systems-based life processes, such as crime, this linear way of thinking about and solving problems does not work well, may yield unintended consequences that can undermine the solution, and even make the original problem worse over time.

What distinguishes a simple cause-and-effect linear process from a system process? In a linear process, A causes B. The B has no influence on A. It is diagrammed this way: The A $$\rightarrow$$ B. In a system, A influences (i.e., does not cause) B and B in turn influences A. The A and B are in a reciprocal dynamic feedback relationship. That relationship is diagrammed this way: A $$\leftrightarrow$$ B. This relationship can be reinforcing, i.e., B influences an increase of A; inhibiting (B influences a decrease of A), or balancing (A and B balance each other). This occurs via processes called feedback loops. A simple system example is the heating system in our house or car that maintains a steady air or water temperature. It is the influence of feedback loops that create the virtuous or vicious cycles (i.e., races to the top or bottom) with which many readers are familiar.

Systems researchers have identified system laws and structured patterns of system functioning that allow us to more easily conceptualize how more complicated systems operate, and how to think about interventions to solve complex system problems. Laws such as “the easy way out usually leads back in,” “faster is slower,” “the harder you push, the harder the system pushes back,” the cure can be worse than the disease,” “cause and effect are not closely related in time and space,” “the areas of highest leverage are often the least obvious” (Senge, 1990), can guide deeper insights into how one might compose an intervention to a systems problem, and how to avoid making a serious intervention mistake.

This is especially true for complex social system problems like illicit drug use and crime that are the product of many interacting variables. America’s “War on Drugs,” basically a repeat of failed Prohibition ideology and practices, is an excellent example of such a mistake. After almost a century of U.S. regulation and punishment-based policies, beginning with the Harrison Narcotics Act of 1914, designed to deter drug manufacturing and consumption of addictive and mind-altering drugs (e.g., make such drugs illegal, find and incarcerate—rather than treat—violators) have actually done neither, but have contributed to the creation of additional social problems with which we continue to face.

Such perverse outcomes are the products of system structures called “archetypes.” Interesting and self-evident titles such as “Tragedy of the Commons,” “Escalation,” and “Fixes that Fail” help us identify why things are working like they are. For example, applying the “Fixes that Fail” archetype to the War on Drugs, a problem symptom (e.g., illicit drug use and crime that are the product of many interacting variables. America’s “War on Drugs,” basically a repeat of failed Prohibition ideology and practices, is an excellent example of such a mistake. After almost a century of U.S. regulation and punishment-based policies, beginning with the Harrison Narcotics Act of 1914, designed to deter drug manufacturing and consumption of addictive and mind-altering drugs (e.g., make such drugs illegal, find and incarcerate—rather than treat—violators) have actually done neither, but have contributed to the creation of additional social problems with which we continue to face.

Such perverse outcomes are the products of system structures called “archetypes.” Interesting and self-evident titles such as “Tragedy of the Commons,” “Escalation,” and “Fixes that Fail” help us identify why things are working like they are. For example, applying the “Fixes that Fail” archetype to the War on Drugs, a problem symptom (e.g., increased production of illicit drugs for profit, increase ease of drug acquisition) further contributing to the problem (increased usage). Over time, the problem symptom returned, only worse (e.g., even more antisocial and self-harm drug-related behaviors). The harder policymakers pushed by becoming more punitive, the harder the system pushed back in ways that increased production, avoided detection, and increased the illicit drug market with more potent drugs.
illicit drug market with more potent drugs. Worse, the find-
and-punish U.S. solution created additional unintended and
counterproductive consequences that have made the illicit
drug-use problem much worse, as well as contributed to
world-leading incarceration rates, overcrowded prisons,
reentry and educational barriers, and high rates of recidivism.
In short, the cure has become worse than the disease. As Jay
Forrester warned in 1971, “...social systems draw attention
to the very points at which an attempt to intervene will
fail” (p. 11, emphasis added). By failing to understand one
simple systems law, U.S. policymakers have not only failed
to substantively accomplish the goal of deterrence, but have
contributed to additional serious social problems that now
demand our attention and resources.

A systems analysis of America’s “War on Crime” might
result in similar conclusions. Such a systems analysis would
reveal why America’s 40 years of “...do the crime, do the
time....” punishment mentality has, by necessity, resulted
in more of a racially- and economically-biased theater of
crime management without substantive reductions in crime
or increases in public safety. This mentality has facilitated the
development of many other social and economic problems
that have contributed to the commission of the very crimes
such policies were attempting to reduce (see, for example,
The Growth of Incarceration in the United States: Exploring
Causes and Consequences of High Rates of Incarceration
(National Academy of Sciences, 2014).

By definition, systems cannot fail, and it has been my
opinion that until U.S. anticrime policymakers engage in
systems-based, rather than linear-based, interventions to
manage our wars on drugs and crime will continue to create
more social problems than provide substantive reductions in
illicit drug use and other criminalized behaviors, and
tomorrow’s problems will indeed be the result of today’s
solutions.

We can help policymakers understand the importance
of systems by learning a little about systems thinking and
system archetypes ourselves. To that end, I recommend Peter
Senge’s book The Fifth Discipline: The Art and Practice of

References available from the author.
THE SEEDS OF VIOLENCE

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account for a third of juvenile arrests for violent crime.

This study resurrects the nature/nurture question by taking a preliminary look at daycare centers located in high-, moderate-, and low-crime rate areas of Tulsa, Oklahoma. Within each crime rate area, we examined daycare center licensing violations, deviant behaviors of preschoolers, and the disciplinary techniques of daycare providers.

A convenience sample of 30 daycare centers from the over 100 licensed Tulsa daycares was selected. Daycare selection began by considering the crime rate of the area within one mile of the physical location of the daycare. We obtained crime rate data from the published Tulsa Police Department Interactive Crime Map. Crime rate areas were arbitrarily designated as: low (less than 15 crimes within the last 2 years); moderate (15 to 20 crimes within the last 2 years); and high (over 25 crimes within the last 2 years). Additionally, daycare centers were selected by their willingness to allow researchers to visit and observe children at the center. In the end, our sample consisted of 10 daycares in each of the three crime-rate areas for a total of 30 daycare centers.

We began the study with a mixed-methods research approach utilizing both quantitative and qualitative data. Data included published Oklahoma Department of Human Services (hereinafter referred to as DHS) noncompliance license issues. We first counted noncompliance issues that might harm a child which we called “relevant.” Examples of “relevant” noncompliance issues include: leaving a child unattended; inappropriate discipline techniques; lack of proper employee training; neglect; and failure to provide appropriate medical attention to a child. We also counted regulatory non-compliance issues which we called “nonrelevant.” Examples of “nonrelevant” issues include: improper sanitary conditions; improper playground equipment; or improper labeling of medication or breast milk. As much as possible, the study utilized information and data available to any parent selecting a daycare.

An analysis of variance (ANOVA) was performed on the compliance data. At the $p < 0.05$ level, the data suggested no statistically significant effect of area crime rates on the total number of noncompliances and relevant non-compliances ($p = 0.17$ and $p = 0.34$).

In addition to the analysis of daycare licensing violations, we conducted non-participant observation to observe deviant behaviors of preschool-aged daycare children and the disciplinary techniques of daycare providers. Each daycare center within each of the three crime-rate areas was visited. Prior to the nonparticipant observations, 20 common behaviors of children were listed. The list contained 10 good behaviors such as: helping, listening, hugging, sharing, and forgiving. The list also contained 10 bad behaviors such as: biting, hitting, kicking, lying, and stealing. We spent approximately 2 hours observing each center and recorded the number of each behavior observed and the subsequent response from the daycare employee. Incidents of child behavior were identified, coded, and recorded. Responses to child behavior from daycare employees were recorded as ethnographic data in a thick, descriptive narrative.

Again, an ANOVA was performed on the good and bad behavior data. Again, at the $p < 0.05$ level, no significant effect was found of area crime rates on the total number of deviant behavior instances recorded during the participant observations. Additionally, there was no statistically significant effect of area crime rates on the total number of good behaviors recorded ($p = 0.66$ and $p = 0.33$).

Overall, results suggest that there were no significant correlations between area crime rates, daycare center licensing violations, and the deviant behaviors of preschoolers. Preschoolers’ behaviors were consistent regardless of the crime rate area the daycare was located in, or the number of noncompliance issues published by DHS. The only factor that seemed to vary was the way in which daycare employees disciplined children between the different crime rate areas.

The qualitative aspect of the study also included a grounded theory approach. Nonparticipant observations of each daycare center were recorded as ethnographic descriptions. The ethnographies were recorded as thick description of the daycare setting, the language and behaviors of the children and daycare providers. Ethnographies were then grouped according to crime rate area and coded to illustrate common observations. As commonalities emerged, an ideal case from the crime rate area was selected to illustrate the observation.

Overall, the disciplinary techniques of the caregivers in the low-crime rate area ranged from either ignoring deviant behaviors entirely, or intervening through means of sitting the deviant child down to have a conversation about why their behavior was bad. Caregivers in this area seemed more concerned with meeting emotional needs of the children and less concerned with consistent discipline. Instead of simply placing a child in timeout for hitting another child, the caregivers would be more likely to sit down with the offending child and talk about what had made them angry, and how they can better handle that emotion in the future.

The main focus at many of these facilities relied heavily on teaching children concepts of mathematics, reading
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comprehension, English, etc. at an early age in order to give them a headstart in school. Caregivers seemed to largely disregard any children who had developmental delays, autism, behavior problems, or learning disabilities, and focused mainly on educating the average child. More attention was paid to ensuring the DHS requirements were met, and that the children’s emotional needs were catered to.

Daycare center #4 constituted an ideal example of the disciplinary techniques of caregivers in the low-crime rate area. This facility was enormous, and equipped with all kinds of technologies for extracurricular activities: an indoor glow-in-the-dark bowling alley, an indoor basketball court, professional cooking classes, etc. The employees were largely concerned about adherence to DHS rules and regulations, and about ensuring that the emotional needs of the children came first.

If a child was seen playing with a “toy weapon” or participating in some other deviant behavior, all activities essentially came to a halt until the teacher had sufficiently dealt with the situation. This would consist of the teacher getting down on the child’s level, taking their hands, and looking them in the eyes while discussing the issue at hand. The teacher would speak to the child about why their behavior was bad, and how they could better manage their emotions.

Additionally, teachers were more likely to intervene when witnessing a child physically abuse another child, than they were when the abuse was verbal. Any child that consistently exhibited minor behavior issues was simply left to their own devices—if the child refused to eat lunch, or participate in circle-time activities, the teacher would simply allow the child to do whatever they pleased rather than face the prospect of having to discipline the child.

This particular facility seemed to have an issue with consistently being understaffed and struggling to maintain the ratio according to DHS standards. They were so concerned with this that at times, the needs of the children fell by the wayside. When they were not worried about maintaining ratio however, they focused heavily on ensuring that each child’s emotional needs were being met.

Caregivers in the moderate-crime rate area seemed more aware of the need for consistent and effective discipline. Most of the facilities in this area were in need of some minor cosmetic changes, and seemed to have less money than those in the low-crime rate area. However, although these facilities seemed to cater to more low-income families than those in the low-crime rate areas, we found the caregivers in this area to be much more involved with the kids. These caregivers were those that would get down on the floor and play with the kids. They were engaged in their jobs, and many of them had clearly chosen the profession because they truly loved to work with children.

Although these caregivers were concerned with disciplining the children, they seemed to focus more heavily on social interactions between the children. It seemed that caregivers in this area were more concerned with preparing preschoolers for socialization in kindergarten as well as preparing them educationally for various concepts such as mathematics, sign language, etc.

Daycare center #13 is an ideal example of the disciplinary techniques we observed within the moderate-crime rate area. This facility had some minor cosmetic damage, but was overall in good shape. The preschool teacher made it a point to inform us that the kids were normally very well behaved, and that any bad behavior we saw would be a direct result of the chaos caused by renovations at the facility, as well as the teacher’s recent return from vacation. The teachers in the preschool classroom were very engaged with the children, and seemed to be very invested in supporting the social and educational growth and development of each child.

However, in terms of discipline alone, there seemed to be less concern for ensuring discipline was consistent and effective as there was for ensuring that each child completed an art project, participated in circle-time activities, etc. Caregivers were slow to intervene when witnessing children physically abuse each other, but quick to intervene when witnessing verbal abuse.

It was at this facility that following the conclusion of a fight over a toy, one child pushed a large piece of toy furniture on top of another child, resulting in bruising between the victim’s shoulder blades. We witnessed this exchange in its entirety, and saw it as a deliberate act of calculated violence. The offending child made sure that the teacher was not watching, then intentionally laid down on the floor in order to use the strength of her legs to tip over the wooden toy kitchen furniture. Other than a brief time-out, no disciplinary action was taken against the offending child, and the teacher seemed largely unconcerned about the incident.

Caregivers in the high-crime rate area seemed less concerned with deviant behaviors and more concerned with ensuring that each child had been fed and clothed for the day. (Continued on page 9)
clearly catered to the lower-class or working poor. Children attending facilities in this area exhibited more deviant behaviors than those in other crime-rate areas, and caregivers disciplined the children far less, if at all. There was little to no focus on educating the children at an early age, and most caregivers seemed uninterested in interacting with the children. It seemed that the primary goal of caregivers in this area was merely to keep each child alive all day, and send them home with semi-full bellies.

Daycare center #21 presented an ideal example of the disciplinary techniques of the caregivers in the high crime-rate area. Neither the lead teacher nor the assistant teacher had control over the classroom, and the preschoolers were allowed to have free reign. Any attempt that the teacher made at providing structure or educational materials to the kids was simply ignored by the children. The children played with permanent markers, nail polish, lip gloss, and they climbed all over the shelving and furniture in the classroom with absolutely no intervention by the teachers. Several of the children got into minor altercations over certain toys or stations in the room, and would begin calling each other names and hitting each other. Again, there was no disciplinary action taken by the teacher, as she was too busy chatting with her coworkers.

There was virtually no structure to the schedule, and aside from the brief period during circle time, there was no educational component to the lesson plan. The children had free play time for the entirety of the duration of our visit, and many of them actually walked out of the classroom to play in other areas, effectively violating DHS ratio regulations.

This research effectively demonstrated that within the daycare setting, the singular most important factor in influencing the deviant behaviors of preschoolers was the caregivers’ disciplinary techniques. The implications of these findings suggest that the growing need for parents to place their children in the daycare system is supplemented by a growing need for caregivers to understand the weight of their influence on the psychosocial development of preschoolers.

With recent school shootings and other instances of youth-on-youth violence, it is increasingly important that we identify the “seeds” of violence in the hopes that intervention can take place at the earliest possible stages in life. By intervening at the earliest stage, there is a greater likelihood that future violent offending can be reduced or prevented.

References available from the first author.
of Criminology at Indiana State University Mark Hamm has pointed out in *The Spectacular Few*, and for our purposes, more specifically as correctional and forensic professionals. Inadequate conditions and operations of prisons creates not only shared grievances but lengthy, intimate, and forced association with earlier radicalized individuals who then have the time and opportunity to identify and indoctrinate vulnerable, angry, and frustrated, or criminal individuals in service to extremist goals.

At the same time, the solution to the problems of poor prison conditions and dysfunctional or corrupt operations is not easily found or applied. Many of the most vulnerable people live in areas already bereft of social services for law-abiding citizens, so correctional facilities and their management is low on the list of social priorities. When these individuals are released, there may be little in the way of assistance or support aside from whatever comes from criminal associates or radicalized groups. While governments may seek to create programs of counterterrorism or counterradicalization, the current consensus is that effectiveness of those programs relies on local interventions between the local authorities and the people at risk. The rub is that many of the people in a given area or locale actually support the ideology of the extremists. As a result, top-down interventions from state-run organizations are ineffective and local programs are impossible.

So it seems that personal vulnerability to recruitment by radical groups is exacerbated by existential grievances of individuals in impoverished and dysfunctional social systems. In addition, to the degree that angry, frustrated, and typically younger people are incarcerated with more sophisticated recruiters, personal and social vulnerabilities are made even worse by the shared grievances of disorderly, unsafe, and corrupt prisons. Countering these valences of influence are made difficult if not impossible because the societies in which much of this activity is originating, particularly recovering societies in post-conflict areas, lack the resources to address the broader general social issues or the antiestablishment or protoradicalization attitudes of among many citizens in the society, much less to address the particular problems found in prisons.

In the examination of the circularity of social problems, lack of resources, social and prison corruption and personal vulnerabilities to radicalization, it is difficult to avoid the conclusion that nothing will change until everything changes. That is, recruitment in prisons can’t or won’t change until the prisons change. Prisons can’t or won’t change until societies change. Societies can’t or won’t change until there are huge cultural shifts and a massive influx of additional financial, educational, employment, and social resources. None of that is visible on any known horizon at this time.

In the end, as long as groups or gangs, whether organized around criminal, political, or hybrid purposes, create alternatives to low status, impoverishment, and boredom, it seems reasonable to expect that young men and women will see those alternatives as reasonable exits from their social impossibilities. Since the recovery of many societies and the exhaustion of such groups appears nowhere on the horizon, we best plan for a considerable period of direct challenges to Western values and ways of life.

While we’re far from the social disarray of most post-conflict areas, those of us who live in the West might give thoughtful consideration to the roles of our deteriorating infrastructure, dysfunctional partisan politics, failing inner-city schools, income disparities, and minority over-representation in prisons as potential sources of shared grievances that can serve as an equally fertile soil for the angry, immature, frustrated, discriminated-against, criminal or bored who might seek radical adventurism as an outlet for their own life challenges. Social functioning and social tranquility are not independent aspects of societies.

Similarly, given the accessibility and influence of social media and other technologies that can span the globe, Western criminal justice agencies and prison systems that are not addressing parity, safety, responsibility, and fairness issues within their operations and their walls may be contributing far more than they realize to magnification of our own social imperfections as experienced by those vulnerable to radicalization or extremism and thus stimulate them to action.

While many questions remain, the recent information from the Canadian/UN high-level panel discussion in NYC, as well as that found in Mark Hamm’s and other recent books on the topic, demonstrate that much is known about the social, personal, and correctional dynamics of radical and extremist recruitment. As a result, reasonable preventive measures by prison officials are called for to avoid contributing to the groundwork for repetition of the kinds of events in Paris and San Bernadino. If fail-safe counterterrorism and deradicalization programs are not brought into play beforehand, a single dramatic (spectacular) event by someone or a few people released from prison will surely be seen as poor planning (at best), or even negligence, and will shake the system and public confidence while causing heads to roll.

Thanks go to Commissioner D. Head and the Canadian UN mission for sponsoring this valuable discussion and helping get important information out to the correctional community.
ELEVATING PERSONALITY DISORDERS: CHANGES AND CHALLENGES IN TREATING INCARCERATED PATIENTS

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The removal of the multiaxial system from the 2013, fifth edition of the *The Diagnostic and Statistical Manual of Mental Disorders* (DSM-5) can be seen as elevating personality disorders to equivalent status with traditional “Axis I” conditions. This change moves the field toward accepting that personality disorders can have serious consequences on functioning, comparable to the impact of more traditional psychiatric symptoms. Clinicians should take this opportunity to rethink the consequences of personality disorders on patient functioning, conceptualize personality pathology as a focus of treatment, and identify effective treatment strategies for our patients within correctional settings.

In Section III of the *DSM-5*, an alternative model for personality disorders outlines a continuum of impairments in personality functioning accompanied by pathological personality traits. The Level of Personality Functioning Scale (LPFS; APA, 2013; pp. 775-778) sheds light on the range of personality functional impairments that can be present in both self- and interpersonal-functioning. This model provides a useful framework for case conceptualization and developing targeted treatment interventions for the most common personality disorders in correctional settings—antisocial personality disorder (APD), borderline personality disorder (BPD), and narcissistic personality disorder (NPD).

The concept of “self” is divided into the following two main elements:

1. Identity—the experience of oneself as unique, with clear boundaries, stability of self-esteem, and accuracy of self-appraisal.
2. Self-direction—the pursuit of meaningful and coherent goals, use of prosocial internal standards of behavior, and the ability to self-reflect in a productive manner.

The concept of “interpersonal functioning” is comprised of the following two elements as well:

1. Empathy—understanding of others’ perspectives, tolerance of differences, and understanding one’s impact on others.
2. Intimacy—depth and duration of connections with others, desire for connection, capacity for connection, and mutual regard.

The concept of “self” is severely to extremely impaired in a number of our correctional patients according to the LPFS. It is not uncommon to see individuals with fragile self-esteem that is easily threatened by interactions with others, whose boundaries are lacking or confused, who experience life as meaningless or dangerous, and experience poor differentiation between thoughts and actions such that effective goal-setting abilities are all but absent.

In terms of interpersonal functioning, similarly severe and extreme impairments can be seen in individuals who are highly threatened by alternative opinions, who are unaware of the impact that their actions have on others, who have significantly impaired capacity for enduring connections, and who conceptualize relationships in terms of the ability of others to provide comfort or inflict pain and suffering.

These impairments are at the root of personality dysfunction and are the “target symptoms” for treatment, yet the symptoms themselves can make meaningful treatment nearly impossible. A typical incarcerated patient with serious BPD experiences chronic emptiness, a lack of boundaries between self and others, has a strong belief in the absolute need for intimacy coupled with fears of rejection, and lacks the ability to engage in cooperative efforts with others due to the perception of slights and criticism from others. These symptoms likely cause serious daily dysfunction including poor self-care, dangerous peer relationships, self-injury, and behaviors that result in frequent disciplinary action and placement in restrictive housing.

Effective treatment requires a therapeutic relationship based on mutually-identified goals. Yet, the ability of the patient to form a relationship is seriously impaired and, by definition, the root of the problem. Identification of dysfunction, which is necessary to prompt change in the patient, is often experienced as criticism and rejection, resulting in behavior that disrupts the therapeutic relationship. Long-term treatment targeting skill development and self-examination within the context of a developed and trust-building therapeutic relationship is required. Yet, frequent

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PERSONALITY DISORDERS

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patient transfers and housing relocations cause external disruptions to treatment, further damaging the patient’s capacity for trust and mutuality.

As clinicians, we have a responsibility to work with our security partners to help them understand the seriousness of personality pathology and its chronic nature. We can help by explaining that personality disorder symptoms are indeed clinical symptoms, akin to hallucinations and major depressive episodes, that personality disorders can be conceptualized as requiring chronic-care visits, similar to diabetes and hypertension. The important difference, however, is that personality disorders are not treated with medications, but require interpersonal treatment within the context of ongoing stable therapeutic relationships. We need to educate security staff that therapy is absolutely necessary, requires frequent confidential group and/or individual contacts, and is negatively impacted by facility and housing transfers.

While the DSM-5 has properly placed serious personality disorders on par with traditional psychiatric conditions, the challenges in providing proper care and treatment for individuals who suffer from such disorders within a correctional environment continues to be an ongoing challenge. But it is a challenge that we must face and work to resolve if we are to truly affect lasting and positive change in our incarcerated patients.

References available from the author.

GETTING IT RIGHT: A COLLABORATIVE OFFENDER REENTRY PROGRAM THAT REDUCES RECIDIVISM, INCREASES PUBLIC SAFETY, AND PROMOTES SELF-SUFFICIENCY

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Colorado’s community corrections system is unique as it is a collaboration of state, local, non-profit, and private partners that work together to help transition (Department of Corrections) and diversion (direct sentence-probation) offenders succeed in the community by providing transitional housing, structure, rules, and guidance. In Colorado, the community corrections system is locally controlled and state administered. This means that community corrections funding is allocated from the state to local jurisdictions, but the program is controlled locally by a community corrections board that is appointed by local elected officials.

Local community corrections boards have the ability to accept or reject any referral from the Colorado Department of Corrections (CDOC) or probation, community corrections boards develop jurisdiction-specific policies and procedures that reflect the local community, and each local community corrections board either contracts with a vendor to administer the program or operates the community corrections program themselves. Strong local control dictates the character of the board and the decisions that are made.

Jefferson County has had a community corrections program for over 30 years. Originally, only lower-risk, nonviolent offenders, who needed the structure of program in order to find a job or a place to stay, were accepted. In 2015, the community corrections resident looks much different. Only 8% of the population accepted into community corrections are low risk offenders. Thirty-five percent of the population accepted by the board are medium-risk, and 57% are high- and very high-risk. As the risk is higher, so are the needs.

Programs that provide services to low-risk offenders look (Continued on page 13)
very different than those needed to help medium-, high-, or very high-risk offenders succeed. In addition, the amount of time the higher-risk offender needs to acclimate into society increases, as does the need and intensity of the program. In order for an offender to be successful, programs must be designed based on individual needs. Offenders are not coming out of the CDOC job ready; therefore, without vocational or skills training, they cannot obtain meaningful employment. And, without employment, they cannot find housing, pay child support, or restitution. All this becomes overwhelming and influences the offenders’ ability to succeed.

In Colorado, approximately 50% of the offenders entering the community corrections program do not complete the program. The reasons for program termination are many. Some clients are terminated because they commit technical violations, some commit new crimes, some walkaway or escape, and some just give up and self-terminate. Some clients have no family support, while others cannot connect with family because of broken promises and disappointment. Some clients terminate because of the cost.

In Colorado, community corrections clients must pay a $17.00 per day subsistence fee for every day they live in a community corrections facility ($510.00 based on a 30-day month). In addition, clients are responsible for associated treatment fees, medical, restitution, work-related (e.g., clothing, tools, boots), and transportation costs. Clients are required to obtain immediate employment so they can pay their subsistence or they end up in debt to the community corrections facility. Because most clients are unskilled, they end up in a “get-by” job earning minimum wage. Clients working in an unskilled job earning minimum wage rarely get ahead financially. By the time clients pay their subsistence and other fees, there is nothing left.

The community corrections program is a great program. The community corrections system, as it is today, is failing our clients. Offenders no longer just need a place to stay, they need intensive programming, cognitive-behavior therapy, job readiness and vocational skills, offense-specific treatment, family reintegration, parenting programs, emotional support, and meaningful, full-time employment. They need the opportunity to succeed and community corrections programs can provide that opportunity if they change their philosophy and programming.

Getting It Right

The Getting It Right (GIT) Program was funded by the U.S. Bureau of Justice Assistance as a demonstration project to infuse programmatic, philosophical, and culture changes into the Jefferson County Community Corrections Program. The GIT Program is a comprehensive, integrated, reentry program that offered enhanced, wraparound services to 75 medium-, high-, and/or very high-risk male offenders who were accepted by the Jefferson County Community Corrections Board (JCCB) and lived in the community corrections facility. (The 75 offenders included violent offenders, sex offenders, long-term offenders, and offenders with mental health issues).

After the GIT participants were accepted by the board and before they were transported to the community corrections facility, the GIT Coordinator traveled to the prisons to interview potential participants. Once the offender/participant volunteered to participate in the GIT Program, the family navigator reached out to his family to get them connected to the program, and help them understand the process. By the time the GIT participants entered the community corrections facility, families had been contacted and prepared for the offender’s transition, the intake paperwork had been completed, and participants had completed multiple assessments. The goal was to understand the needs of the participants and families before the offender transitioned into the community.

Once in community corrections, the GIT Program paid the participant’s subsistence for 30 or 60 days so the GIT participants could participate in classes. During that time, participants attended 40-hour intensive job readiness classes, engaged in short-term, high-skills, or vocational training, attended Thinking for a Change (T4C – a cognitive-behavior class), started parenting classes, and were introduced back into the community through community engagement tours. The GIT participants learned how to shop, cook, garden, and participate in family activities. Removing the stress of paying subsistence and eliminating the need for a meaningless job allowed GIT participants to take the classes, engage with family, and prepare them for long-term success.

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The GIT participants were placed in employment that matched their skills and knowledge. Taking the time to assess participants and place them in the right job reduced job replacements. Some of the GIT participants needed domestic violence or offense-specific treatment, and some needed mental health assessments. The GIT Program provided immediate treatment and assessments to participants. Instead of waiting up to 4 weeks for treatment or assessments in community corrections, the GIT program contracted with providers that saw GIT participants within 2 days. Treatment was immediate.

Giving back to the community, as a part of restorative justice, is important to community investment. The GIT participants volunteered at non-profit organizations and helped others in need. Whether it was reading, or helping with paper work, or janitorial duties, each gave back to their community. The GIT Program sponsored a community garden. Participants planted, weeded, and worked in the garden. They donated the produce from their large community garden to homeless shelters, daycare centers, and food kitchens. The GIT participants gave the produce grown in the GIT community garden to others less fortunate.

The housing market in Jefferson County is extremely difficult. Like many parts of the metropolitan Denver area, there is a shortage of affordable housing. Because housing is essential to stabilization, the GIT Program provided housing for participants and their families after they transitioned into the community.

The most impactful element of the GIT Program, as reported by the GIT participants, was the change in culture and philosophy. Traditional community corrections has a correctional feel. Staff tend to act like correctional officers instead of helping professionals. Many participants shared with staff that this was not their first time in community corrections, but it was their first time in community corrections where they felt as if they could succeed—and it was because of the GIT Program. Participants said they felt the GIT Program provided them with both the skills and the confidence to succeed. Teaching people how to succeed in the community, providing the tools, the opportunity to change, the ability to see themselves as a father, brother, or son instead of an offender, and helping participants believe they have value, are outcomes of the GIT Program.

CONGRATULATIONS TO DR. RICHARD ALTHOUSE

Richard Althouse, Ph.D., former IACFP President and currently serving as an At-large Member of the IACFP Board of Directors as well as on the IACFP Governance Committee, has been published in the American Psychological Association’s (APA’s) PsycCRITIQUES. Doctor Althouse’s book review of Lamis’ and Kaslow’s, Advancing the Science of Suicidal Behavior: Understanding and Intervention was published in PsycCRITIQUES on December 21, 2015.

Doctor Althouse had several reviews published in PsycCRITIQUES over the years and has received word that another will appear in the near future. Doctor Althouse is one of the experts in the field called upon by APA to review books related to criminal justice and psychology. PsycCRITIQUES has more than 41,000 reviews by such experts in the field to help others select the most appropriate books, films, and videos for professional use.
ROLE OF ANTICIPATION

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Human design is made up of many intricacies having a dependent, interdependent, and independent mechanism. This article focuses on anticipation and briefly on emotions, to create a connection of these two elements in relation to threat assessments, criminal- and attack-profiling, and consequential risk prediction.

Humans are anticipatory and emotional systems. We contain predictable models of the environment and ourselves and we also behave as dynamic systems creating changes in the blink of an eye due to our anticipatory makeup by either changing, maneuvering, or controlling the present activities through decision making. Every thought, emotion, idea, or belief has a neurochemical consequence that is affect-laden visible through our response system. Anticipation is intrinsic to human thinking. Thinking is mapped on a cellular level, and this ability of the human system enables changes according to expected biological and psychological significance; furthermore, this mechanism is always trying to prevent the human system from disintegration.

Anticipation plays a powerful role in human memory, learning, adaptation, behavior, and response. Experiences in the past create a pattern for anticipation of stability or crisis, success or failure, major or minor (war, natural disaster, terrorist attack, robbery, murder, climatic change, daily weather, low or high grades on exams, promotion, or demotion at work—everything.)

We are a self-organizing unit, our innate working is in a constant flow of adjustment, be it a depressed state of mind or happy, our body and mind are in synchronicity at all times. When the external environment is incongruent to our internal worldview, a stressor is introduced (stressors are not negative on their own) and very quickly our internal mechanism adjusts and adapts (molecular communication) to the incongruence, be it positive in emotion-action behavior or negative. Keeping the principles of General System Theory (GST), our dynamic system is always reaching a state of equilibrium, either occupying a positive or negative stance. All negatives always have a positive intent for the individual using it, depending on which side of the fence you are looking from. A negative stance can be changed through a positive insertion, if it has enough value, meaning, and a “what’s in it for me” factor. After all, the individual human system is geared for its own survival and betterment. Meaning, units must provide an innate benefit with any new belief adopted; if not, then the meaning holds no value to the receiver.

Mass anticipation also creates groupthink; at this level, individuals collectively mirror the environment and behavior and emote on the same level, thereby being congruent for their present worldview and is based on anticipation.

Humans are goal oriented and decision making is an inherent part of the individual and group (subsystems) and community systems. Through anticipation, communities emerge as chains of decision-making processes based along a power range. Resiliency is the maintenance of high levels of positive affect and well being in the face of significant adversity. To create resilience, our awareness and understanding of the hazard must be very acute. Understanding risk factors by creating anticipatory intelligence might assist in redefining human conditions, create resilient communities, and assist in building human security.

For policy making and management of institutions, such as prisons, to understand problems, design interventions, construct prevention, and influence in a positive way, we need to delve deeper by using anticipation through a relationship-based understanding. We form relationships even with our environment and all its manifestations in an abstract way. A structure, design of a room, place, building, store, classroom, etc., all create an emotional influence. This influence and its relation may make a place, object, or an inanimate material approachable or prompt an instant retreat. Relationships on all levels, such as individuals, groups, broad society and systems, virtual communities, policies and society, security, health, economy creates the sum of all behavior.

Currently, the greatest rapport, influence, and confidence building is seemingly coming from terrorist organizations who have been successful in radicalizing individuals from all over the globe and from various cultures, gender, age groups, and economic levels. Their tailor-made recruitment strategies have been successful. It is like a good consumer-product establishment where the company focuses on selling themselves as a brand (their image) instead of focusing on the products. The “marketer” and the “consumer” influence each other, the recruited become the recruiter, and the company, in turn, experiences favor, legitimacy, and growth. Influence

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(goes both ways and this is relationship-based effect. Relation-

based systems are adaptable, are self-organizing, and self-
sustaining. Behavior adaptation or new behavior do not happen
in a vacuum; both internal and external stimuli are needed.

Anticipation Precedes Behavior

- We anticipate looking at the weather if we need an umbrella.
- We anticipate through estimation by knowing about the traffic on a particular street, time of the day through past experience, or depend on the information displayed on the GPS system.
- We anticipate a full-blown fever by sensing from our physical cues.
- We anticipate trouble in a particular area based on the knowledge of crime in that area.
- We anticipate a negative or positive reaction based on past experience.
- We anticipate due to subtle cues and grand declaration of the adversary.
- Anticipation of a crisis can converge two politically- and ideologically-opposed countries to neutralize a common enemy.
- Anticipation of an invasion by X country can make Z country use hybrid tactics in warfare.
- Anticipation of threat by a population can make them take law and order in their own hands.
- Anticipation is sensitive to countercommunication strategies which an adversary employs.
- Anticipation is based primarily on perception.
- Anticipation can modulate biochemistry.
- Anticipation can influence an “emotional proposal.” Emotional proposal is made of three primary sources: (a) verbal and visual conditioning, modeling, (b) what we have witnessed, specific meaningful incidents, and (c) what we have experienced.
- Anticipation can influence the verbal, nonverbal expression (face and body).
- Anticipation leads to thinking and decision making.
- Anticipation can minimize or amplify fear, pain, and fatigue.
- Anticipation uses awareness and knowledge that is rule-based, information-based, behavior-based, skill-based and reward-based (objective or subjective).

(Not an exhaustive list)

If a terrorist organization anticipates resistance, they maneuver their methods like digging underground tunnels to reach the attack zone or switching from using vehicle-born improvised explosive devices to suicide vehicle-born improvised explosive devices.

What if we had no prior knowledge, information, or experience to compare to the future? There would be no anticipation? Then, we would have to learn how to think the unthinkable to create anticipation. To be able to do this, we would have to use mental scenarios, even of those attackers who mimic the environment like the Boston bombers and San Bernardino shooters, attackers who enter unobserved and undetected, or use deliberate erratic actions to confuse the security forces. We need to feel and think like the adversary.

Thinking Like the Adversary—Some Questions to Anticipate Would Be:

- Target—Who to attack? Where to attack? The weakest spot with a powerful aftermath.
- Reason—Why that target? We want maximum effect, so how, with a single action, can I get the maximum effect? We will look into the path of least resistance.
- Method—How to attack? Using the most apt, effective tactics and procedures (use of weapons according to the target, reason, and the best day/hour of attack.) Density analysis—a street on a given day with many people—high density/low density. Perceptions that will work counter to operational objectives. Perceptions should, therefore, be a part of risk assessment, right from the start to the end of an operation.

Factors That Can Influence Targets—For Ease or Difficulty in Carrying Out the Operation.

- Openness or hardness of targets, avenues of approach, ability to egress for nonsuicidal operations, symbolic or functional value, media, and body count potential, network influence—dependent contractors.
- Population subgroups might pose a variety of different threats. Threat identification must therefore precede threat evaluation.

Anticipate the use of dual dimension and emotional value of an attack. For example, during the Westgate tragedy, Twitter updates were constant by the adversary on their progress, or cases of victimization and dehumanization in prisons being used as recruitment tactics in the online jihadist chatter.

Anticipate the “escalation-dominance” factor during a conflict or an extreme crisis, meaning that when creating
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any countermeasures, whatever tactics, techniques, and procedures (TTPs) are used, it should not provide an advantage to the adversary for escalating the crisis. This factor applies to tactical situations and also for management of a system.

In the “quiet times” of crime or terror-anticipatory intelligence for profiling, risk assessment, violence prediction are carried out for prevention. Anticipatory intelligence looks into the unconventional and the unthinkable means of planning, recruitment, attacks, and escape; this lies between the orderly and disorderly features of criminal profiling.

References available from the author.

FORMER TRANSGENDER INMATE SETTLES WITH GEORGIA PRISON OFFICIALS

The state of Georgia has agreed to pay to settle a lawsuit filed by a former transgender inmate whose case drew the attention of the U.S. Department of Justice after she complained prison officials didn’t provide adequate treatment for her gender identity condition. Court records show Ashley Diamond, 37, voluntarily dismissed her lawsuit February 11, 2016. The state agreed to pay $250,000 to settle the lawsuit, said Nick Genesi, a spokesman for Attorney General Sam Olens.

The Southern Poverty Law Center, which filed the lawsuit on Diamond’s behalf, disputes that. "The amount specified by the attorney general's office is not an accurate representation of the final settlement award," attorney Chinyere Ezie said in an emailed statement. "Because the SPLC is bound by confidentiality, we are unable to disclose the total settlement amount."

Filed nearly a year ago, the suit said prison officials failed to provide adequate treatment for her gender dysphoria, a condition causing a person to experience extreme distress because of a disconnect between their birth sex and gender identity. "Our lawsuit and Ashley Diamond's bravery brought about important changes in Georgia, and have put prison officials across the country on notice about the constitutional rights of transgender persons," Ezie said.

Diamond has identified as female since she was a child and began hormone therapy when she was 17, giving her full breasts, a feminine shape, softer skin, and a feminine appearance, her lawsuit said. Diamond had noticeable feminine physical characteristics and told prison staff during intake that she was transgender and was receiving hormone therapy, but she wasn't evaluated for gender dysphoria and wasn't referred for treatment and her hormone therapy was stopped, her lawsuit said. The Georgia Department of Corrections policy at the time said only inmates identified as transgender during their initial screenings were eligible for gender dysphoria treatment, the lawsuit said. Without the hormone treatment for three years, Diamond's body suffered a painful physical transformation back to its masculine state and she experienced severe mental anguish, the lawsuit said. She was also ridiculed by inmates and prison staff and was sexually assaulted by inmates because she wasn't offered safe accommodation, the lawsuit said.

The U.S. Department of Justice weighed in on the case in April 2015, filing a brief that said prison officials must treat an inmate's gender identity condition just as they would treat any other medical or mental health condition. The filing said the Georgia Department of Corrections wasn't taking a position on the accuracy of Diamond's allegations, but it reminded prison officials that the Eighth Amendment of the U.S. Constitution requires them to provide inmates with individualized assessment and care for the condition. Just 4 days later, Georgia implemented a new policy to ensure that inmates with a possible gender dysphoria diagnosis are evaluated by qualified medical and mental health professionals, including an assessment of the inmate's treatment and experiences before entering prison.

A treatment plan will be developed to address the physical and mental health of any inmate diagnosed with gender dysphoria, the new policy says. The plan should take into account prior treatment but will also be reviewed and updated as necessary.

Excerpted from an article (by Kate Brumback, Associated Press) in the February 13, 2016 issue of the Ledger-Enquirer, Columbus, Georgia, page B3.
As an inmate, you sat in front of me during D-Unit’s community meeting. I heard inmates discuss how they would send new socks to be washed, only to get rags back, or plead for Clorox to clean showers, and how spraying for roaches didn’t do any good if the washroom wasn’t also sprayed. In the midst of listening to these daily mundane problems, I always felt your presence. With the passage of time, life’s paradoxes often become more confusing for me. This one was no different. There you sat, a large, muscular 50-year-old Black man with four life sentences; one life sentence for each type of sexual atrocity you committed on that White girl, a girl the same age as your own daughter.

Then the paradox would spill over for me. Every day in this prison where you will spend more lifetimes than you care to admit, you walk with the gentleness, compassion, and wisdom of a monk. In this unit there isn’t a confused, frightened, lost, enraged, or abandoned inmate you haven’t helped or defended.

Your understanding and patience frees them to probe the prisons of their minds. When you speak, out of respect, they listen. They understand that your insights come from your own personal courage—an inner strength that allowed you to examine your own shadow side. They see your courage to look inside and are themselves empowered. Perhaps, someday they may find a similar strength to look within their own darkness. Watching you leaves me confused, for both the beast and the saint are within, occasionally glancing back at me as I wonder.

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.
INMATES SERVING LIFE OFFERED SECOND CHANCE

Hundreds of inmates serving life without parole for crimes committed as juveniles in Pennsylvania, Missouri, and other states could get a second chance at eventual freedom under a U.S. Supreme Court ruling on January 25, 2016. In a 6-3 decision that united the court’s liberals with two Republican appointees, the court said an earlier ruling that banned mandatory life sentences for juveniles applied retroactively. The ruling means the affected inmates can seek resentencing or parole hearings. “Life without parole is an excessive sentence for children whose crimes reflect transient immaturity,” Justice Anthony Kennedy wrote.

As a result, Kennedy added, “a hearing where youth and its attendant characteristics are considered as sentencing factors is necessary to separate those juveniles who may be sentenced to life without parole from those who may not.” While the decision applies nationwide, certain states might see an impact.

Pennsylvania, in particular, had 482 inmates serving life without parole for crimes committed when they were juveniles, according to a legal brief filed last year. This was more than any other state, and it includes the likes of 78-year-old Joseph Ligon. An inmate at Graterford State Prison, Ligon was convicted of a 1953 murder that occurred when he was 15.

Missouri had 113 inmates in similar circumstances. All told, more than 2,000 inmates nationwide are serving life without parole for juvenile crimes, according to a legal brief filed last year. “Some of these people have already spent years, even decades in prison, they have grown up and matured in prison, contributing to their prison communities, some have mentored younger prisoners, some have earned an education or learned a trade,” Katherine Mattes, Director of the Tulane Law School Criminal Litigation Clinic, said in a statement.

Convening new hearings to re-examine these underlying cases will prove problematic, attorneys general for Texas, South Carolina, Kansas, and 13 other states warned in a brief urging the Supreme Court to reject the claim for retroactivity. “Requiring the states to resentence hundreds of offenders, many of whose crimes were committed decades ago, would undermine the community’s safety and would offend principles of finality,” the states argued in the brief, led by Michigan Attorney General Bill Schuette. The Supreme Court’s majority, though, reasoned that the constitutional logic of an earlier decision involving mandatory life sentences for juvenile crimes necessitated retroactive application.


TASK FORCE SUGGESTS PRISONER CROWDING SOLUTIONS

The U.S. Department of Justice should limit the types of cases it brings and more nonviolent criminals should be steered toward probation and away from prison, according to task force recommendations designed to cut the federal inmate count and save more than $5 billion. The suggestions were released on January 26, 2016, amid a national dialogue across the federal government about overhauling the country’s criminal justice system, which critics say is overly expensive and has resulted in unduly long sentences for nonviolent drug criminals. A bipartisan effort to reduce the prison population appears stalled for the moment in Congress, though the White House and Justice Department have encouraged changes in how suspects are prosecuted and sentenced at the federal level.

The recommendations from the Charles Colson Task Force on Federal Corrections provide concrete steps prosecutors, judges, prison officials, and policymakers can take to reduce prison overcrowding and ease spending on a corrections system that’s swelled in the last 3 decades as a result of harsh mandatory minimum sentences imposed on thousands of drug criminals.

“From severe overcrowding to an insufficient array of effective programs and incentives to encourage behavioral change, the system is failing those it incarcerates and the taxpayers who fund it,” J.C. Watts Jr., a former Republican Congressman from Oklahoma and Task Force Chairman, said at a news conference. Congress created the nine-member task force 2 years ago to recommend changes to the corrections system. Nearly 80% of drug crime prisoners have no serious history of violence, and more than half had no violent history at all, it said.

Excerpted from an article (by Eric Tucker, Associated Press) in the January 27, 2016 issue of the Ledger-Enquirer, Columbus, Georgia, page A8.
LIFE IN PRISON
A LOOK AT BECOMING AN INMATE IN GEORGIA

They arrive by the busload each Tuesday and Thursday, dozens of new inmates entering Georgia's prison system. Most stay only a week or two. But for those sentenced to die, this is their last stop.

The Georgia Diagnostic and Classification Prison in Jackson, the state's biggest, houses about 2,100 male inmates on a wooded, 900-acre campus about 50 miles south of Atlanta. A warden and three deputy wardens oversee more than 600 employees.

Most inmates stay just long enough to determine which of the state's 31 prisons is the best fit. A couple hundred are processed in or out any given Tuesday or Thursday in a hectic scene as off-white buses with red accents pack the transfer yard. "I'm always amazed that we always seem to put the right inmate on the right bus and he ends up at the right facility," prison Warden Bruce Chatman said as he led an Associated Press reporter and photographer behind the prison walls.

About 250 low- or medium-security offenders serve their sentences here, providing labor that keeps the prison running. Nearly 200 of the state's most problematic inmates are kept in a high-security area, though many are eventually moved. On death row, however, the only hope of leaving is a new or commuted sentence or exoneration.

When inmates arrive, their possessions are inventoried. Then they shower and don white jumpsuits. They sit in barber chairs while permanent inmates give them close haircuts, then pose for an ID photo.

Guards immediately work to instill order and discipline. Even the newest arrivals — some still dripping from showers and others mid-haircut — know what to do when the warden appears with guests. "Sir, good morning, sir. Ma'am, good morning, ma'am," they shout in unison following a guard's prompt.

Clean, shorn, and photographed, they're led to a sorting area ringed by small offices where counselors and medical professionals interview the new arrivals to determine where they belong. Some are nervous and quiet, this being their first trip. Others know the routine and sometimes cause trouble.

The cinderblock walls in the hallways in the main part of the prison are painted drab shades of gray and beige. The linoleum floors have been buffed to an impressive shine by inmate laborers, and a faint smell of cleaning chemicals

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LIFE IN PRISON  (Continued from page 20)

Lingers in the air. Murals painted by inmates provide splashes of color, many serving as reminders of their right to not be sexually assaulted.

It's loud and busy. Heavy metal gates clank open and shut. Inmates shuffle in single-file lines, guided by just a few guards. Chatter, shouts, and the crackling of radios echo with nothing soft in sight to absorb the sound.

When visitors approach, inmates in the hallways turn their backs and stand close to the walls. That makes it easy for guards to spot a guy who steps out of line.

The Special Management Unit, known as high-max, houses the most violent inmates. They include those known to cause problems even before their convictions, like notorious Atlanta courthouse shooter Brian Nichols. Others caused trouble elsewhere—about 3 dozen have killed another inmate. In contrast to the noisy bustle of the main prison building, the hallways here are eerily quiet. Inmates can leave their cells only 5 hours a week with their wrists and ankles shackled, under the supervision of guards.

Face-to-face interaction is rare. Some play chess, keeping boards in their cells and shouting moves back and forth.

The cells are only 7 by 13½ feet, and inmates can't see out unless guards slide back a metal cover over the grated opening on the door. Meals slide through an opening like a mail slot. Most inmates will eventually be considered for release into the general prison population if they behave.

In a room used for GED prep classes, large sheets of paper on the walls are scrawled with mathematical formulas, highlights of the civil rights movement, and summaries of constitutional amendments.

While many in high-max won't ever be free, some will eventually get out. The GED Program aims to help a relatively small number prepare for release. "We look at it like some of these guys are going to be going home and are going to be somebody's neighbor," unit superintendent Rodney McCloud said.

The inmates on death row have been convicted of horrific crimes, but they generally cause few problems, Chatman said. Possibly because many still have appeals pending and don't want to risk jeopardizing a chance, however slim, that their lives could be spared, he said.

The 76 death row inmates live in four "pods" of neatly kept single-inmate cells measuring just 6½ by 9 feet and feature a bed, sink, toilet, and shelves. Through the bars on the front of their cells, inmates look out on a narrow common area with three tables and five mounted TVs. Inmates are allowed into the common area or into the outside yard in small groups known to get along. On an unusually warm early December morning, six men were in the yard that includes basketball and volleyball nets. Two men shared a set of earbuds, listening to music as they chatted and walked laps.

Several took the opportunity to bend the warden's ear, asking about a backed-up toilet and people allowed to visit. Another asked: "Hey, warden. Can you help us get a basketball? It's been over 2 months."

John Conner—who killed a friend who said he'd like to go to bed with Conner's girlfriend in January 1982—smiled at a small group of reporters visiting death row in October 2015. His appeals are running out, he said. "I'm hanging in there. I'm still kicking. In here, that's a good thing," Conner said when asked how he was doing. Asked how he passes time, Conner grinned, baring gaps in his teeth. "I'm glad you asked."

He lifted a corner of his mattress and pulled out a stack of watercolor landscapes, images he hasn't seen with his own eyes in decades. He never painted before he got to prison, he said, but learned by following a Saturday morning painting show on television—likely the soothing lessons of Bob Ross, the man known for his frizzy hair and admonition that there are no mistakes, only "happy little accidents."

Death row inmates don't have far to go when their appeals run out. The chamber where lethal injections take place—a small room with a gurney, separated by a large pane of glass from the observation area—is on the grounds. On execution day, condemned inmates get a final meal and an opportunity to record a statement. Once all appeals have been exhausted, the warden fetches them.

"I will step to the inmate in the holding cell and let him know his time has come," Chatman said. "If I have a personal relationship with him, I might share a personal word with him."

Then a group of specially-trained guards straps the inmate to the gurney. Two nurses place IV lines, and witnesses are seated on three wooden benches. The inmate is allowed 2 minutes to make a final statement and is offered a prayer before the warden reads the execution order. As the drug flows into his body through clear plastic tubes running from holes in the back wall, two doctors, out of sight of witnesses, watch a heart monitor. Once the line on the monitor goes flat, they check for signs of life. Then, the warden announces the time of death and draws a curtain across the window.

Excerpted from an article (by Mark Berman, Associated Press) in the January 4, 2016 issue of the Ledger-Enquirer, Columbus, Georgia, pages 1, 3.
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FBI: MURDERS, VIOLENT CRIMES ROSE LAST YEAR

The number of violent crimes committed across the country was up in the first half of 2015 compared with the same period a year earlier, with increases seen across the country and spanning different types of crimes, federal authorities said on January 19, 2016. The numbers of murders, rapes, assaults, and robberies were all up over the first 6 months of 2015. Overall violent crime was up 1.7%, an increase that followed 2 consecutive years of declines, according to the FBI. These figures come after a year that saw murder rates go up in cities nationwide, sparking a series of tense media reports.

The numbers are among the preliminary figures released by the FBI as part of its Uniform Crime Reports, a national storehouse relying on the voluntary participation of more than 18,000 law enforcement agencies. The numbers released January 19, 2016, came from more than 12,000 agencies submitting comparable data for the first 6 months of 2014 and 2015.

Between January and June 2015, the number of murders was up 6.2%, with the biggest jumps seen in the country’s smallest and largest areas. Murders were up 17% in areas with fewer than 10,000 residents, while murders were up 12.4% in places with between half a million and a million residents and up 10.8% in places with more than 1 million residents. The U.S. Census Bureau has said that small places—incorporated areas with fewer than 10,000 people—account for about 9.1% of the total U.S. population.

Most local law enforcement agencies represent smaller areas, even though they combine to employ fewer officers than larger areas, U.S. Department of Justice data show. Seven out of 10 local law enforcement agencies serve areas with fewer than 10,000 residents, employing about an eighth of all full-time local police officers. By comparison, only 3% of local police departments serve populations of at least 100,000 people, and they employ about half of local police officers.

The FBI found that violent crime increased in most regions of the country—with one notable exception. It actually fell by 3.2% in the Northeast, even as it ticked up by 5.6% in the West, 1.6% in the South, and 1.4% in the Midwest. Rapes were up using the FBI’s newer definition (which includes more forms of sexual assault) as well as going by the older definition, while aggravated assaults and robberies both ticked up. Property crimes including burglaries and larcenies fell over the first half of last year, with an increase in only one category: Car thefts, which were up 1%. The FBI had said last fall that violent crime fell in 2014, part of an overall drop in violent crimes seen in recent years.

Excerpted from an article (by Mark Berman, Associated Press) in the January 20, 2016 issue of the Ledger-Enquirer, Columbus, Georgia, page A6.

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Governor Nathan Deal asked Georgia lawmakers on January 19, 2016, to put millions more into educating state prison inmates and helping county jails provide programs that offer a chance to get job skills while serving time. Deal spoke to the General Assembly’s Joint Appropriations Committee, kicking off a week of legislative hearings on his $47.5 billion spending plan for the coming financial year. Of the total budget, $23.7 billion comes from state revenues. The rest is from federal sources.

Deal, a Republican in year 2 of his final 4-year term, gave a broad overview of his spending plan before focusing on education in Georgia’s criminal justice system. He has made changes to the system a priority since taking office. He backed laws creating specialty courts to focus on groups such as juvenile offenders and veterans, or certain charges such as DUI or drug use. He also pushed for funding of prison education programs.

Last year, Deal asked lawmakers to establish two charter schools at state prisons, allowing inmates to earn high school degrees, an alternative to existing GED certificate programs and job skills training. For the fiscal year starting in July 2016, Deal is asking lawmakers to commit $4.3 million toward the schools, expansion of GED certificate programs and other job-skills training.

Deal said the state should “give (inmates) education and skills while they are with us in the system so that when they leave us, they will have something to offer to a prospective employer and they can get a job.” If they can get a job, the likelihood of them reoffending is significantly reduced,” he added.

Deal also wants $1.3 million to encourage county officials to partner with the state’s technical college system to create job-training programs at local jails. Deal said some counties already are trying to replicate similar work at state prisons and encouraged lawmakers to “show them some good faith.”

Deal highlighted a request for $13.7 million to renovate a state prison identified by prison officials as the shuttered Metro State Prison in Atlanta as a reentry facility to help prisoners prepare for release and $5.7 million for a behavioral health crisis center to quickly treat people with mental health conditions. He also has requested $6.3 million for renovations at state prisons to cope with a larger percentage of violent offenders due to reductions in the number of nonviolent offenders imprisoned.

Deal’s plan would give teachers and state employees a 3% raise and increase K-12 education spending by $300 million, leaving a gap of about $167 million between total dollars and what schools should receive under the state’s formula to determine the appropriate amount. Deal’s aides have said higher increases could be given to keep or attract new employees in high-turnover positions.

Lawmakers disagreed with Deal’s recommendation last year to remove some part-time school employees, including bus drivers, from the state’s health insurance plan, instead opting to require that districts pay the employer contribution. That cost is going up by $100 to about $850 per employee in Deal’s latest budget proposal, which state health officials said is lower than the payment on behalf of teachers and other state employees. Opponents argue that school districts can’t afford to make up the $30 million expense.

Excerpted from an article (by Kathleen Foody, Associated Press) in the January 20, 2016 issue of the Ledger-Enquirer, Columbus, Georgia, pages B1, B4.
FEDS: THREE GEORGIA INMATES USED CELL-PHONES TO RUN DRUG RING

For the third time in 4 months, federal prosecutors have accused Georgia inmates of using contraband cellphones to run criminal operations from their prison cells. An indictment unsealed on January 12, 2016, accuses 17 people of participating in a drug trafficking ring that distributed significant quantities of crystal methamphetamine in metro Atlanta and elsewhere.

Georgia inmates Francisco Palacios Baras, Johnathan Corey McLoon and Christopher Wayne Hildebrand used contraband cellphones to manage a network of brokers, distributors and runners from their prison cells, according to the indictment filed on January 5, 2016. It was not immediately clear whether any of those named in the indictment had attorneys who could comment on the charges.

The indictment comes on the heels of two others filed in September 2015, by federal prosecutors in Atlanta that also targeted the use of contraband cellphones by Georgia inmates. Those indictments alleged that inmates used the cellphones to traffic drugs, smuggle in contraband, steal identities and, in at least one case, to arrange a violent attack on an inmate suspected of snitching.

The newest indictment says the three inmates in the latest case used smart phones to communicate with the members of their network via calls, text messages, and the WhatsApp messaging service. Prosecutors say Palacios Baras used multiple contraband phones simultaneously on multiple occasions.

"Once again, inmates have gained access to contraband cellular telephones and used them to organize and manage an extensive criminal enterprise from inside prison," U.S. Attorney John Horn said. "It makes no sense that, where prison is supposed to remove criminals from our community and rehabilitate them, the inmates continue to victimize society from behind prison bars." The indictment does not specify the quantity of drugs the alleged trafficking ring is accused of distributing or the amount of money it took in, and the U.S. attorney's office declined to comment.

Palacios Baras, 36, an inmate at Hancock State Prison in Sparta, was serving a sentence of life in prison on charges including kidnapping. He's also known as "Chapparro," "Shorty" and "Kiko." McLoon, 30, an inmate at Valdosta State Prison in Valdosta who's also known as "Drop," was serving 20 years on charges including armed robbery. Hildebrand, 33, an inmate at Coastal Transition Center in Savannah, was serving 20 years on charges including aggravated battery.

Each of the three inmates now faces a federal charge of conspiring to distribute at least 50 grams of methamphetamine. Prosecutors have also charged them with possessing methamphetamine with the intent to distribute—one count for Hildebrand, two counts for McLoon and 11 counts for Palacios Baras. The 14 others named in the indictment face similar charges. Some of them were already in federal or state custody on other charges, and others were arrested on January 12, 2016.

The problem of contraband cellphones in prison is a national one, but in Georgia prisons alone, more than 8,300 cellphones were seized in 2015. Some are brought in by prison staff, visitors, and inmates returning from off-site work detail, while others are tossed or flown by drone over a prison fence.

Excerpted from an article (by Kate Brumback, Associated Press) in the January 14, 2016 issue of the Ledger-Enquirer, Columbus, Georgia, page B4.

Letters to the Editor

We would like to hear from you about our newsletter. Please let us know if the articles or material provide helpful/useful information. What other articles or material would you suggest or recommend? Please send your letter to: smithr@marshall.edu
Penal Reform International (PRI) is an independent non-governmental organization that develops and promotes fair, effective, and proportionate responses to criminal justice problems worldwide. We believe that in criminal justice systems that are fit for purpose: offenders are held to account, sentences are proportionate, and the primary purpose of prison is rehabilitation not retribution.

Over 10 million men, women, and children are in prison around the world, a large proportion for minor, nonviolent offenses. Around 3.2 million people in detention are awaiting trial. We advocate for the rights of defendants to a fair trial without delay, and an end to the unnecessary use of imprisonment. We promote alternatives to prison which support the rehabilitation of offenders and reduce the likelihood of reoffending.

We promote the rights of detainees to fair and humane treatment. We campaign for the prevention of torture and the abolition of the death penalty, and we work to ensure just and appropriate responses to children and women who come into contact with the law.

We work with intergovernmental organizations to bring about reforms that balance the rights of offenders and of victims, and we provide practical assistance to national policymakers, criminal justice authorities, and civil society to reform legislation, policy, and practice.

Our Head Office is in London. It leads and coordinates cross-regional programs, international policy, and advocacy activities, and is responsible for organizational and financial management. Our regional offices in the Middle East and North Africa, Sub-Saharan Africa, Eastern Europe, Central Asia, and the South Caucasus implement practical programs and provide technical assistance at a national and regional level. We also work with partner organizations in South Asia.

We have consultative status at the United Nations (ECOSOC), the Inter-Parliamentary Union, the African Commission on Human and Peoples’ Rights, the African Committee of Experts on the Rights and Welfare of the Child, and the Council of Europe. The PRI is an independent organization, with no religious, political, or governmental affiliations. For more information, go to: penalreform.org
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| **Canadian Counselling and Psychotherapy Association**  
March 30-April 3  
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Bryan Stevenson, J.D., founder of the Equal Justice Initiative, a practice dedicated to defending the poor, the wrongly convicted, and others trapped in our criminal justice system, has appeared on TED Talks and is the author of *Just Mercy*, a book named by a number of newspapers as one of the best books of the year, a winner of numerous other awards, made mandatory reading by at least one university (University of Wisconsin), and has received accolades from folks like Desmond Tutu. In *Just Mercy*, Stevenson shares his experiences working with and defending those caught up in America’s criminal justice system, including a young man sentenced to die for a murder he didn’t commit, another who experienced brain damage, evaluated for competency by a doctor with no medical credentials, and given the death penalty. Among other issues, Stevenson discusses the death penalty, racism, the inequities of sentencing among the White rich and the poor Blacks, and his untiring and at times successful efforts to help those unable to help themselves cope with and/or escape from the bonds of a criminal justice system described as “cruel and unusual.” A captivating book likely to leave readers both infuriated and hopeful. It is a very well-written and well-researched contribution.

—Richard Althouse, Ph.D., International Association for Correctional and Forensic Psychology

SPIEGEL AND GRAU

Spiegel and Grau is an imprint of Random House, a division of Random House LLC, a Penguin House Company. For more information about *Just Mercy*, U.S. or International clients may go to: penguinrandomhouse.com
Joshua Price, Ph.D., a sociologist at SUNY Binghamton, and author of *Structural Violence: Hidden Brutality in the Lives of Women*, shared his experiences initially conducting research into jail healthcare, and then focused on the challenges facing formerly incarcerated individuals attempting to reintegrate into society. In writing his book *Prison and Social Death*, he hoped to provide readers a narrative that supported a positive outcome of his and others’ activist efforts to bring about some positive changes in America’s criminal justice system. He hoped to help bridge the social abyss that, in his opinion, separates those sentenced to prison from those who have not; an abyss that reflects the social stigma attached to these individuals that makes their lives difficult over their lifetime, the equivalent of social death. Alas, after some years of personal experience as he pursued his research, he could not. Noting that “…with only a few significant exceptions… criticism and protest have rarely resulted in any significant change” (p. 143), he acknowledged that the narrative arc of his book “ends in disappointment.” Consequently, like other critics of our criminal justice system, he argues for alternatives to incarceration, as well as social projects, to help accomplish what he believes necessary to minimize, if not eliminate, the stigma that contributes to the social death of those sentenced to prison. Price’s book will leave the reader wondering whether or not our criminal justice system truly provides justice for the criminal or is more criminal than just. The book may not leave the reader so hopeful. It is well-written, well-researched, personally engaging, and gives readers an upclose and personal glimpse of the underbelly of a system that incarcerates more individuals than any other country in the world.

—Richard Althouse, Ph.D., International Association for Correctional and Forensic Psychology

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The Spectacular Few: Prisoner Radicalization and the Evolving Terrorist Threat

Published 2013

Mark S. Hamm, Professor

Mark S. Hamm is a Professor of Criminology at Indiana State University.

“This is a shrewd, moving and terrifying book. It describes the intensifying role of ideology (and the urge to civil action) in Western prisons, showing powerfully how this development brings with it both unprecedented security challenges and exceptional possibilities for progressive reform. Hamm’s meticulous research on trends in prisoner radicalization in American correctional institutions shows that America is creating its own terrorists, in its failing prisons.”
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—Anthropology Review Database

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—Social Forces, Francis Dodsworth, Open University

“Mark Hamm is, without doubt, the world’s leading expert on prison radicalization. Based on decades of research, this book presents a nuanced and sophisticated picture. Beautifully written, it is the most complete, and the most empirically rigorous, account of this phenomenon to date. A must read for anyone interested in homegrown radicalization.”
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For more information about The Spectacular Few, U.S. or International clients may go to: nyupress.org
Forensic CBT: A Handbook for Clinical Practice

Published 2013

Raymond Chip Tafrate, Ph.D.
Damon Mitchell, Ph.D.

Any casual reader can find out more about an author, a work, or a discipline in 40 minutes on the Internet than could be found in a fortnight of study in the past. And I certainly recommend that you take advantage of Internet resources in finding out more about this marvelous book. Rather than review *Forensic CBT: A Handbook for Clinical Practice*, I will simply take it as my task to bring the book to your attention, describe it briefly, and praise it in my own and other commentators’ words. *Forensic CBT* is edited by Chip Tafrate and Damon Mitchell, both Professors of Criminology/Criminal Justice at Central Connecticut State University. Described as a “must read” for anyone working with people in jails, prisons, or halfway houses, or on probation or parole, amazon.com rates *Forensic CBT* at five stars. Reviewers note that the book describes advances in recent years in understanding and treatment of offenders and describes what is currently available for treatment. An extraordinarily impressive and useful feature of the *Forensic CBT* is its inclusion of user-friendly forms, worksheets, and examples of case histories, which will aid the practitioner. The book offers hope in its tone and content and inspiration in the very fact that Drs. Tafrate and Mitchell have been able to corral such a distinguished set of contributors and brought this important work into being. Reviews have also noted that this superb collection strikes the right balance between scholarship and practi- (Continued on page 33)
Forensic CBT: A Handbook for Clinical Practice  

(Continued from page 32)

cal application when seeking to work with and understand offenders and their various constellations of distrust, lack of motivation, history of problems, lack of social support, stigmatization, while providing real and workable approaches for overcoming them. A shout out for excellence to Editors Tafrate and Mitchell, and contributors:

Alison M. Byers  
Andrew Day  
Arnoud Arntz  
Arthur Freeman  
Christmas Covell  
Christopher I. Eckhart  
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The book is a must-have. Whether you want to learn, teach, bring yourself up to date, reinvigorate your strategies and techniques, or just add new levels of understanding, this book should be in your library.

—John Gannon, Ph.D., International Association for Correctional and Forensic Psychology

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