



## Advisory Board Meeting

June 8 - 9, 2015

### Discussions, Decision Points, and Outcomes

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**In Attendance:** Rachel Barkow (Sentencing Commission), Robert Brown (NIC), Holly Busby (NIC), Norman Carlson (AZ), Dr. Michael Connelly (OU), Jim Cosby (NIC), Jonathan Dickey (NIC), Brent Gibson (NCCCHC), Jeff Hadnot (NIC), Amanda Hall (NIC), Bernie Iszler (NIC), Colette Peters (OR), Anne Precythe (NC), Gary Raney (Vice-Chair/ID), Anne Seymour (DC), Susan Shaffer (DC), Joshua Stengel (Information Center), Shaina Vanek (DFO-NIC), Jeffrey Washington (ACA), Belinda Watson (NIC), Scott Weygandt (NIC), Reginald Wilkinson (OH), and Diane Williams (Chair-IL).

#### Monday, June 8, 2015

NIC's Designated Federal Official, Shaina Vanek, called the meeting to order at 8:00 AM.

#### Meeting Opening & Instruction

Shaina Vanek (NIC) reviewed the rules and regulations as required under Federal Advisory Committee Act (FACA) of 1972. The FACA is the legal foundation defining how federal advisory committees operate, with special emphasis on open meetings, chartering, public involvement, and reporting. Introductions of Advisory Board members, guests, and NIC staff were made.

#### Opening Comments

Diane Williams (Chair/IL) opened the meeting by welcoming everyone, board, NIC staff, and guests. She introduced Anne Precythe (NC) as the newest NIC Advisory Board member, noting that she was appointed as the first female director of North Carolina Department of Corrections and Public Safety. Serving in that role since 2013, she oversees the supervision of approximately 105,000 offenders sentenced by the courts for probation. Chairperson Williams (IL) expressed her appreciation for Director Precythe's service on board, noting that the field of corrections is already seeing the impact of her work in North Carolina. NIC Director Jim Cosby agreed, commenting on how much NIC looks forward to working with her.

Diane Williams (Chair/IL) shared that she had an opportunity to present a plaque to commemorate Jim Jacobs' service to the board. Rachel Barkow (Sentencing Commission) was present for the surprise presentation and commented how wonderful it was.

Diane Williams (Chair/IL) also noted that Stanley Glanz (OK) had resigned from the board, and there were efforts underway to fill the vacancy.

Diane Williams (Chair/IL) also commented on Director Jim Cosby's leadership at NIC, noting that things were going extremely well. She felt that the Director was effectively engaging the board, and that "...everything about the work that is getting done through Jim's leadership is really the right thing to do."

### **Approval of March 2015 Meeting Notes**

The March 9-10, 2015 Meeting Minutes were reviewed and accepted by the Advisory Board, without objection or correction.

### **Core Correctional Communications: A Bureau Pilot Project with Implications for the Field**

Bernie Iszler (NIC) discussed NIC's pilot of *Core Correctional Interventions* (Communications) with the Bureau of Prisons and the next steps to roll out this training. She gave a brief history of EPICs and EPICs II, illustrating the origin of the *Core Correctional Interventions* (CCI) concept. Within the Bureau, NIC has piloted CCI at four (4) sites to include Hazelton, Pollock, Dublin, and Williamsburg. The program requires a six to nine month commitment to reach the level of integration desired for the program. The training consists of Level 1 and Level 2 training, as well as peer coach training.

Bernie Iszler (NIC) commented that "...going into these institutions has taught us things we need to consider for taking this training inside the prison walls, as it's different than how it's done in the community. NIC has a vision for this to be the language of corrections. Every time an offender has contact with staff no matter where it is, they should know how to do this so when they reach that right time when there is a teachable moment, they can use this. The big shift is from staff telling them what and why they should do something, to having them figure out the reasons. That seems to be the biggest shift in people's thinking when I see them struggling with the skills."

In 2016, NIC plans to have the final edits to the community version and be prepared to roll out the training for FY 2016.

Discussion points and recommendations from the Board included:

- Diane Williams (Chair/IL) asked about plans for evaluation of the program. Bernie Iszler (NIC) confirmed that NIC is working with the BOP to do just that (the BOP has assigned a researcher to measure their outcomes). Jim Cosby (NIC) followed up with the idea that measuring the number of incidents after this has been implemented: "...certainly seeing fewer incidents can show that better communication is happening as a result of implementing CCI."

- Anne Precythe (NC) brought up the point of leadership pushing this from the top to illicit buy in from first line supervisors on down.
- Reginald Wilkinson (OH) asked about training delivery methods, such as e-training. Bernie Iszler (NIC) responded by explaining the development team looked at training already available and how to incorporate it. Reginald (OH) also expressed interest in learning how NIC would promote the program beyond the pilots.
- Anne Seymour (DC) inquired about agency readiness and how it is assessed. She suggested that a readiness assessment would provide evaluation measures for future data collection.
- Colette Peters (OR) stressed the importance of making a clear different between CCI and EPICs/STAR: "...it is important to make the distinction so agencies don't dismiss the training as something they have already been through."

Diane Williams (Chair/IL) closed this portion of the agenda by thanking Bernie Iszler (NIC) for her presentation, commenting on the great work.

### **Staff Wellness Virtual Conference Update**

The Staff Wellness Virtual Conference was scheduled to occur directly after the Board meeting on Wednesday, June 10, 2015. Colette Peters (OR) – Chair of the Staff Wellness Subcommittee – noted the amount of dedication and hard work that Bernie Iszler (NIC) and the NIC staff had committed to the conference. She then turned the floor over to Bernie Iszler (NIC), who provided a live overview of the website, showing the Board the navigation that participants utilize during the live event. She highlighted several areas of the site, including the lobby, help desk, log in, discussion rooms, exhibit hall, booth and other areas.

Discussion points and recommendations from the Board included:

- Anne Seymour (DC) asked about crisis intervention/suicide prevention being the first thing that visitors would see. Colette Peters (OR) responded, noting that it is a major staff issue. Anne Seymour (DC) suggested that NIC should set up and contact a crisis hotline in advance of the virtual conference to provide support to viewers that experience emotional distress during the conference.
- Reginald Wilkinson (OH) suggested NIC take advantage of the 6,000+ registrants as feedback or as another source of presenters for the next virtual conference.
- Anne Precythe (NC) asked how staff would be able to access the conference. Colette Peters (OR) stated that her agency would be setting up conference rooms for staff to participate. Bernie Iszler (NIC) stated that a number of jurisdictions that she had communicated with had similar plans.

- Jeffrey Washington (ACA) asked if facilitators would be present to aide in discussions. Colette Peters (OR) said no, but that it was a great idea for future conferences.

Diane Williams (Chair/IL) expressed her excitement with the proposal for this Virtual Conference.

### **Learning Management System: Trends and Strategies**

Diane Williams (Chair/IL) introduced NIC's Academy Division Chief, Jeff Hadnot, to present information on the agency's Learning Management System (LMS). Jeff Hadnot (NIC) described the different types of training delivery available through the LMS, noting the large number of courses and 24/7 availability to field staff. The availability of the online element and blended training enables NIC to reach more correction staff even in times of budgetary constraints limiting travel and funding for professional development. "It is all electronic now. Historical transcripts and competition certificates, this is huge with all of the mandates and accreditation bodies that require you to have so many hours of training and continuing training. This LMS will allow that transcript to be housed virtually and accessed."

Discussion points and recommendations from the Board included:

- Norman Carlson (AZ) asked if state directors have access to any of this information. Jeff Hadnot (NIC) confirmed that they do, explaining that the launch of the sub-learn center enables an agency to request information about which staff have taken a course during a given period of time.
- Gary Raney (Vice-Chair/ID) asked about the qualitative measurements with the LMS. Director Jim Cosby (NIC), reminded the Board of the impact study underway with Fox Valley and noted he would speak to that more in the Director's Report.

Holly Busby (NIC) discussed the benefits and science behind blended learning and how NIC is incorporating it into some of NIC popular trainings. "The field is gaining more than just learning knowledge, but exposure to new technology. Signing up for interactive homework, pre-work sessions, virtual instructor led sessions and more." Amanda Hall (NIC) explained blended learning as social-learning, team-learning, independent study, reading assignments, and e-courses it is a true blend. "When we say blend, that is what we are referring to is these multiple targets of learning."

Discussion points and recommendations from the Board included:

- Reginald Wilkinson (OH) commented on the value of the work that NIC has done in this area over the last five years, stating that he would like to see a projection on the agency's goals for the next five years.
- Diane Williams (Chair/IL) commented that "NIC seems to be heading more towards virtual learning. We seem to recognize the learning trends the operational trends and

the resources that are and are not available in the field. We are adapting what we do to accommodate that. That will be interesting to see the next five years.”

### **Information Center: Data, Trends, and Usage**

Joshua Stengel (Information Center) briefly reviewed the history of the information center and how it has changed over the years. He touched on the functional areas of the Information Center, including providing information, documents, materials, manuals, research for the field, amplifying and showcasing NIC by managing NIC’s public website and the core function of providing support for NIC’s staff. The site has about 650,000 visitors per year and the information center staff handle the content that feeds into the RSS feeds that make the newsletters and announcements. Information was provide to the Board on micro-sites, projects pages, broadcasts, digitizing the training catalog, private forums, and blogs.

Discussion points and recommendations from the Board included:

- Anne Seymour (DC) asked if the information center was completely electronic or not. Joshua Stengel (Information Center) said that the IC used to process approximately 150,000 pages of paper per month and is now closer to 500 pages per month.
- Anne Seymour (DC) suggested the creation of an app to encourage even further use of the IC.
- Rachel Barkow (Sentencing Commission) noted the Sentencing Commission is on Twitter and asked if NIC had considered social media. Shaina Vanek (NIC) stated that, “...the short answer is yes and NIC has reserved various account domains on social media; we just need to navigate the policy requirements with the Bureau and the Department.”
- Reginald Wilkinson (OH) suggested utilizing a QR code on all NIC documents and other materials to facilitate visitors to the NIC website.

Diane Williams (Chair/IL) closed this portion of the agenda by thanking Joshua Stengel (Information Center) for his great presentation, commenting on the great work being done.

### **Agency and Association Updates**

- **National Commission on Correctional Health Care**

Brent Gibson (NCCHC) thanked the Board for having him as a guest at the meeting. He explained that NCCHC is an independently funded 501(c)(3) certification, accreditation, and education body with separate corporate entity that provides technical assistance. NCCHC accredits approximately 500 facilities across the country to include jails, prisons, juvenile detention facilities, and opioid treatment programs. NCCHC also certifies between 3,000-4,000 individuals as Certified Correctional Health Care Professionals.

NCCHC has been involved in exciting work to support the development of executive curriculum for healthcare, working with Mike Jackson (NIC) and Sandy Cathcart (NIC) on a jail curriculum for mental health expertise in the jail community.

Discussion points and recommendations from the Board included:

- Anne Seymour (DC) asked Mr. Gibson about publications and/or a mobile app from NCCHC. Mr. Gibson provided information on the peer review journal, *The Journal of Correctional Healthcare*, and magazine, *CorrectCare* as well as NCCHC's mobile app and responsive website. [<http://www.ncchc.org>]
- Norman Carlson (AZ) asked if NCCHC has a position on the tremendously expensive drugs now being used to treat Hepatitis C, noting that Minnesota is going through a very serious debate as to whether they should be given to everybody with Hepatitis C. NCCHC has not taken a position on that topic. All positions of NCCHC are on the website.

▪ **American Correctional Association**

Jeffrey Washington (ACA) opened by thanking the board. He gave a snapshot of ACA President, Mary Livers' efforts since she started and discussed the renewing of the relationships with BJA, OJJDP, and NIC. "President Livers feels strongly about issues such as victims, wellness, and dealing with staff and those things that relate to staff, and also restrictive housing." He discussed the restrictive housing work that is ongoing and the efforts the committee chair, Gary Mohr (OH) and Rick Raemisch (CO) making use of three face-to-face meetings and webinars with the subcommittee working on those standards.

Discussion points and recommendations from the Board included:

- Reginald Wilkinson (OH) asked for an accreditation update for ACA. Jeffrey Washington (ACA) responded with an overview of current accreditations, commenting on how ACA is working to include the Bureau of International Narcotics and Law Enforcement, Saudi Arabia, and the UAE. He also spoke to technology advancements and the benefits for the audit process.
- **Sentencing Commission**
- Rachel Barkow (Sentencing Commission) reminded the Board that, "...the last time we met, we told you that we voted on our last amendment cycle to reduce all the federal drug sentences by two levels. Those sentence reductions start going into effect starting on November 1, 2015." She explained that there was some lag time to allow the Bureau of Prisons time to start getting people ready to be released. Some of them will come out earlier as a result to allow for probation.

Rachel Barkow (Sentencing Commission) went on to explain that, in the Commission's last amendment cycle, they voted on parole. The judges also had concerns regarding fraud sentences because they thought they were too high, but we heard from judges in other parts of the country that the fraud sentences were 'just right' or too low. What we ended up doing was from the victims' perspective; we heard from a victim's advisory group that we were not counting victims of fraud very well. "We were just counting up the number of people defrauded and you would get a sentence based on the total number. We changed that to focus on what happens to the victims in particular. Now if only one victim suffers what we call a substantial financial hardship you can get an increase [in your sentence]." An example of that type of case would be one where someone would not be able to retire as a result of being defrauded. Serious financial harm would still result in an increase if there is a large number of victims or ones that suffer a serious financial hardship.

Rachel Barkow (Sentencing Commission) went on to explain that the federal sentencing guidelines had not been adjusted for inflation since they came into being in 1987. Though the Department of Justice opposed it, the Commission adjusted the guidelines for inflation. Now the triggers for fraud are all based on today's dollars – or they will be if Congress does not disapprove it. The Commission changed that to include fines as well. Everything is adjusted for inflation.

Rachel Barkow (Sentencing Commission) also spoke about the Commission's multi-year study on recidivism. "We have very good data from the federal prison population. The next couple of years you will begin to see about what we are learning. We are going to try to figure out why the recidivism rate looks like it does by taking the federal prison population and determining the groups of offenders who are most likely to recidivate – by [all types of demographics]."

Discussion points and recommendations from the Board included:

- Jim Cosby (NIC) asked about measuring recidivism rates. Rachel Barkow (Sentencing Commission) noted she had to double check, but believed the Commission looks at convictions and not arrests. [That was later confirmed by the Commission.]
- Anne Seymour (DC) asked about the sentence reductions for drug cases. Rachel Barkow (Sentencing Commission) stated the eligible pool was approximately 46,000.

### **NIC's Leadership Courses: A Strategy for the Future**

Amanda Hall (NIC) discussed the current NIC Leadership Competency Model and how NIC moved to update the leadership course offerings, which have been a staple of the agency's offerings to the field. She stated that NIC started with the science of adult learning, asked

many questions and moving towards the learning and performance initiative (and the associated white paper). “The Science of Adult Learning’ talks about autonomous adult learners and what they need from us as educators. It talks about before, during, and after training cycle. NIC has great content but it was the delivery model that NIC needed to improve.”

Amanda Hall (NIC) referred the Board to the handouts for samples of how NIC’s Leadership courses have been changed, with particular focus on resources that can be found on NIC’s Learning and Performance subpage: <http://nicic.gov/trainingdesigndevelopment>

Discussion points and recommendations from the Board included:

- \* The Board discussed several points around learning versus training and the attitudes around what is learning.

Diane Williams (Chair/IL) followed Amanda’s (NIC) presentation by asking, “How many of you are going to go back and do learning exercises in a different way after today’s session?” Many commented that they had learned a lot during the session. Jeffrey Washington (ACA) and Brent Gibson (NCCHC) both commented how their organizations were on moving away from traditional slide based training.

#### **NIC Academy Division:**

##### **A Review of Initiatives and Invitation for Advice and Recommendations**

Jeff Hadnot (NIC) reviewed the academy division’s current initiatives, with particular focus on NIC’s Thinking for a Change (T4C) program. He discussed how the agency has moved away from face-to-face trainings, and moving the training into the LMS and the Information Center, as well as the development of T4C train-the-trainer. The first virtual instructor led training on T4C was held June 1, 2015, and NIC has already received positive feedback on this new delivery format.

The Board discussed a number of related issues, asking NIC to consider the following:

- How does NIC lead the field (e.g., how do we get the field to follow NIC rather than just going behind and being responsive)?
- How does NIC reach more of the 700,000 corrections professionals?
- How does NIC effectively implement training? How can NIC better teach agencies how to do things for themselves?

Discussion points and recommendations from the Board included:

- The Board discussed the implications of producing more broadcasts. Diane Williams (Chair/IL) noted the different audiences to target. Jeff Hadnot (NIC) suggested making

short, 'bite-size' videos. Colette Peters (OR) suggested including a clip explaining the training announcement sent out as a way to provide better information to the recipient. Jeff Hadnot (NIC) showed a video clip to the Board as an example.

- Anne Precythe (NC) asked if NIC asks pertinent questions when an agency contacts them for training. Director Jim Cosby (NIC) responded that it does, but "...we are working on strengthening that process at the front end of the training development process."
- Colette Peters (OR) noted the gap in the number of NIC staff and the number of corrections staff that are potential learners. How does NIC cover that gap?
- Reginald Wilkinson (OH) asked if NIC could partner with a university system such as the University of Colorado to enable NIC to give college credits for coursework?
- Anne Precythe (NC) and Reginald Wilkinson (OH) discussed with Director Jim Cosby (NIC) about implementation for NIC participants to their home agencies. It was suggested the agency should be responsible for carrying that work forward and implementing it in their home agencies.

Diane Williams (Chair/IL) wrapped up this section of the meeting, noting that NIC should consider getting feedback from the field on the most effective approach to implementation.

### **National Institute of Corrections Director's Update**

Director Jim Cosby (NIC) thanked the academy staff for their presentations and noted to the Board that, while NIC has a lot of initiatives, learning and performance is the focus of the academy. He noted that he has learned a lot about NIC staff since his appointment as Director in March 2015, and continues to be impressed with their dedication and passion for the work of the Institute.

Jim Cosby (NIC) continued by following up on items from the previous board meeting he had expressed as important for him to focus on as a leader:

**Accountability** – He is starting with the executive staff and utilizing the performance work plan process to hold staff accountable. He noted how the executive team is updating the work plans to more accurately reflect NIC's work.

**Operational Instructions** – Jeff Hadnot (NIC) has been given the lead on this item. There have been many changes to business practices that are forcing NIC to look at more than just process, but also reference materials such as the technical assistance manual.

**Trust** – He reported his efforts to build trust with NIC staff starting with one-on-one meetings with each staff person. He discussed the organization health of NIC and continuing efforts to improve including staying focused on priorities and value.

**Impact Initiative** – NIC must demonstrate the value of this agency in this fiscal environment. Fox Valley Technical College has provided interim recommendations such as conducting case studies to provide more substantive qualitative value.

**Delphi Process** – This sophisticated system of surveys will enable NIC to determine how well our programs are reaching the field as well as solicit feedback on immediate needs of our constituents. NIC is piloting the process with the Veterans Treatments Courts.

**Vacancies** – NIC is working to fill our current vacancies to reach a total of 50 full time employees (FTE). NIC closed FY14 with 31 FTE's (62% staffing complement) and currently sits at 38 FTE's (76% staffing complement). Director Jim Cosby (NIC) stated that NIC is looking to add four (4) administrative positions, one (1) accounting, one (1) CPS for the prisons division, and two (2) new positions created to meet agency needs in the data and research areas. Diane Williams (Chair/IL) asked how long it takes to fill a vacancy; Director Jim Cosby (NIC) said that, typically, that time is four (4) months. The board members discussed the hiring needs of the agency.

Director Jim Cosby (NIC) outlined the following priorities that he is focusing on in the next year: (1) filling vacancies by the end of the fiscal year, (2) completing our scheduled programs and training events, and awarding up to 20 contracts.

The Board discussed the process changes and the impact on the agency with Susan Shaffer (DC) commending Jim Cosby (NIC) and his staff for working through these changes. Director Jim Cosby (NIC) also commented on his working on with Director Nancy Rodriguez (NIJ) on the possibility of NIJ engaging in some evaluation efforts for the agency and/or engaging in further partnership. He also discussed the changes in the hotel contract and the resulting impact on NIC staff, time, and participants.

### **Public Comment Period**

Designated Federal Official Shaina Vanek (NIC) opened the floor for public comments. Hearing none, the public comment period was closed.

### **Wrap Up / Adjournment**

Diane Williams (Chair/IL) reminded the group that Amanda Hall (NIC) had agreed to start at 7:30 am the next morning, and asked the Board members to think about suggestions for NIC. With no further business to discuss for the day, Shaina Vanek (NIC/DFO) adjourned the meeting at 4:32 PM.

**Tuesday, June 9, 2015**

NIC's Designated Federal Official, Shaina Vanek, called the meeting to order at 7:45 AM.

**Follow Up on Items/ Issues from Day 1 (Next Steps, Advice to NIC, etc.)**

Diane Williams (Chair/IL) recapped the previous days' meeting adding two topics to be covered in the morning discussion: (1) budget feedback given that NIC projected not be able to spend all of it's allocated funds by the end of the fiscal year due to business practice changes and (2) status of the Board.

- Budget Feedback

Diane Williams (Chair/IL) facilitated a discussion regarding budgetary spending and ways to positively impact staff wellness. Ideas ranging from ergonomically correct items for staff, updating technology for staff and participants (e.g., smart boards, tablets), to staff wellness classes and staff professional development training were discussed. Finding different and better ways to market NIC to the constituents and educate the field on NIC's services was also examined. Some board members championed the idea of NIC purchasing a bus for transportation needs to and from the academy. With Anne Precythe (NC) suggesting NIC see how much the agency spends annually to rent the bus to help inform such a decision.

Director Jim Cosby (NIC) thanked the Board for their suggestions and ideas, noting that some were feasible within federal guidelines (staff training/development), and some were not (purchasing items at the end of the fiscal year). Norman Carlson (AZ) agreed, noting that spending monies in such a manner would be problematic for NIC, BOP, and DOJ.

Jim Cosby (NIC) assuring the Board that the Bureau knows NIC is in a state of transition with the new business practices/methods, and NIC leadership will take the suggestions under advisement. Diane Williams (Chair/IL) closed the budget feedback with the thought that the board believes that NIC leadership will make the right decisions – both for staff and the field of corrections.

- Advisory Board Structure

Diane Williams (Chair/IL) moved into the second topic about board structure, specifically where we are today and what we should be considering. "In discussing this with Shaina Vanek, our DFO, Board members fall into two categories: public sector and private sector. Under statute, there are five (5) of each that comprise NIC's Advisory Board, as well as ex-officio positions that are standing members based on organizational directorship.

**Public Sector:** Gary Raney (ID) for jails, Anne Precythe (NC) for community corrections, Colette Peters (CO) for prisons, A.T. Wall (RI) for prisons. There is one (1) vacancy for a public sector representative as Stanley Glanz (OK) resigned from the board.

Shaina Vanek (DFO/NIC) stated we are required to balance public and private representation as well as the representation of the disciplines under the Federal Advisory Committee Act (FACA).

**Private Sector:** Norman Carlson (AZ) who represents prisons, Anne Seymour (DC) who represents victims, Reginald Wilkinson (OH) who represents prisons, Susan Shaffer (DC) who represents pretrial, and Diane Williams (IL) who represents the community based organizations and corrections.

Diane Williams (Chair/IL) stated, "...I think that we do have representation from most of the disciplines – if not all – that we would want to have represented on the Board. Again, we do have one open spot and we only have one jail representative, so it might be prudent to think about that spot for another jail person to recommend to BOP Director Charles Samuels and NIC Director Jim Cosby.

Shaina Vanek (DFO/NIC) noted that the terms of Norman Carlson (AZ), Diane Williams (Chair/IL), and Anne Seymour (DC) will expire in September 2015. She also clarified the following points:

- While there is not a term limitation for board members, the membership balance plan drives what positions are filled.
- Typically, Jim Cosby (NIC) will take a look at where everybody is on the board that wants to continue their service and then from there have discussions with the Director of the Bureau of Prisons regarding their service. It is through that process that Director Cosby puts forth the nominations.

Diane Williams (Chair/IL) indicated that now is the time to talk about vacancies on the Board given that Charles Samuels (BOP) still serves as the Director of the Bureau. Director Jim Cosby (NIC) noted he is looking at potential candidates to fill the vacancy left by the resignation of Stanley Glanz (OK).

Norman Carlson (AZ) brought up another consideration, suggesting an academic representative. Former member Jim Jacobs had to drop off because of his organizational affiliation, "...but I'd like to have someone from the academic community on the board to challenge us and give us unique perspectives...so I would argue that should be a consideration in the future."

Diane Williams (Chair/IL) stated that having an academic on the Board makes sense, but would like Director Cosby to consider who wants to be reappointed and what's in the interests of both NIC and the BOP regarding those appointments.

Shaina Vanek (DFO/NIC) reminded the board that the statute specifically says ten board members with five appointed in each sector. Reginald Wilkinson (OH) asked if ex-officio members counted towards a quorum. Shaina Vanek (NIC/DFO) responded that they did, noting that yesterday's meeting had a quorum because Rachel Barkow (Sentencing Commission) was present, but today's meeting does not have a quorum therefore the board cannot vote on any issues.

\*\* Members with expiring terms were asked to follow up with Director Jim Cosby (NIC) to express interest in being reappointed.

### **Resiliency in Corrections: Overview and Focus Group**

As the Board knew in advance that it could not conduct any formal business due to a lack of a quorum, the NIC academy division asked to conduct a focus group on the topic of resiliency in corrections. Amanda Hall (NIC) explained the launch of a new NIC initiative combining green corrections, leadership, and strategic thinking. She noted a component of the exercise was for the Advisory Board to participate in a focus group and informally provide feedback to her.

Amanda Hall (NIC) explained: "...the facilitators will be Dr. Connelly (OU) in one room and myself in the other. We will not participate in the conversation with you at all, we are here to lay the groundwork for the process and then let you guys have the conversations that you are going to have. We will give you a scenario where you will answer a series of questions and then you will get a second scenario and answer questions on that. We will then come back together as a large group and discuss with the subject matter expert, determining what questions that need to be answered before we continue on. We will redistribute the groups, meeting for a short time to have some cross-collaboration. We will have some cross-talk about that and then we will do the surveys and wrap up."

Amanda Hall (NIC) conducted the focus group in order to obtain informal feedback. Additional information can be found at: <http://info.nicic.gov/nicrp/?q=system/files/028089.pdf>.

### **Planning for Next Advisory Board Meeting Goals and Objectives**

With no further business to discuss, Shaina Vanek (NIC/DFO) adjourned the NIC Advisory Board meeting at 11:00 AM.

# **Director's Update**

## **NIC Advisory Board Meeting**

**June 8, 2015**



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National Institute of Corrections

# Taking Stock: Three Months Later

- During the past three months, NIC has continued to work on:
  - Refocusing Business Practices
  - Addressing Organizational Health
  - Planning for and Filling Staff Vacancies
  - Strengthening Partnerships and Collaborations



# Taking Stock: Three Months Later

- I have learned and done a lot in this timeframe:
  - Building relationships within the Bureau
  - Meeting colleagues in other federal agencies
  - Conducting one-on-ones with NIC staff
  - Challenging myself to learn as much as I can as fast as I can while maintaining balance
  - Staying true to my values



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# Creating a Healthy Organization



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# Creating a Healthy Organization

- Continuing to focusing on priorities while staying true to my values:
  - Earning trust by being a servant leader
  - Dignity and respect
  - Open lines of communication
  - Appreciating and celebrating successes
  - Fostering teamwork
  - Rewarding innovation



# Staffing Update



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National Institute of Corrections

# Filling Staff Vacancies

- Our lowest staffing complement in FY 2014 was 31 (62% of our FY 2015 authorized FTE's)
- During that time, NIC's Executive Staff developed a comprehensive strategy and sequence for filling these vacancies
- Currently we have 38 positions filled (76% of authorized FTE's)
- Much progress towards filling remaining 12 vacancies



# Filling Staff Vacancies

- The 12 additional positions to be filled before October 1, 2015 include:
  - 2 Academy Division CPS positions
  - 2 Chief positions (Jails and Community Services)
  - 4 administrative support positions in east and west
  - 2 new positions (Program Analyst/Data Manager and Instructional Systems Specialist)
  - 1 Prisons Division CPS position
  - 1 Accounting Technician position



# Immediate Priorities for NIC



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National Institute of Corrections

# Immediate Priorities for NIC

- Between now and the end of the fiscal year:
  - Fill 12 vacancies by having new staff on board and/or conditional offers made
  - Complete scheduled programs and training events
  - Award up to 20 contracts
  - Continue to refine data gathering mechanisms
  - Complete key pilot programs / training events such as CCC and the Reentry Symposium for the Bureau
  - Continue to deliver on our mission!



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Questions ?



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National Institute of Corrections

## **Jim Cosby, Director**

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