



Report to the Nation, Fiscal Year 2017

Partners for Change



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NIC's mission is to provide training, information and technical assistance to the nation's jails, prisons, and community corrections facilities. More information can be found at www.nicic.gov.

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MESSAGE FROM THE DIRECTOR

Each new year brings with it the excitement of the unknown, the anticipation of promises kept, the hope of goals yet to be achieved. When managed properly, transitions like these can be wonderful. The year 2017 brought both challenges and opportunities.

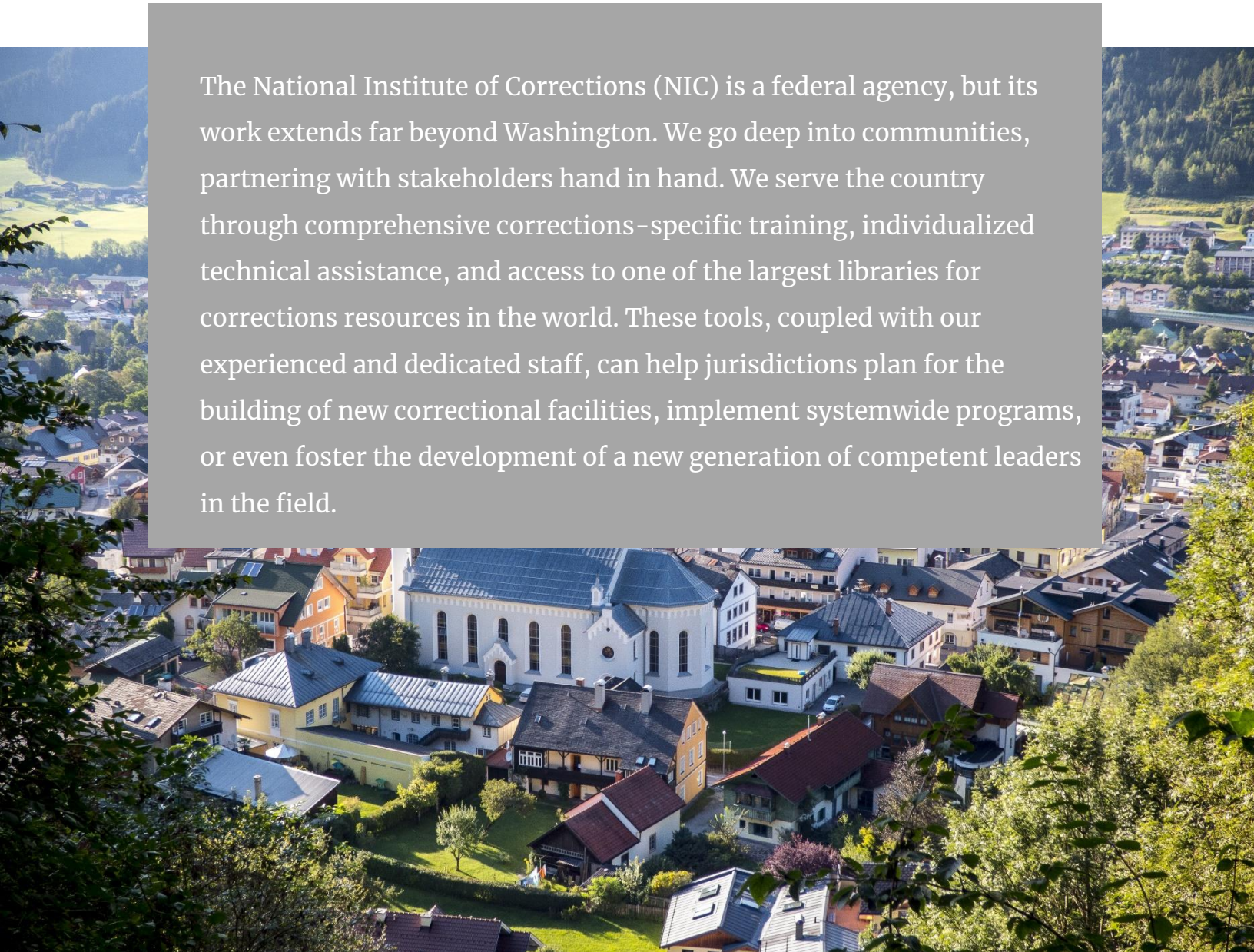
This year, I am proud to share with you examples of resolve and resilience from the stakeholders we had the honor to serve throughout fiscal year 2017. You will find stories of how jurisdictions throughout the nation maximized the unique services that NIC offers to help them through otherwise difficult times. Through ongoing training, technical assistance, and access to resources, corrections professionals from around the country have been able to transform their systems, implement new laws, and improve workplace training. And with each of these transformations, the nation's counties, cities, and states have reaped the innumerable benefits of a safer, more efficient correctional system.

Please join us as we tell some of those stories.

Shaina Vanek
Acting Director

MAKING A DIFFERENCE IN YOUR COMMUNITY

The National Institute of Corrections (NIC) is a federal agency, but its work extends far beyond Washington. We go deep into communities, partnering with stakeholders hand in hand. We serve the country through comprehensive corrections-specific training, individualized technical assistance, and access to one of the largest libraries for corrections resources in the world. These tools, coupled with our experienced and dedicated staff, can help jurisdictions plan for the building of new correctional facilities, implement systemwide programs, or even foster the development of a new generation of competent leaders in the field.



WOMEN OFFENDERS

In recent years, the rate of incarceration for women offenders has grown higher than the rate of incarceration for the overall prison population.¹ As a result, women offenders are managed in a system largely designed for the confinement and rehabilitation of men. While gender equality is essential, it does not account for the biological, socio-economic, and mental health needs that are particular to women who find themselves entwined in today's criminal justice system. NIC's women offender project attempts to address those needs by offering jurisdictions practical solutions for managing women offenders with a gender-informed approach.

In fiscal year 2017, NIC's women offender project realized the following accomplishments:

- Between April and September 2017, delivery of four gender-informed training programs, including:
 - Women in the Justice Systems: Developing an Agencywide Approach (2 events)
 - Safety Matters: Managing Women's Relationships in Facilities
 - Gender-Responsive Discipline and Sanctions

Participant teams representing 25 state and local prisons, jails, and community corrections agencies from across the country participated and received followup coaching.

- On August 29, NIC presented a workshop entitled Let's Talk about Supervision of Women in the Community at the annual American Probation and Parole Association conference in New York City, New York.
- Presented at the 2017 National Symposium on Correctional Worker Health on August 16, 2017 to represent NIC's work in this area. The event was held at the St. Louis University Law School.

¹ The Sentencing Project, Trends in U.S. Corrections: U.S. State and Federal Prison Population, 1925–2015 (June 2017), <http://sentencingproject.org/wp-content/uploads/2016/01/Trends-in-US-Corrections.pdf>

Case Study – Women Offenders

While adult males remain the largest population of incarcerated individuals in the United States, in recent years, rates for the incarceration of women and girls have surged. The growth of this population has prompted both legislators and criminal justice administrators to re-evaluate numerous policies. These efforts include straightforward examinations of issues such as women's health care, which considers conditions such as pregnancy and childbirth, as well as less obvious reviews for issues such as uniform fittings, access to sanitary products, and mental health care, that could otherwise impede a woman's successful transition from criminal-justice involvement to living a life free of crime in a community setting.

The NIC Justice-Involved Women's initiative considers the unique circumstances related to the rise of incarceration among women. Major reforms and the implementation of gender-based approaches to criminal justice have occurred since the initiative began.

Over the past two years, the Justice-Involved Women initiative has been working closely with the Illinois Department of Corrections (IL DOC) to meet its ongoing goal of improving correctional practices involving women offenders. On September 22, 2017, Governor Bruce Rauner solidified these efforts by signing into Illinois state law the Women's Correctional Services Act (HB3904), one of the most comprehensive laws in the nation requiring gender responsive, trauma-informed, and family-centered practices throughout an entire women's prison and parole system. NIC contributions that IL DOC says were instrumental include:

- A series of conference workshops presented by NIC on trauma-informed practices with women. These were attended by IL DOC leadership and local Illinois advocates for women's services.
- A partnership with the National Resource Center on Justice-Involved Women to teach assessors how to administer and implement the NIC-developed Gender-Informed Practices Assessment (GIPA) at a major Illinois women's prison. The results of that assessment (which the state of Illinois has made public) set the stage for a strategic plan to go forward.

- Presenting at a forum in Chicago on NIC's Justice-Involved Women initiative and linking it to the GIPA recommendations. The DOC's adoption of a valid women's risk-and-need assessment and classification tool preceded the meeting. National media, including the *Chicago Tribune*, covered the event.
- Providing aid in the implementation of one of the recommendations of the GIPA report: creation of a new administrative position specific to women's services within IL DOC.

In the past year, Illinois sent teams to two NIC trainings (Women in the Justice System: Developing an Agencywide Approach and Gender Responsive Discipline and Sanctions) and provided continued coaching to support implementation and maintenance of the state's new gender-responsive practice.

Today, Illinois is working closely with the National Institute of Corrections to implement the Collaborative Casework with Women (CWWW) model, a gender-informed approach developed by NIC.

EMPLOYMENT RETENTION INVENTORY REPLICATION STUDY

The Employment Retention Inventory (ERI) was developed by NIC as a tool designed to help jurisdictions detect the workforce-related barriers and needs of justice-involved adults. In fiscal year 2017, NIC funded a study to validate the ERI. Results from phase one of the study showed that the tool was easy to use and predictive of job retention, particularly among study participants in rural areas. The current phase of the study will evaluate the reliability and generalizability of the validation study results specific to clients of practitioners who successfully completed NIC's Employment Retention: Criminal Justice certified training. In addition, the connection between recidivism and gainful attachment to the workforce will be explored.

Case Study – Transition from Jails to Community

NIC's Transition from Jails to Community initiative provides jails and their neighboring community organizations with a model for effective collaboration. Through a comprehensive training program, community partners learn how to use local resources to develop a holistic approach to offender reentry, one that bridges the gap from facility-based correctional programming to community-provided solutions. This innovative model was developed by NIC and the Urban Institute with input from experienced practitioners and experts in the field.

Beginning in 2008, sixteen jurisdictions across a selection of thirteen states piloted the TJC program in their own local area. The two-phase pilot included both training and technical assistance. In FISCAL YEAR 2017, two years after the pilot had ended, the Urban Institute analyzed the sustainability of TJC. They sought to determine whether the program, while proven effective throughout the pilot, was capable of long-term success.

From a survey of jurisdictions that had participated in the pilot, findings (with a 73% response rate) confirmed the viability of TJC as a model for change, indicating that through TJC implementation, each jurisdiction experienced a shift in operations and organizational culture.



PARTNERING FOR CHANGE

While the face of change may appear to be singular, change never happens in a vacuum. It doesn't happen with just one person. It takes many people, all with different parts to play, working together to make goals happen. The National Institute of Corrections helps jurisdictions realize their goals by providing training, information, and technical assistance. We work together to help constituents realize their own version of change whatever that may be.



PUBLIC PARTICIPATION

Social media and the Internet revolutionized the way Americans engaged with their government. They transformed the traditional one-way communications of governments into a two-way dialogue. It changed the expectations that people had for open government, and it creates a revolution of involvement in programs developed for change. From the very beginning, the National Institute of Corrections has been responsive to this change, creating opportunities to engage with its government directly through means such as national symposia, conferences, and federal challenges and prizes.

Norval Morris Program on Corrections Innovation

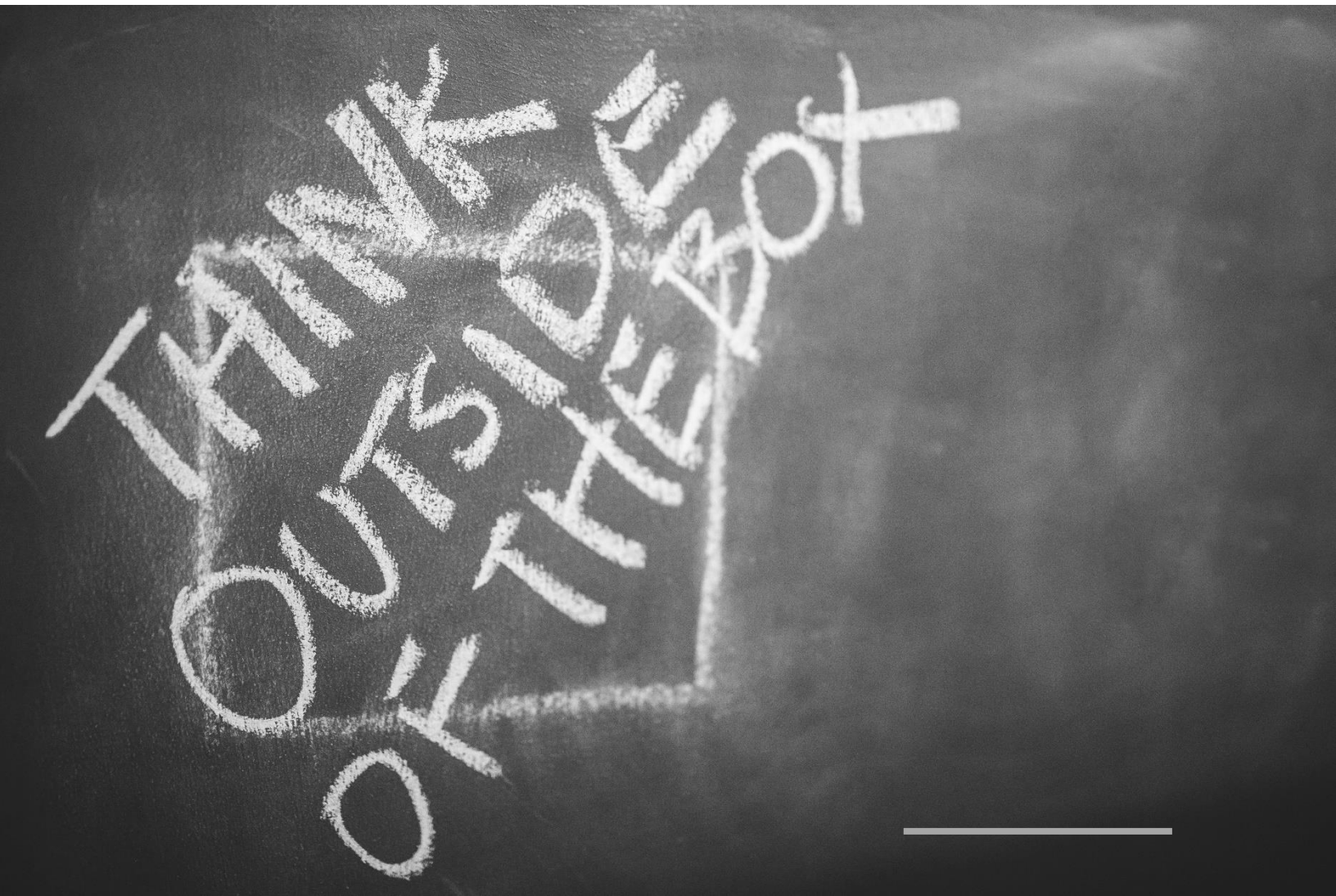
To encourage innovations in corrections, the National Institute of Corrections (NIC) has launched the Norval Morris Program on Corrections Innovation (NMPCI). This program was designed to collect information about important new innovations in the field and to disseminate that information to corrections leaders across the country.

NIC's NMPCI is named after Norval Morris, a renowned corrections researcher and founding member of NIC's Advisory Board. With the same zeal for innovation and discovery that Professor Morris demonstrated in his work, NIC's NMPCI is designed to encourage, acknowledge, and disseminate innovation across the corrections field. It provides an important avenue for building research evidence by identifying new and innovative programs for future testing, development, and evaluation.

Each year, beginning in 2017, NIC hopes to solicit nominations from the field regarding important innovative approaches, programs, and strategies in the field of corrections. Nominations may be submitted by any group or individual, but only public correctional agencies or not-for-profit agencies working in partnership with public correctional agencies will be eligible for recognition by NIC. All nominations will be reviewed by a panel of NIC staff members, and the best

programs each year will be recognized with an NIC Director's Award for Corrections Innovation.

The nomination must state clearly the innovative nature of the program and how the program advances correctional excellence and effectiveness. Each program or practice nominated will be judged on four criteria: innovativeness, evidence of effectiveness, the overall significance of the program for improving corrections, and transferability of the program to aid other corrections jurisdictions or agencies.



Case Study – NIC Addresses the Nation's Opioid Crisis

Nearly half of all deaths by drug overdose in 2016 were due to opioid abuse. By fiscal year 2017, opioid misuse had become an epidemic. Correctional agencies across the country were devastated by the flux of offenders in need of medical care and drug treatment. It had become a keystone barrier to the effective management of correctional facilities, thereby posing risks to public safety well beyond the perimeters of neighboring communities. As a result, the National Institute of Corrections set out to address the opioid crisis in corrections by providing a series of in depth training, technical assistance, and publications that addressed the issue head on.

Promising Practices Guidelines for Medication Assisted Treatment for Justice-Involved Populations

In response to the nation's opioid epidemic, the National Institute of Corrections, in collaboration with the Executive Office of the President, Office of National Drug Control Policy, U.S. Department of Justice, Bureau of Justice Assistance, and the U.S. Department of Health and Human Services, drafted Promising Practices Guidelines for Medication Assisted Treatment for Justice-Involved Populations. The document was the first of its kind and is currently under review prior to the publication's release.

Ohio State Opioid Summit

The National Institute of Corrections in partnership with the National Sheriff's Association, Buckeye Sheriff's Office and the National Association of Counties facilitated the development of the Franklin County, Ohio, Responsive Opioid Action Plan. This effort was followed by supporting the State of Ohio's Opioid Summit.

Public Safety + Public Health Opioid Conference

The National Institute of Corrections in partnership with the National Sheriff's Association, Indiana Department of Public Health, Major Sheriff's Association and the National Association of Counties facilitated the development of the Indiana Public Safety + Public Health Opioid Conference, which will be followed by the development of a Responsive Opioid Action Plan.

Medication Assisted Treatment Centers of Innovation (COI)

In response to the nation's opioid epidemic, the National Institute of Corrections, in collaboration with the Executive Office of the President, Office of National Drug Control Policy, U.S. Department of Justice, Bureau of Justice Assistance, and the U.S. Department of Health and Human Services, identified five promising medicated assisted treatment (MAT) corrections programs. Collectively, these programs, referred to as MAT Centers of Innovation, hosted sixteen correctional agencies nationwide for a full two days of direct peer-to-peer training.



NETWORKS

Urban Chiefs Network

The Urban Chiefs Network (UCN) comprises executives representing large urban probation operations and serves as a forum to promote professional development and best practices to advance the field of community corrections. There are nearly five million (or 1 in 52) adults under probation or parole supervision in the United States compared to about two million individuals in institutions.

In a meeting held by members of the group, it was noted that the quality of academic preparation for college students entering the community corrections profession was lacking. Despite the growing reliance on community supervision as an alternative to incarceration, very little criminal justice curriculum was devoted specifically to community corrections.

As a result, NIC explored how community corrections leaders could influence academic programming so that more students would be exposed to community corrections topics and knowledge. The group soon became instrumental in the development of the NIC Community Corrections and Academia Resource microsite.

NIC partnered with the American Probation and Parole Association and the Academy of Criminal Justice Sciences and developed the micro site to encourage criminal justice educators to recognize the importance of developing curriculum specific to community supervision, distinct from institutional corrections, and to provide resources to college educators and community corrections practitioners that teach community corrections courses.

Data-Driven Librarianship in Corrections Working Group

The provision of library services in corrections has been primarily concerned with inmate access to law resources for legal research. Additional library services have been provided based on an institution's goals to support the education, job training, and reentry programming needs of their offender population. These

services can contribute to improved employment outcomes and access to community services following successful release.

In fiscal year 2017, the National Institute of Corrections examined the larger role that library services could play in corrections, whether for individuals currently in confinement or for those fulfilling sentences in the community. NIC formed a working group comprising subject matter experts from around the country to consider how libraries are being used in corrections and how they could be improved with data to support correctional goals.

In a two-day session at the National Correctional Academy in Aurora, Colorado, NIC worked with these professionals to identify challenges facing the field. Their discussion centered around the following six domains:

- Collections Development
- Education and Programming within the Library
- Management of Library Operations
- Marketing/Promotion of Library Services
- Information Access and Retrieval
- Fulfillment of Reference Inquiries

Among the many outcomes from this working group was identification of three pillars of need—research, education, and standards—that would establish the future direction of NIC’s work in correctional librarianship.

The FBI Counterterrorism Division and the NIC Large Jail Network

Consistent with FBI Director Comey’s vision on strengthening partnerships with our federal, state and local partners, the FBI Counterterrorism Division (CTD) jointly sponsored NIC’s Large Jail Network Meeting at the FBI Academy in Quantico, VA. The FBI CTD, in partnership with NIC, engaged sheriffs, undersheriffs, and jail administrators representing the nation’s largest 70 jails to

raise awareness through presentations from various FBI headquarter operational divisions. The sessions covered the current threat picture in the United States and their effects on jails across the country. Also included in this exchange was training on intelligence and current tools to assist facilities with tracking, monitoring, and mitigating threats to both their facilities and staff while helping outside law enforcement with both national security and criminal matters.

STATE INITIATIVES

Texas Mental Health Training Initiative for Jails

The National Institute of Corrections, in partnership with the Bureau of Justice Assistance and the Substance Abuse and Mental Health Services Administration, facilitated the development of the Texas Mental Health Training Initiative for Jails, which was memorialized by the State Legislature as the Sandra Bland Act. The death of Sandra Bland in the Waller County, Texas, jail was a watershed event nationally that put the spotlight on the significant number of deaths of individuals who have died in custody in Texas. Bland was found hanged in her jail cell three days after her arrest for a traffic stop.

NIC led a series of working group meetings with senior federal, state, and local officials for developing an expanded curriculum that will be mandated for all new local detention officers in Texas. The training also included an optional mental health officer certification and a crisis intervention trainer certification.

New Orleans Parish Jail

At the request of the Independent Compliance Director, the National Institute of Corrections conducted a series of site visits and assessments culminating in a Technical Assistance and Training Action Plan in support of the first jail in the nation to go into federal receivership. The focus of this action plan is to assist jail staff in creating a sustainable culture of accountability, integrity, fiscal responsibility, and ethics to thereby enhance public safety. Significant progress has been made in providing key deliverables in addressing the challenges identified to support constitutionally compliant jail operations.

New York City Department of Corrections

The National Institute of Corrections, at the request of Acting Commissioner Brann, developed and implemented a two-part Technical Assistance and Training Action Plan that is responsive to a consent decree involving the use-of-force curriculum for newly recruited officers and staffing analysis. The staffing analysis portion of the action plan is complete, and the curriculum review is underway.

Case Study – National Institute of Justice (NIJ) Collaboration

The National Institute of Corrections and the National Institute of Justice established a sustainable collaboration for the development of evidence-based approaches in corrections: Through this collaboration, NIC and NIJ are creating a national "engine" for the development, implementation, and testing of promising approaches using reliable real-world implementation and cutting edge rigorous research designs. The NIC/NIJ Corrections Working Group was established and the efforts were memorialized in a Memorandum of Understanding.

TRAINING CORRECTIONS STAFF

True to its name, the National Institute of Corrections is a center for leadership and training in corrections and offers a variety of learning options to accommodate the needs of correctional staff. From traditional classroom-based instruction to publications and online media, including e-courses, webinars, and streaming broadcasts, NIC meets the needs of corrections with a flexible approach to learning that meets the needs of today's busy working adults.



MENTAL HEALTH

The National Institute of Corrections (NIC) released a new e-course on its Learning Management System: PREA 201 – Medical and Mental Health Practitioners. This lengthy and detailed course was launched on June 14, 2017 and had 279 completions as of fiscal year 2017.

CORRECTIONAL WORKER HEALTH AND WELLNESS

On August 16, 2017, NIC presented a workshop at the 2017 National Symposium on Correctional Worker Health, representing NIC's work in this area. The event was held at the St. Louis University Law School.

CORRECTIONAL INDUSTRIES LEADERSHIP TRAINING

An offender workforce training program, Correctional Industries (CI) combines the best of business and government to create opportunities for offenders to learn the skills they need to become productive, gainfully employed members of society. The National Institute of Corrections Correctional Industries program provides CI professionals with targeted training, information, and services set on managing and developing employment skills among offender populations.

Representing a cross-section of Correctional Industries programs, twenty-one CI leaders completed NIC's Correctional Industries Leadership Training facilitated at the Mid-Atlantic Regional Office of the Bureau of Prisons in September 2017. This 40-hour blended training program addressed topics such as dynamic leadership, organizational performance, stakeholder networks, and evidence-based practices.

NIC VIRTUAL CONFERENCE

Over 2,000 registrations with over 7,000 page views were recorded for the "NIC Virtual Conference: Leading with Innovation." The majority of the participants were from state and county jurisdictions with every state represented in registrations. Nine live workshops included presentations on evidence-based practices, implications of drone and smartphone technology on corrections, staff wellness, and a veterans readjustment program. Several live chats were also

conducted, including one on correctional librarianship, which yielded active dialogue throughout the day. All presentations and live chat transcripts are available for viewing on the NIC website.



REGIONAL FORUM ON MODERNIZING PRISON TRAINING SYSTEMS

Since fiscal year 2016, NIC has worked with the U.S. Department of State on their Security Operations Training Initiative. In this capacity, NIC contributed to the evaluation of curriculum design and the delivery and training of trainers. In fiscal year 2017, NIC staff participated as curriculum design and delivery subject matter experts in the “Regional Forum on Modernizing Prison Training Systems” held in Bamako, Mali. The workshop included six African countries working together to create effective curriculum for their corrections officers.



TRAINING ADMINISTRATORS NETWORK

Over 60 training administrators (jails, prisons, community services, and juvenile services) of the revised and reinvigorated Training Administrators Network met in May 2017 to create a new identity, charter, and goals. The new Training Administrators Network identity statement now asserts that “the Training Administrators Network is a quality-focused community of practice that provides innovative services to training professionals.”

Home

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| 2: Active Listening | 7: Pay Attention to Our Thinking | 12: Making a Complaint | 17: Stop and Think | 22: Make a Plan |
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■ Social Skills

■ Cognitive Self-Change

■ Problem Solving

THINKING FOR A CHANGE

Thinking for a Change (T4C) is an integrated cognitive behavioral change program designed for justice-involved adults and youth.

In fiscal year 2017, NIC's T4C programs trained over 400 correctional professional in 23 states. These evidence-based programs imparted the skills needed for staff to become highly effective group facilitators and agency trainers of the T4C program.

The new 4.0 version of T4C, available online at <https://info.nicic.gov/t4c40>, saw record numbers of new user accounts, logins, and page visits. As of this publication, over 4,250 authorized user accounts have been created (representing an increase of over 1,000 new accounts since FISCAL YEAR 2016), resulting in over 17,131 logins and 42,958 site visits. NIC also successfully sponsored four blended learning facilitator programs and two Training for Trainer events sponsored by the National Corrections Academy. These intensive programs resulted in the successful training of 78 new facilitators and 56 agency trainers.

In addition, the T4C capacity building partnership program supported 15 trainers from nine states, resulting in over 270 regionally trained facilitators. This innovative program delivery model represented a 90% cost savings to tax payers and allowed for great program success. It also supported NIC's strategic plan to save money while increasing participant numbers and better outcomes for the field by assisting correctional organizations in the building of their own staff T4C training programs.

NATIONAL INSTITUTE OF CORRECTIONS LEARNING CENTERS

The National Institute of Corrections hosts three learning centers: the NIC Learning Center, the Prison Rape Elimination Act (PREA) Learning Center, and the NIC Frontline Learning Center. These learning centers are available for federal, state, and local corrections professionals, and each learning center is focused on the learning needs of the specialized audience.

The NIC Learning Center is located at <https://nic.learn.com>. This Learning Center is available for executive-level leaders, mid-level managers, supervisors, and corrections decisionmakers in all areas of corrections and law enforcement. Training is provided three ways: traditional face-to-face classroom delivery; blended learning, which combines traditional classroom delivery with virtual e-course components; and e-learning, which provides the user access to over 300 standalone e-courses at any time.

The PREA Learning Center is located at <https://nic.learn.com/PREA>. This Learning Center is available for all federal, state, and local corrections professionals. Training in this Learning Center is devoted to providing instruction related to the Prison Rape Elimination Act of 2003. There are twelve different PREA e-courses available for corrections professionals, such as Your Role: Responding to Sexual Abuse, PREA 201 for Medical and Mental Health Practitioners, Investigating Sexual Abuse in a Confinement Setting: Advanced Investigations, and many more. NIC PREA training is in high demand, as many states have included certain NIC PREA courses as part of their annual training requirement.

The Frontline Learning Center is located at <https://nic.learn.com/frontline>. This Learning Center is available for correctional line staff, such as correctional officers, detention officers, probation and parole officers, reentry specialists, and correctional health professionals. Training in this Learning Center is delivered virtually in e-course format only. Users in this Learning Center have access to over 300 standalone e-courses on a myriad of correctional and non-correctional topics. Some of these topics include communication, finance, team building, ethics, evidence-based practices, inmate suicide prevention, and many more.

NIC Learning Center users have access to their certificate(s) of completion and a historical transcript of learning activities. Technical support is available to all users 24 hours a day, 7 days a week, should they need it.

EXECUTIVE EXCELLENCE

Executive Excellence is a 10-month, competency-based executive development program that takes an innovative learner-centered approach to training future leaders of corrections agencies. The program applies the following four models:

- The Developmental Model
- The Assessment and Feedback Model
- The Correctional CEO Model
- The Executive Leadership Developmental Model

The Executive Excellence program comprises three phases composed of two two-week residencies and one six-session online semester. The online component demonstrates NIC's innovative use of technology to provide fiscally responsible, cost-effective alternatives to face-to-face instruction where appropriate. Regardless of mode, the training provides participants with the critical core capabilities, knowledge, and skills needed to lead correctional organizations, both today and in the future.

In fiscal year 2017, more than 50 candidates completed phases 1 and 2 of the Executive Excellence program. The twentieth cohort of the class began its residential learning journey in February/March of 2017, and the twenty-first cohort completed its initial residential requirement in July of 2017. Class 20 is expected to graduate in January 2018 and Class 21 in February of 2018 after their final residential week of work.

NATIONAL SYMPOSIUM ON FRONT-END INTERVENTIONS

NIC partnered with the National Association of Pretrial Services Agencies and the Center for Effective Public Policy to host the National Symposium on front-end interventions held on May 31-June 1, 2017 in Washington, DC. Over 100 individuals attended the event representing local, state and federal agencies as well as various stakeholder groups that included:

- law enforcement

- prosecutors
- defense council
- judges
- court personnel
- pretrial service providers
- treatment professionals
- justice personnel
- professional association representatives
- federal agency representatives

The symposium helped define the concept of front-end intervention and the many forms it takes in America's justice systems, specifically across the decision points of initial contact with law enforcement, case screening/charging, and pre-adjudication. Symposium participants identified public safety as the key goal of interventions across these decision points. At the conclusion of the symposium, strategies were identified to advance the development and adoption of front-end interventions for enhancing public safety and achieving healthier communities.