

Prospectus

A working document to support
the planning and launch of the

Alliance for Higher Education in Prison

This document is the output of a year-long planning process to create a national organization for higher education in prison, spearheaded by Hudson Link for Higher Education in Prison and the Saint Louis Prison Program.

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Executive Summary

With support from an anonymous* donor, Hudson Link for Higher Education in Prison and the Saint Louis University Prison Program have spearheaded a year-long planning process related to the formation of a national organization for higher education in prison. Throughout the process, input was gathered from a broad range of stakeholders and key partners related to the purpose and promise of higher education in prison, its role in addressing larger issues of injustice in our society, and ways in which a national organization could serve to increase access to higher education in prison. The process included research and interviews with other national organizations, stakeholder feedback collected via surveys (online and paper) and focus groups, and three distinct strategic planning workshops.

The planning process has culminated in this Prospectus, a working document to support further planning for and the launch of the **Alliance for Higher Education in Prison (AHEP)**, a national organization with a mission to support the expansion of quality higher education in prison, empower students in prison and after release, and shape public discussion about education and incarceration. AHEP will be an inclusive, member-oriented organization, accessible, transparent, responsive, and action oriented in nature. The organization's work will focus in five strategic areas: Data and Research; Public Awareness; Resources and Information Sharing; Advocacy and Policy Reform; and Programmatic Support.

To facilitate its work and increase its reach and impact, AHEP will adopt a membership structure, providing opportunities for all organizations and individuals committed to advancing and/or better understanding AHEP's mission, vision, and values. With a mid-term goal of establishing as a 501(c)3 nonprofit organization, AHEP will launch under a fiscal sponsorship model. AHEP will be initially governed by a Founding Board of Directors made up of 10 - 12 individuals with relevant experience and networks and representing the diversity of the field of higher education in prison. The Founding Board will determine the organization's founding charter and bylaws and will be selected by an ad-hoc Selection Committee through an open call for nominations and self-nominations (October – December, 2016). Founding Board members will be announced in January, 2017.



Photo courtesy Prison University Project

* Per donor's request

Project Background

Following the 2015 National Conference on Higher Education in Prison held in Pittsburgh, PA, a year-long planning grant was solicited and awarded to Hudson Link for Higher Education in Prison and the Saint Louis University Prison Program in early 2016 to examine the feasibility of creating a national organization for higher education in prison. The research, conversations, and workshops supported by this funding were in response to years of discussion, both formal and informal, national conference sessions, and general consensus building around the need for a national organization to represent the collective interest and priorities of higher education in prison programs around the country. Lindsay Miller, an independent consultant and facilitator, was hired to help design and support the strategic planning process.

Planning Process

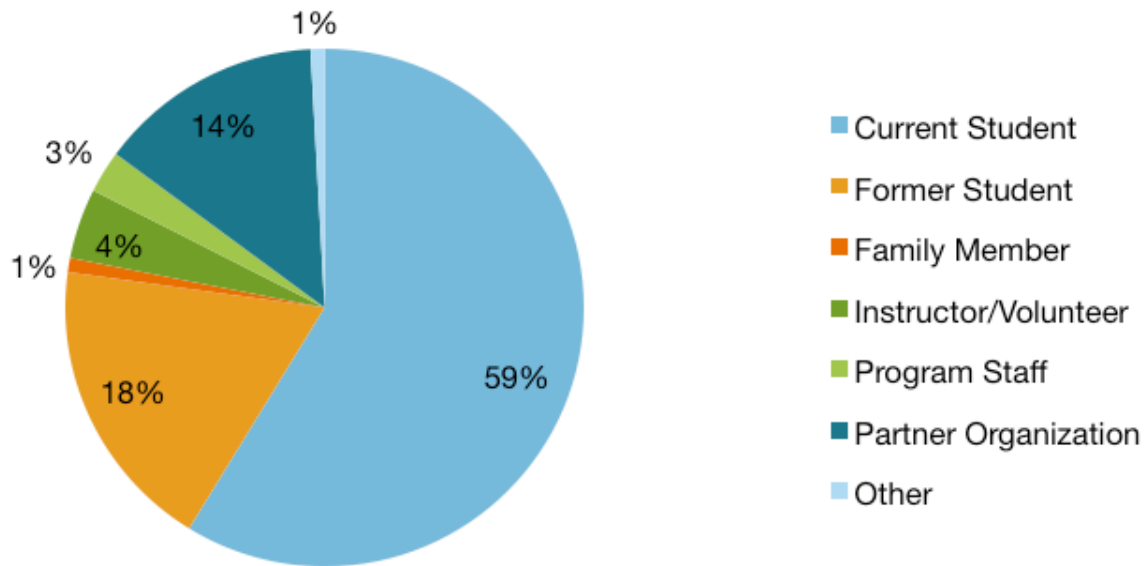
To begin the process, an initial group of program leaders (representing 10 programs providing higher education in prisons across eight states) gathered in Phoenix, AZ (March, 2016) for the first of three strategic planning workshops. This Visioning Workshop resulted in a formal recommendation to move forward in the effort to establish a national organization for higher education in prison, and a draft mission, vision, and values for the national organization. A summary report of the Visioning Workshop is available at <http://bit.ly/2cIVTni>.

Following the Visioning Workshop, an open call was made for key stakeholders, identified as program administrators, teachers and former students, to serve on a 13-member Strategic Planning Committee to chart a path forward for the creation of a national organization for higher education in prison. Over 75 individuals were nominated or self-nominated to serve, and the final Strategic Planning Committee members were announced at the end of June, 2016. A complete list of the Strategic Planning Committee members, including bios, is available at <http://bit.ly/2cqWucm>.

Throughout the summer (June - August, 2016), stakeholder feedback was invited through a variety of channels. An open invitation was made via the Higher Education in Prison Listserv[†] for programs to host focus groups designed to engage stakeholders and key partners (including current and former students, teachers, program administrators, funders, university and DOC administrators, public/government officials, media representatives, board members, etc.) and gather feedback about the purpose and promise of higher education in prison, its role in addressing larger issues of injustice in our society, and ways in which a national organization could work to increase access to higher education in prison. **11 focus groups** were conducted by seven programs across six states (Florida, Illinois, Missouri, New York, North Carolina, and Washington) and engaged **114 individuals**, including **67 currently incarcerated students**. A summary report of the focus group data is available at: <http://bit.ly/2dguzlb>.

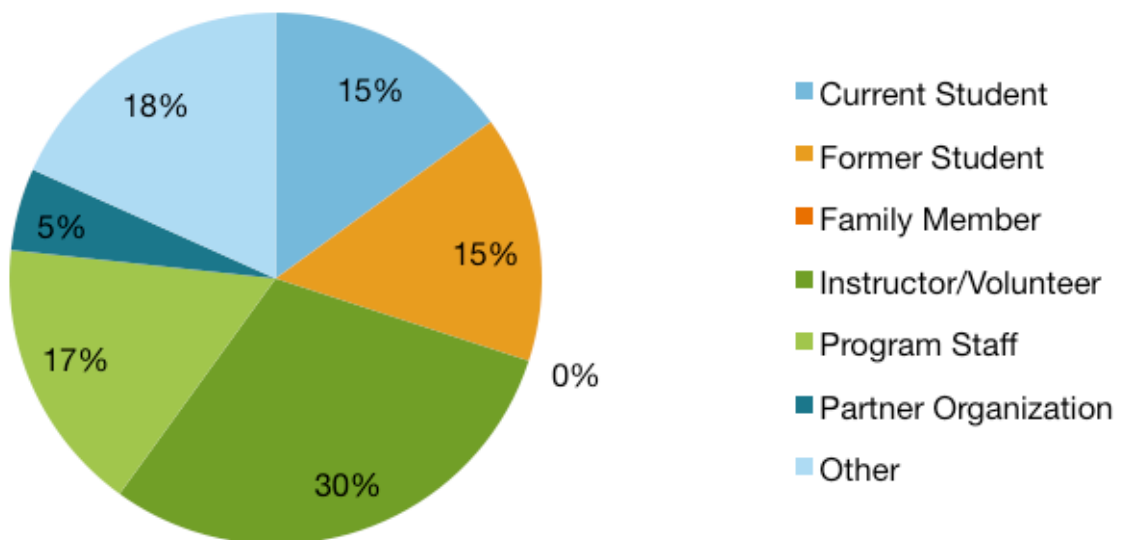
[†] <https://groups.google.com/forum/#!forum/prison-ed>, 521 active members

Focus Group Participants



Additionally, a survey requesting input on the proposed mission, vision, values, and activities of a national organization for higher education in prison, in both online and paper formats, was distributed to the Higher Education in Prison Listserv and completed by **61 respondents**. A summary report of the survey data is available at <http://bit.ly/2cqZkOx>.

Survey Participants



A Strategic Partners Workshop hosted by Hudson Link for Higher Education in Prison and the New York State Department of Corrections and Community Supervision (NYDOCCS) was held on August 18, 2016 inside the Sing Sing Correctional Facility, a maximum security prison in Ossining, New York. The workshop was designed to initiate meaningful conversations among stakeholders and strategic partners critical to the future success of a national organization. **68 workshop participants** represented currently and formerly incarcerated students, family members of students, program and university administrators, teachers, funders, evaluators, and corrections staff and administrators. Workshop activities focused on establishing common understanding of diverse experiences related to accessing higher education in prison, exploring the greatest challenges and opportunities to increasing access in the future, and identifying ways in which a national organization might serve to address those challenges and maximize opportunities. A summary report from the Strategic Partners Workshop, including a list of attendees, is available at: <http://bit.ly/2cSdAWS>.

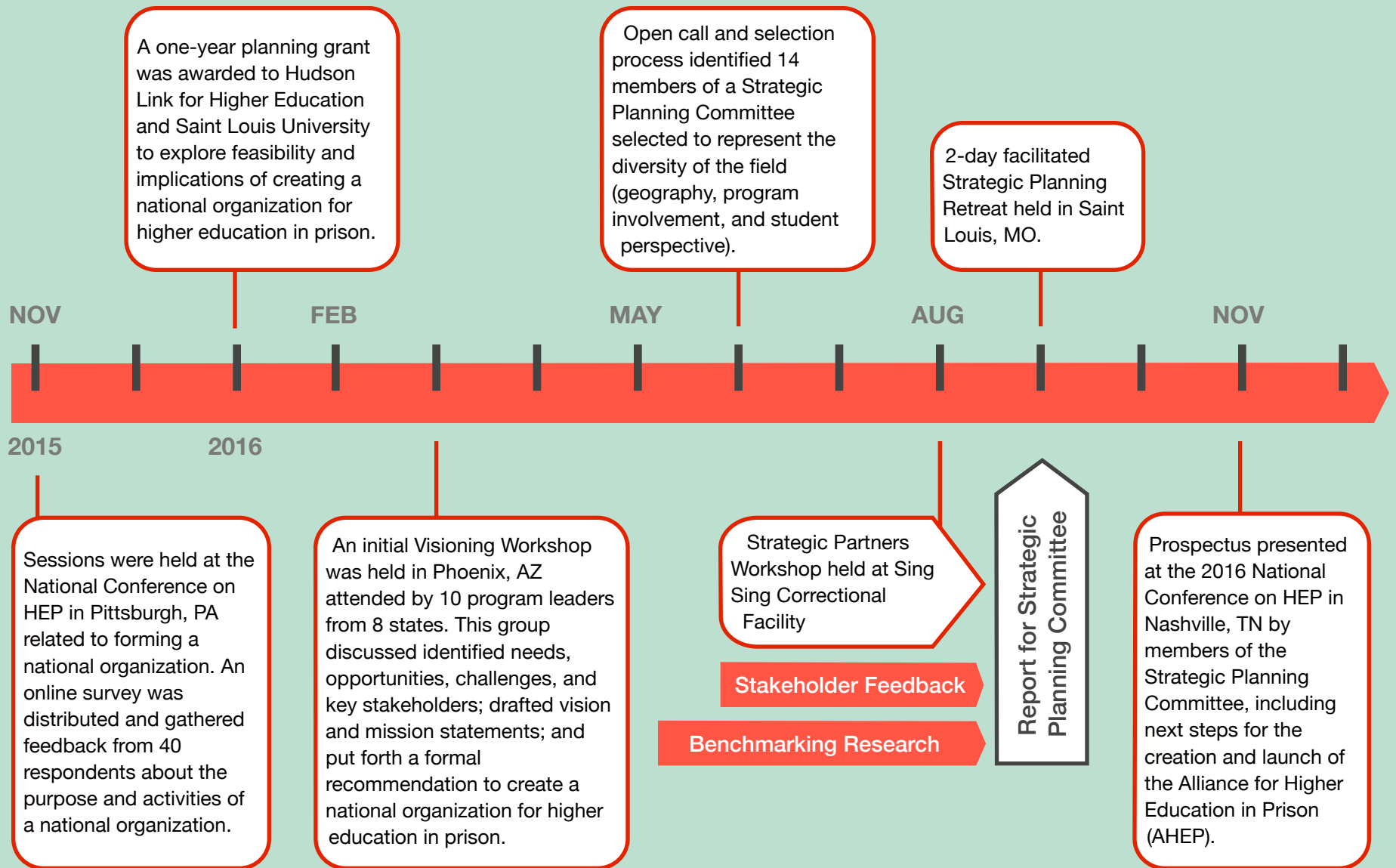


Participants at the Strategic Partners Workshop at Sing Sing Correctional Facility

Finally, the Strategic Planning Committee participated in a facilitated strategic planning retreat in St. Louis (September 11 - 14, 2016). The Committee was supported in its thinking by information collected from key stakeholders and partners (including current and former students, teachers, family members, program administrators and staff, policy makers, community and university partners, DOC administrators, funders and media representatives) through the channels outlined above - online and paper surveys, facilitated focus groups, research and interviews of other national organizations' structures and practices conducted between March and August, 2016 and by the outputs of the Visioning Workshop and the Strategic Partners Workshop.

The output of the Strategic Planning Retreat is this Prospectus document, a clear vision for the creation of a national organization for higher education in prison, which will be presented at the 6th Annual National Conference on Higher Education in Prison in Nashville, TN (November 3-6, 2016). For information and registration, please visit <http://www.ncchep2016.org/>.

Strategic Planning Process Overview



Why a National Organization?

The prison system is filled with an overwhelming amount of people who have never had access to quality higher education, with the vast majority of individuals incarcerated in the United States coming from under-resourced communities and communities of color. The expansion of access to quality higher education is critical to confronting the impacts of social disinvestment in marginalized communities.

Through feedback collected over the course of the planning process via workshops, focus groups, interviews, online surveys, and conversations with key stakeholders and partners, consistent themes, issues, and needs arose that could be addressed by the creation of a national organization for higher education in prison.

Participants in the planning process identified a need for:

- Increasing educational access for all students, including those in prison
- Challenging the existing equity gaps in educational access based on race/ethnicity and/or class status
- Building and advancing quality higher education in prison programs across the country by increasing strategic and financial supports available
- Standing against predatory forces seeking financial benefit at the expense of incarcerated students
- Organizing the collective voice of program leaders, educators, and students experienced in the field of higher education in prison
- Building research and evaluation in support of higher education in prison
- Inspiring the public and shaping public discussion related to criminal justice and education
- Leveraging collective stakeholder voices and reliable data to advocate for policy change in support of higher education in prison
- Supporting successful partnerships between correctional and higher education institutions
- Facilitating information and resource sharing between higher education in prison programs
- Ensuring quality in higher education programs in prison
- Challenging a culture of punishment in the United States
- Confronting the crisis in higher education in the United States



Problem Statement: There are not enough quality higher educational opportunities available to incarcerated students.

Why? Public opinion, policy, institutional structures and logistical supports to promote quality higher education programs in prison are lacking and/or inadequate.

Why? A formal structure does not exist to support current and newly developed programs.

Solution: *Launch the Alliance for Higher Education in Prison (AHEP)*, a collaborative, multi-stakeholder organization designed to support higher education in prison programs, partners, and students; advocate for policy reform; and raise awareness and shape public attitudes about educational access and incarceration.

Vision Statement

We envision a world in which all people, including those in prison, have access to quality higher education, creating a more just and equitable world.

Mission Statement

Our mission is to support the expansion of quality higher education in prison, empower students in prison and after release, and shape public discussion about education and incarceration.

Organizational Values

- 1. Human Dignity:** We believe in the unequivocal value of every person and the right to be treated equitably, without labels or stigmas.
- 2. Equitable Access to Education:** We believe that all people should have access to the opportunities afforded by higher education, including those incarcerated.
- 3. Resolve:** We believe in maintaining an unwavering commitment to our goals.
- 4. Collaboration:** We believe in bringing together multiple groups to work and share resources for the purpose of rebuilding communities, one generation at a time, through higher education.
- 5. Transparency:** We believe in the critical importance of access to reliable information and the insurance of accountability from and to all our members.

Theory of Change

Access to meaningful, sustained, quality higher education can transform the lives of individuals in prison, their families, the communities to which they return, and society as a whole.

Defining Higher Education in Prison

Meaningful, sustained, quality higher education in prison is designed in the best interest of incarcerated students and in accordance with the highest standards and best practices of the field of postsecondary education. The primary purpose of meaningful, sustained, quality higher education is academic in nature and includes consistent formal instruction with a curriculum designed for students who have earned a secondary credential, such as a GED, high school diploma, or equivalent credential, and may include college preparation. This definition excludes Adult Basic Education and Adult Secondary Education.

Meaningful means...

- Includes direct personal connection and interaction with faculty and other students
- Primarily classroom-based, face-to-face instruction
- Student-focused, not faculty research or student service-learning
- Curriculum is rigorous and challenging, equal to comparable on-campus coursework
- Engages student voice and leadership development
- Collaborative among stakeholders
- Encourages thoughtful and critical inquiry, problem-solving and reflection

Sustained means...

- A long-term strategy and a pathway to further education, not a onetime event or series of independent events
- Includes a long-term commitment from all partners
- Provides continuity of educational interactions, with protection against potential interruptions
- Supported by a culture of education inside prison
- Alumni are provided support in continuing their education post-release

Quality means...

- Courses are instructed by faculty who meet or exceed the minimum teaching requirements of the affiliated institution of higher education
- Instructors additionally meet the requirements of the individual higher education in prison program
- Curriculum content and rigor compare equally with courses taught on traditional campuses
- Program admission standards and admission process meet the expectations of the university or college partner
- Faculty and courses are evaluated and assessed according to higher educational best practices and college/university partner standards

- Faculty and staff participate in regular professional development
- Curriculum includes student support, advising, and resources to allow students full participation
- Course delivery includes face-to-face interactions among faculty and students

Higher education means...

- Courses provided to students who have earned a high school diploma, GED, or equivalent secondary credential
- Courses and programs are provided by or in close partnership with a regionally accredited 2-year or 4-year postsecondary institution (public, private, or nonprofit status)
- May provide credit or not for credit coursework
- May provide degree or nondegree granting pathway
- May include college preparation courses

Strategic Focus Areas

The following strategic focus areas have been identified to help guide the AHEP's organizational priorities and activities:



Strategic Priorities

Within each of the strategic focus areas, strategic priorities have been identified as follows:

Research and Data

- 1. Methodology:** Promote accurate and ethical methodological paradigms for research, assessment, and evaluation that expand the definition of program effectiveness and advance equity-oriented, inclusive, ethical, and humane standards of research.
- 2. Resource Building and Distribution:** Provide program directors, evaluators, researchers, and other stakeholders with vetted resources (including example frameworks) and information about how to assess, research, and evaluate higher education programs in prison.
- 3. Data Sharing and Dissemination:** Collect and share program data to assist current and newly forming programs through the development of a common data platform to collect program-level and student-level outcomes and facilitate voluntary data sharing between programs.

4. Research Values: Promote ethical standards in research, assessment, and evaluation and seek to assist in re-conceptualizing research with incarcerated students and expanding knowledge about higher education programs in prison, specifically addressing issues of coercion and consent.

Public Awareness

- 1. Public Outreach:** Through partnerships, events, PSAs and public messaging, engage in outreach related to:
 - a. Increase public awareness of higher education in prison, its impact, and existing barriers limiting access to incarcerated students.
 - b. Challenging stereotypes and stigmas surrounding incarcerated and formerly incarcerated individuals, including shifting away from polarizing language.
- 2. Promote Student Voice:** Increase visibility for formerly and currently incarcerated students, including training for students on engaging with the media, including managing risk and protecting privacy.
- 3. Campaign for Higher Education:** Through partnerships with the Department of Education, colleges and universities, social justice programs, and higher education in prison programs, campaign collaboratively for access to higher education for all people.

Resource and Information Sharing

- 1. Make Materials Accessible and Organized:** Leveraging current resources from existing programs, build a website and national database (including program and alumni directories, voluntary evaluation platform, and a resource repository) to collect, organize, and disseminate information to higher education in prison programs.
- 2. Provide Teaching and Training:** Provide online and in-person training, conference participation, and mentorship opportunities to build the leadership capacity of program administrators, teachers, partners, and current and former students.
- 3. Build Practitioner Community:** Provide opportunities for practitioners to connect regularly, either virtually or through local, regional, state, and national gatherings, to reflect critically and practically on the work they do.

Advocacy and Policy Reform

- 1. Use Research and Data to Inform Policy Positions:** Informed by an analysis of existing policies that impact higher education in prison, use data from existing research and literature and internal or commissioned studies to craft policy statements and facilitate informed discussions that result in positive policy reform.
- 2. Build Policy Partnerships:** Support, engage, and partner with other groups (community-based, advocacy, and student organizations) currently advocating for policy reform to help spread awareness of reform efforts.

3. Support Policy Reform: Actively support policy reform that increases access to high quality higher education for justice-involved people; increases access to funding for higher education in prison programs; increases scholarship funding available to formerly incarcerated students and their families; increases access to employment for justice-involved people; and increases access to quality higher education for all people.

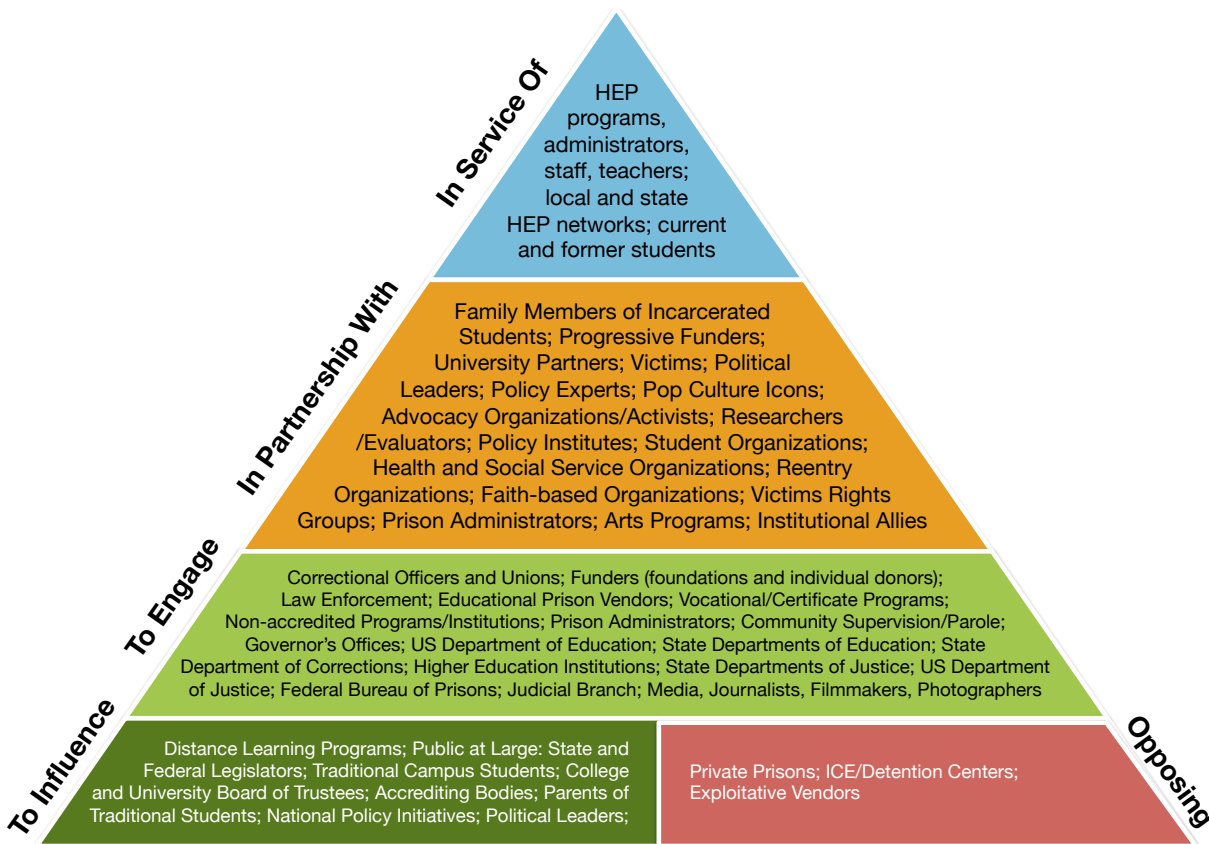
Programmatic Support

- 1. Increase Funding for Higher Education in Prison Programs:** Through education, training, networks, and partnerships with current funders (both private and public) work to increase the amount of funding and decrease restrictions on funding available for higher education in prison programs. Establish AHEP as a grant making organization (program funding and/or scholarships for students).
- 2. Support Institutional Partnerships:** Through mediation supports, resource sharing, and local and regional networks, support productive partnerships between higher education in prison programs, institutions of higher education, and correctional institutions (DOC, BOP, etc.).
- 3. Grow and Sustain Local, Regional and National Networks:** Support existing and newly forming local, regional, and statewide networks related to higher education in prison, including interest groups and alumni networks. Host the annual National Conference on Higher Education in Prison and encourage participation of current and former students, as well as local and regional groups.
- 4. Establish a Fellows Program:** Provide opportunities for former students; researchers/evaluators; educators and HEP directors/administrators to work with the AHEP.

Stakeholder Engagement

The Alliance for Higher Education in Prison recognizes the depth and complexity of stakeholders involved with and impacted by higher education (and the lack of higher education) in prison. We are an inclusive organization, and welcome all stakeholders to join us in advancing our mission.

AHEP Stakeholder Engagement Model



Governance

AHEP will be initially governed by a Founding Board of Directors made up of 10 - 12 individuals with relevant experience and networks and representing the diversity of the field of higher education in prison. The Founding Board will determine the organization's founding charter and bylaws and will be responsible for fundraising for the organization, setting strategy, hiring and firing executive staff, and overseeing the organization's finances and operations.

Founding Board members will be selected by an ad-hoc Selection Committee through an open call for nominations and self-nominations (October – December, 2016), after which, the board will be responsible for nominating and electing new members. Founding Board members will serve staggered terms of 18 months - 3 years. Board Members may serve 2 consecutive terms, with the ability to waive this rule by board vote. Founding Board members will be announced in January, 2017.

Board Member Selection Criteria

Board members will be invited and selected to serve based on the following criteria:

- Experience with higher education in prison
- Experience with higher education

- Fundraising experience
- Ability to “give or get” donations
- Non-profit board/governance expertise
- Experience hiring/working with formerly incarcerated people (business community)
- Demonstrated commitment to higher education in prison
- Demonstrated commitment to AHEP’s vision, mission, and values
- Experience with nonprofit Admin/Management/Financial Oversight
- Skills/Expertise in Strategic Focus Areas
- Understanding of the Criminal Justice System
- Legislative Expertise
- Preference given to qualified students and alumni

Membership

AHEP members represent a community of active citizens who provide support for the vision, values, mission, and strategic goals of the organization.

Membership Principles: We believe in an inclusive, member-oriented organization which is accessible, transparent, responsive, and action oriented in nature. Membership is open to any individual and organization that agrees with our mission and adheres to the commitment below.

Member Commitment

1. Agree to support and/or better understand the mission, vision, and values of the Alliance for Higher Education in Prison.
2. Agree to protect the personal information and stories of students on the website and only use its content for the advancement of AHEP’s mission and vision.

Benefits of Membership for the Organization

- Strategic Support - Utilizing the organization's powerful network to engage and influence local, state, and national policy making designed to increase access to higher education for incarcerated students.
- Revenue - Securing membership fees (and other special contributions from members) to help sustain the operating budget of the organization.
- Visibility - Emerging as a nationally recognized organization by building a reputation of integrity and legitimacy.
- Networking - Developing and leveraging strong relationships with supporters and partners to advance higher education in prison’s effectiveness and visibility

- Cross Promotion - Collaborating and connecting with other organizations and programs to create a broader movement for higher education in prison.

Benefits of Membership for Members

- Amplify your knowledge
 - Receive educational and policy materials
 - Receive timely resources and the latest research to inform work and involvement
 - Stay informed by getting weekly and monthly updates and/or publications
- Collaborate with members nationwide
 - Connect with members at the local, regional, and national level
 - Build relationships and work with members of a nationally recognized organization
 - Share knowledge at the annual National Conference
 - Support the work of the Alliance for Higher Education in Prison
- Expand your reach and expertise
 - Get access to resource-sharing and strategy development
 - Participate in member trainings across the country
 - Take on leadership roles by serving on an AHEP committee
 - Get access to grants and scholarships (in the future)
 - Get registration discount for the National Conference
 - Enjoy other available membership discount programs

Types of Memberships

- A. Collegiate - This is an individual membership, free of cost. It is open to all students currently enrolled at an institution of higher education, including students on any campus served by the university/college, including a prison campus.
- B. Individual - This is an individual membership, based on income. It is open to all former students, alumni, family members, supporters, and advocates.
- C. Active Educator - This is an individual membership, based on income. It is open to individuals who actively teach higher education courses in prison, including but not limited to educators, teaching staff, faculty, tutors, supervisors, or administrators.
- D. Practitioner or Professional - This is an individual membership, based on income. It is open to individuals working in corrections, reentry organizations, social and health services, etc. Professionals from unrelated fields with an interest in criminal justice and higher education may also join under this category.
- E. Higher Education in Prison Programs - This is a group membership, open to non-profit organizations, programs based within universities, etc.
- F. Institutions - This is a group membership, open to academic institutions, corporations, foundations, research centers, etc.

Legal Structure

The Alliance for Higher Education in Prison will ultimately take the form of an independent 501(c)3 to most effectively advance its charitable mission. Recognizing that the launch of an independent organization can require significant time and financial resources, AHEP will seek out a temporary (1-3 year) fiscal sponsorship arrangement with an existing 501(c)3 nonprofit to support administrative requirements, build infrastructure, and secure the financial and human resources necessary to support a fully independent organization.

Preliminary research has been conducted to identify likely fiscal sponsor organizations below. AHEP's Founding Board will be charged with selecting a best fit fiscal sponsor.

Potential Fiscal Sponsors

1. Tides Foundation: www.tides.org

Tides accelerates the pace of social change, working with innovative partners to solve society's toughest problems. Tides is building a world of shared prosperity and social justice, founded on equality and human rights, a sustainable environment, healthy individuals and communities, and quality education. Tides' approach values smart risk-taking, empathy and respect. It engages with those whose lives are affected, ensuring that community voices are at the core of its work. Tides also works between and beyond traditional sectors and cultural boundaries, emphasizing shared learning and powerful collaborations.

Location: San Francisco, CA

2. Community Partners: www.communitypartners.org

For more than 20 years, hundreds of individuals, groups, foundations and other institutions have worked with Community Partners to create new nonprofit projects, establish coalitions, and manage major philanthropic initiatives to benefit the region. CP's mission is to accelerate ideas into action to advance the public good. CP achieves this in three basic ways: Fiscal Sponsorship; Grantmaker Partnerships; and Knowledge Sharing. CP provides the structure and a full range of administrative and financial services that allow nonprofit projects large and small to get up and running quickly, keeping leaders focused on mission. Community Partners's staff also offers guidance, training, and connections that help project leaders achieve greater impact.

Location: Los Angeles, CA

3. NEO Philanthropy: www.theneodifference.org

NEO Philanthropy (NEO), formerly Public Interest Projects, brings together and strengthens the work of philanthropic institutions, nonprofit groups and other public interest organizations sharing a vision of a society that ensures justice, dignity, and opportunity for all people. NEO is a 501(c)(3) public charity that operates grantmaking, technical assistance, and strategic-planning programs for institutional donors interested in social justice and human rights issues. NEO offers fiscal sponsorship and fund management to projects that do not have a 501(c)(3) tax-exempt status, which broadens their funding avenues. NEO offers a comprehensive package of services

including day-to-day management, fiscal oversight, budget monitoring and reporting, HR services, payroll and fringe benefits, and administrative support.

Location: New York, NY

4. Social Impact Fund: www.socialimpactfund.org

The Social Impact Fund is organized to create a nonprofit vehicle to host charitable efforts, particularly for those programs that have not yet, or will not, gain a 501(c)(3) determination from the IRS. It serves as a fiscal sponsor for charitable programs that advance the social good and make a positive difference in the world-at-large.

Location: Los Angeles, CA

Next Steps

Select the Founding Board

A Founding Board will be selected to continue efforts to launch the Alliance for Higher Education in Prison, advance its mission, and make progress towards the near term goal of establishing AHEP as an independent nonprofit organization. A Selection Committee (5-7 members) to determine the Founding Board of Directors will be established by the co-chairs of the strategic planning process, Sean Pica and Mary Gould, based on participation in at least one of the three strategic planning workshops hosted in 2016; experience in higher education, higher education in prison, and/or criminal justice; prior experience with board appointments; and representation of stakeholder diversity and diversity of the field. Members of the Selection Committee may not be considered for Founding Board membership.

In parallel, an open call will be made to the National Listserv and beyond for nominations and self-nominations to serve on AHEP's Founding Board. Adequate time and accommodations (paper nomination forms) will be provided to facilitate nominations by incarcerated students. Formerly incarcerated students will be encouraged to nominate and/or self-nominate for board service. Nominations will close November, 28th. The Selection Committee will review all nominations and self-nominations based on the Board Member Selection Criteria stated above. Members of the Founding Board for the Alliance for Higher Education in Prison will be announced in January, 2017.

Special Thanks

We are especially grateful to our funding partner for supporting this project, and to the countless individuals who gave their time, expertise, and energy to this process. Special thanks to members of the Strategic Planning Committee who were charged with synthesizing nearly a year's worth of thinking into a clear vision for the future organization. To all who participated, either through workshops, surveys, focus groups, or by reaching out directly, thank you for your insight and input. Finally, to the program leaders, teachers, and students who are building college programs inside prisons, thank you for your dedication, vision, and belief in the power of education.

Strategic Planning Committee Members[‡]

1. Samuel Arroyo, Ed.D., Program Director, Hudson Link for Higher Education in Prison
2. Terrell Blount, Program Associate, Center on Sentencing & Corrections - Vera Institute of Justice
3. Pamela Cappas-Toro, Ph.D., Co-Founder and Co-Director, Community Education Project - Stetson University
4. Erin L. Castro, Ph.D., Faculty Affiliate, Education Justice Project
5. Chris DiRusso, Writer and Editor, Norfolk Publishing Group
6. Tanya Erzen, Ph.D., Director, Freedom Education Project Puget Sound
7. Robert Garite, Writer, Speaker, and Student
8. Mary Gould, Ph.D., Director, Saint Louis University Prison Program
9. Jody Lewen, Ph.D., Executive Director, Prison University Project
10. Sean Pica, Executive Director, Hudson Link for Higher Education in Prison
11. Romarilyn Ralston, Activist and Program Assistant, Center for Women in Transition
12. Kyes Stevens, Founder and Director, Alabama Prison Arts + Education Project - Auburn University
13. Cheryl Wilkins, Senior Director of Education and Programs, Columbia University's Center for Justice

Contact Details

For information about the creation of the Alliance for Higher Education in Prison (AHEP) or to support this effort, please contact:

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[‡] Jane Maher, Ph.D., Professor at the Bedford Hills Correctional Facility/Marymount Manhattan College was invited to serve on the Strategic Planning Committee, but was unable to attend the Strategic Planning Retreat.