

The US-European Criminal Justice Innovation Program

was funded by Don Specter of the Prison Law Office and developed and implemented in partnership with Dr. Brie Williams and Cyrus Ahalt of the UC Criminal Justice & Health Consortium at UC San Francisco.

The program's goal is to bring leaders in criminal justice - government officials, correctional professionals, law and policy makers, healthcare clinicians, and academics - on a facilitated tour of the Norwegian criminal justice system where they learn from criminal justice reform leaders from across Europe and directly experience innovative and humane approaches to sentencing, diversion, treatment (physical and behavioral health), conditions of confinement, and community reentry. Over the year following the visit to Norway, our team provides technical support towards the implementation of system- and program-level innovation and reform in participants' home institutions and jurisdictions based on lessons learned in Norway.

Year 1. In June 2015, criminal justice system leaders from Hawaii and North Dakota were chosen from 15 applicant jurisdictions for participation in the program.

Participants included leaders from Departments of Corrections and Health and Human Services, legislators, paroling authorities, and members of the judiciary. In October 2015, the participants visited four Norwegian prisons and met with criminal justice reform leaders from Norway, Sweden, England and Ireland. Through daily workshops facilitated by our team of experts, the two state teams developed comprehensive action plans for system-wide reforms to take place over the following year based on their experiences in Norway.



Program Results.

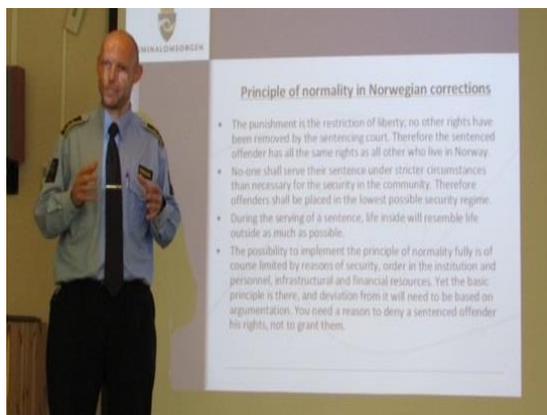
Participant Evaluations

- Participants from each of the two state teams identified **this experience as the most transformative of their professional careers.** In their own words:
 - *"Change can and should be based on humanitarian values. And it works!"* (Hawaii)
 - *"This experience showed me the missing pieces to making rehabilitation a reality."* (North Dakota)
 - *"We now have the commitment to do what we said we were going to do."* (Hawaii)
 - *"This trip provided a vision of what our system could look like that I could not imagine without seeing it."* (North Dakota)
 - *"We have a commitment to working on the various goals in our workplan and closer relationships with our sister agencies to work towards a more progressive penal system."* (North Dakota)
 - *"This no nonsense approach to what works [is inspiring]. The culture is key!"* (North Dakota)
 - *"Excellent facilitation helped us accomplish effective action plans... Our team will persevere!"* (Hawaii)
 - *"We were stuck. We knew the philosophy but had no concrete way to apply it to our environment. THANK YOU."* (North Dakota)

- Evaluation data confirms that **this program brings vital new knowledge and new ways of thinking about criminal justice reform to participants**. Average responses to questions related to knowledge gains across the group of participants are included in the table below. Key findings include:
 - Enhanced knowledge of the benefits associated with normalization, dynamic security, and enhanced staff training and education;
 - Additional opportunities exist in the areas of alternatives to solitary confinement and enhanced probation / parole programming.

BEFORE The Exchange	1=Poor 2=Fair 3=Good 4=Very Good 5=Excellent	AFTER The Exchange
2.7	Define normalization	5.0
2.7	Discuss the benefits of normalization of living conditions inside correctional institutions	5.0
1.2	Define and apply dynamic security concepts	4.5
2.7	Identify alternatives to solitary confinement	3.5
1.5	Apply European models of confinement to identify important changes in my home state	4.3
2.3	Identify additional skills and training that it would be important for correctional officers to receive in your state	4.7
2.3	Develop and formalize partnership and communication between the different agencies that are represented by your team members	4.3
2.7	Identify ways to reduce the use of incarceration through enhanced parole/probation programming	4.0
2.8	Identify ways to reduce the use of incarceration through sentencing reform	4.2
3.3	Identify the importance of educational / skills building in prison	4.5
3.0	Discuss a variety of training programs and skills development opportunities that prisoners could engage in while incarcerated	4.3
1.7	Discuss the ways that leave from prison and supervised prison furloughs can be used to enhance prisoners' readiness for release	4.8
2.5	Discuss the ways that motivation can be used to engage prisoners in rehabilitation and readiness for release (e.g. applying for transfer to a lower security prison or to a halfway house)	4.0

- This program changes and/or reinforces positive attitudes around what is preferable *and* possible in criminal justice reform.** Results of an attitudes survey of participants conducted at the end of the week in Norway are summarized below. Key findings include:



- Consensus achieved around the importance of normalization and dynamic security;
- The program was inspirational, increased participants’ confidence in their abilities as change-makers, and drove a perception that system-level change is possible;
- Participants identified, and prepared to respond to, a key challenge back home: changing community perceptions that European criminal justice models can work and guide reforms in the U.S.; and
- Participants expressed greater confidence in their team’s ability to act on their decisions.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Learning from European models can be very helpful for reforming US models	80%	20%	-	-	-
Normalization is important for a successful prison system	100%	-	-	-	-
Establishing collaborations across agencies is essential to enact criminal justice reform	80%	20%	-	-	-
European criminal justice models will <i>not</i> work in US systems	-	-	-	50%	50%
Dynamic security is important for a successful prison system	100%	-	-	-	-
Our team will be able to act on the decisions it has come to this week	60%	30%	10%	-	-
The information and experiences from this week were inspirational	90%	10%	-	-	-
The experiences this week gave me a new perspective on what our state can achieve	90%	10%	-	-	-
I am more confident in my ability to implement change because of this program	80%	20%	-	-	-
I would recommend this program to criminal justice leaders in other states	100%	-	-	-	-
I believe that this program will lead to system-level change	90%	-	10%	-	-



North Dakota

North Dakota's multiple action plans reflect a **capable leadership team ready to implement policy and program reform in specific facilities and system-wide**. As such, they were able – with the support of the programs' facilitators – to develop action plans for:

1. low-cost, "first-generation" reforms to encourage culture change system-wide;
2. overhauling their minimum security men's facility based on the Norwegian model;
3. normalizing prisoner experiences at their medium and maximum security state prisons;
4. reducing the use of solitary confinement system-wide; and
5. transforming, within existing funding constraints, the correctional officer role.

In the 9 months since North Dakota returned home to implement their work plans, **they have achieved notable outcomes in each of the areas targeted for system transformation**, including:

1. Low-cost, "first-generation" reforms to encourage culture change system-wide

- Launched a system-wide "Increasing Humanity for People in Prison" initiative based on leaders' experiences of the Norwegian model. As a cornerstone of this initiative, the Director of the Department of Corrections has created and implemented a system for engaging all correctional staff in considering how to make their facilities better environments for staff and prisoners – and for identifying correctional staff champions who are empowered to lead culture change in their respective spheres of influence. This system includes formal mechanisms by which correctional staff at all levels can suggest and promote specific changes to policy and practice.
- Re-defined agency values with input and buy-in from all wardens and top administrators, including a systematic review of agency policies asking "Why do we do this? Does it really make our facilities safer? What are we afraid of here? What will achieve rehabilitation and community safety?"
- Re-wrote each facility's mission – with input from correctional staff *and* some prisoners - to reflect a more professional and rehabilitation-oriented approach to correctional practice. An example of a fundamental revision is the removal of terms like "prisoner" and "offender" in favor of more humane and accurate descriptive phrases like "people in prison."
- Created a "race to the top," formally challenging each facility to develop a list of changes they wanted to – and could – make in a 2-3 month pilot phase. As part of the race to the top program, Department leaders encouraged facility staff to think of creative ways to increase positive prisoner/staff interaction (e.g. joint art projects, pizza lunches, etc). Examples of these changes, many of which originated with facility staff, are described under items 2 and 3 below.
- Changed policy governing staff/prisoner interactions from historical "don't touch the inmates" to encouraging staff to shake hands with prisoners.
- With Warden input, changing the prisoner disciplinary system with the goal of going from roughly 300 potential behavioral violations to a "10 Commandments" approach that emphasizes treating others with dignity and respect as one would in the community. As a key part of this change, the Director of Corrections has directed facilities to:
 - o develop non-punitive, pro-social staff responses to minor infractions (e.g. dress violations); and
 - o implement a parallel system of positive reinforcement and reward for good behaviors.



- Adopted an “open system” policy greatly limiting the restrictions on community-members who can tour their facilities and meet with people in their prisons and actively encouraging visitors. Under this new policy, some specific changes include:
 - o transitioning from a blanket restriction to a case-by-case review of incarceration history as a reason to exclude potential visitors – as a result, a man on court-ordered electronic monitoring was permitted into the maximum security prison to attend his brother’s GED graduation;
 - o encouraging volunteers to enter the prison for the sole purpose of social interaction with prisoners – as a result, a local nun brings friends into the maximum security regularly to play cards with prisoners; and
 - o changing protocols for legislator and judicial visits to prison from the historically warden-led formal walkthrough to an informal tour led by correctional officers and including meaningful, normalized interactions with prisoners (e.g. prisoners sit around a table with legislators rather than line up for questioning).
- Reexamining food options to promote better health and increase prisoners choice (within existing budgets) in recognition of the role food and meals play in creating a normalized environment.
- Hired a new Director of Recreation with the specific mandate to identify opportunities for prisoners and staff to exercise and recreate together (for examples of a few pilot programs, see below under items 2 and 3).
- Initiated a new systemwide policy to open all GED graduations and similar events recognizing prison achievement to the entire community – both within and outside the facility. Where GED graduations were historically held in small classrooms and attended only by those in each class, they are now held in auditoriums with most staff and prisoners and anyone from the community invited to attend.
 - o *“Now when we have a graduation, our wardens tell everyone – and I mean everyone: Hey, drop what you’re doing. Come on over and give these guys a round of applause.”*

- 2. Overhauling their minimum security men’s facility based on the Norwegian model.** The Missouri River Correctional Center (MRCC), or “The Farm,” is a minimum security facility located on historical farmland set beside the Missouri River on the outskirts of Bismarck. Prior to North Dakota’s participation in this program, prisoners at MRCC were clothed in prison uniform and their movements closely monitored and restricted (much of the MRCC property off limits to prisoners) with little emphasis – beyond work - on preparing for release to the community. The primary focus, historically, of MRCC has been on prisoners’ access to jobs in “Rough Rider Industries,” particularly the robust welding program. Over the past six months, MRCC has undergone a rapid transformation to closely mirror the Norwegian Correctional Practice of *Progression*, a key component of normalization. Under progression, prisoners earn the opportunity to proceed through their sentence with increasing freedom – and with it, increasing responsibility – preparing them as much as possible along the way for their return to the community. In modeling this practice, MRCC has:
- Set up a Resident Committee comprised of prisoners and charged with telling MRCC leadership and staff what will help prisoners prepare for their release. As such, prisoners now have direct input into the “Phases System” – what it comprises and how it works.
 - Depending on where they are in the Phases System, residents at MRCC are newly permitted to:
 - o Walk an extensive network of trails on the property unaccompanied by staff;
 - o Ride bikes throughout the property;



- Shop online for groceries and prepare their own food;
 - Take escorted trips into the community to obtain job services counselling;
 - Take escorted trips into the community for social interaction (e.g. to get a cup of coffee or see a movie);
 - Earn passes to leave the facility unescorted, including for overnight home visits.
 - Opened a new transitional housing unit for those who have earned their progress onto work release. Residents in the transition housing unit:
 - Get their own keys;
 - Have the only single-occupancy rooms at the facility;
 - Have access to a propane grill;
 - Can request permission to leave unescorted for family activities – examples of recently granted leaves include to attend a daughter’s high school graduation, to attend a mother’s birthday party, and to have dinner with family.
 - Prisoners recently organized and completed a work project to chop wood from excess felled timbers and re-construct Theodore Roosevelt’s cabin on a nearby property for a local museum.
 - At the suggestion of the Resident Committee, MRCC leadership is establishing relationships with local volunteer agencies to allow residents to volunteer in the community. Due the leadership of one resident, prisoners may now earn the right to volunteer at a local animal shelter.
 - Changes have been made to the dress code, including:
 - Tucking in a shirt is no longer required; and
 - Prisoners entering the last months at the facility can transition to civilian clothing.
 - MRCC leaders are exploring ways to “do better than families sitting in a visiting room.” For example, the facility recently hosted a family barbecue for the families and friends of men housed in the transitional housing unit. Following the success of this event, MRCC staff and Department leadership are exploring cost-effective ways to create a space for standard family visitation – year-round - to allow time and space to cook and eat meals together in private.
3. **Normalizing prisoner experiences at their medium and maximum security prisons.** *North Dakota State Penitentiary (NDSP)* is North Dakota’s maximum security prison and its largest facility, housing over 500 people. North Dakota’s leadership has viewed NDSP as the most challenging facility in which to effect change because it is maximum security, has the largest staff, and the highest proportion of older and more senior staff potentially resistant to transformation. Despite these challenges, culture change at NDSP is already well underway, including:
- Starting a Prison Band that played its first concert in May 2016 and will continue to play monthly concerts for prisoners and staff.
 - Making vending and food available during family visitation, with the goal of further normalizing family visitation. (The current challenge is identifying a space that can allow for increased normalization and privacy for some family visits.)
 - Allowing staff to play music in their offices, including with prisoners.
 - Piloting of a regular softball game with mixed teams of prisoners and staff participating that was well-received and will continue at the request of staff and prisoners both marking, in the view of facility leaders, a major shift in staff attitudes towards culture change.
 - Using limited discretionary funds to begin distributing large potted plants throughout the facility.



- Launching a “Strengthening Family Connections, Keeping Families Together” program that emphasizes prisoners’ roles as family members – both while inside and upon their release. Recent normalization and rehabilitation efforts under this banner include:
 - Piloted seasonal “family days”, in which prisoner’s children, significant others, and parents are invited into the facility for an activity (e.g. pumpkin painting day, May Day).
 - Started a new care package program that allows prisoners to both receive and send out care packages. As a result, many prisoners are making things in art classes and shop for their kids and loved ones and showing renewed interest in programs that provide an opportunity to create a care package.
 - Launched a recurring “family night” where children under 10 are invited into the facility’s auditorium to watch a movie and eat popcorn with their dads. The program has been positively received, bringing the NDSP Warden dozens of thank you cards from prisoners, kids, and families.

James River Correctional Center (JRCC) is a medium security facility and a primary employer in the small town of Jamestown where it shares a campus with the North Dakota State Hospital. As a result of this proximity, JRCC includes a “Special Assistance Unit” where individuals with serious mental illness, many on indeterminate or life sentences, are housed in single rooms with historically limited access to time out of cell and group rehabilitative programming. Because of JRCC’s location in a small town with close ties to the prison, and where many former prisoners continue to reside after release, JRCC leadership and staff have been supportive and enthusiastic about changing culture to emphasize normalization and reentry at their facility. As a result much of the change at JRCC is facility-led and, over the last 8 months, includes:

- A facility-wide change in how staff communicate amongst themselves and with prisoners with a focus on using language that respects persons’ dignity and rights as individuals. For example, changing “cell search” to “investigating living areas”; no longer using radio to announce disease-specific pill calls (so that a person’s medical conditions are not private); etc.
- A new prison choir that performs regularly, with invites issued to prisoners, staff, and community members.
- As part of their focus on breaking down virtual walls between prison and the community, JRCC has:
 - Invited semi-professional sports teams in the area to hold practices and games in JRCC fields and gyms. Prisoners are able to attend practices and games. JRCC leadership has recently begun piloting joint practices, in which prisoners participate, with the goal of developing facility teams that can one day compete in and outside of the facility;
 - Brought a number of service clubs (e.g. Rotary, Lions, Kiwanis) to hold meetings in the prison and encourage these clubs to enroll prisoners in advance of their release – resulting in a hoped for surge in former prisoner volunteering in the local Jamestown community.
- Focused on reforming the Special Assistance Unit (SAU) to bring normalization and humanity to prisoners with severe and often debilitating mental illness. Examples of pilot reforms include:
 - Significantly increased time out of cell, from previous 5-7 hours per week and less for some prisoners who preferred not to leave the cell to now 3-4 hours per day spent in the dayroom, often engaged in one-on-one or group activities;



- Held a Christmas Party in which SAU residents sat down together (atypically un-handcuffed) with staff at tables with white tablecloths and napkins to enjoy a Christmas meal together;
- Started a semi-regular Karaoke night in which both staff and SAU residents can participate;
- Transitioning (in process) to non-restraints as the default for time out of cell (versus historical use of restraints as the default and residents could earn their way out of non-restraints as a privilege).
- Hired a new staff member who is a certified yoga instructor and part of whose job is now to offer yoga to prisoners and staff - (the commissary now sells yoga mats and prisoner television now shows one hour yoga instructional videos twice daily).
- Invited local law enforcement and parole and probation staff into the prison to host informal presentation and Q&A on what to expect and what to watch for upon release, including discussion on who to build a productive relationships with your Probation Officer.
- Staff and prisoners were invited to participate in the re-painting of many hallways with new fresh colors as chosen by the staff psychologist.
- Launched a new policy permitting prisoners to bring their own coffee to groups and classes (previously prisoners walking around with hot liquids were viewed as a security concern). This small-seeming change has been received by prisoners overwhelmingly positively and cited by them as a meaningful example of the facility staff's commitment to normalization.
- In addition, staff are currently promoting big ideas for progression they would like to see piloted in the coming months, for example:
 - Driving prisoners around pre-release to look at apartments and potentially secure housing; and
 - Taking the Prison Choir out to perform in the community.

4. Reducing the use of solitary confinement system-wide

- In just 8 months, North Dakota has transitioned roughly 80% of the prisoners previously held in solitary confinement to general population housing. This change included a significant reduction immediately upon the team's return from Norway when the Director of Corrections requested files on all those in solitary at NDSP, reviewed them, and ordered the return of 30 inmates to general population that day. The Director, NDSP Warden, Deputy Warden and correctional staff leaders attended the segregation wing as the Director ordered the doors on these 30 cells be "popped" and prisoners informed that they could leave for general population. Staff watched as prisoners left their cells, their relief visible, many embracing each other, some with tears in their eyes. The Director tracked a notable lack of any increase in facility disorder following this release and carefully disseminated this information throughout her correctional staff ranks. The Department of Corrections Program Director cites this fact, alongside the emotional experience of those who witnessed the initial release of 30 confined prisoners, as powerful indicators to everyone in the department that the new commitment to culture change was real and would result in concrete policy and practice changes.



- A new policy has greatly limited the criteria for what behavior leads to a prisoner being placed in solitary. These behaviors are now limited almost exclusively to violence.
- Designed and implemented an assessment process to regularly evaluate prisoners in solitary for whether they should remain there, including mental health evaluation and indicators that behavioral risk remains.
- Re-defined what solitary means, significantly expanding segregated prisoners' access to treatment and socialization, including:
 - o Granted access to group therapy in as limited restraints as possible;
 - o Increased motivational interviewing skills in correctional staff, empowering and encouraging correctional staff to engage socially with segregated prisoners by, for example, playing cards through tray slots, talking, and other activities.
 - o Increased out of cell time, enrichment activities, and social interaction with fellow inmates in the segregation wing.

5. Transforming, within existing funding constraints, the correctional officer role

- The Department of Corrections Director of Program, within her current job duties, is redesigning the correctional officer training curriculum to follow closely from the new agency values and each facility's new mission statement. Changes to the curriculum content and structure include:
 - o A new focus on Norway's concept of "dynamic security" and a dual role for correctional officers as both officers and motivational guides;
 - o A new focus – and considerable classroom time spent – on developing positive, rehabilitation-oriented relationships with people in prison and on correctional officers seeing themselves as agents of change; and
 - o Spreading training over a longer period of time punctuated by periods of mentored work experience in the facilities so that trainers and leaders have an opportunity to shape correctional officer attitudes towards prisoners and their work over time, using real work experiences as examples and opportunities for reflection – and ensuring that only limited training time is spent on new hires who are not an appropriate fit for the dual correctional officer role.
- The Director re-wrote qualifications for open correctional officer positions to emphasize a dual role focused on security and positive prisoner engagement.
- The Director Introduced a new internal certification program for Field Training Officers (FTOs) to select FTOs based on facility with the new model (versus old seniority system) and ensure that in-facility training aligns with new focus in-classroom.
- The Director is exploring partnerships with local universities to augment correctional officer training, for example by including brief lectures on motivational interviewing, at low or no cost to the Department.
- The Director is working with key legislators to introduce a bill that would increase funding for correctional officer training and increase the salary range correctional officers are eligible to receive to create more incentives for professionalism.

North Dakota also made use of the Norway experience, and access to University of California facilitators, to **develop long-term, system-level reform goals** addressing:

1. statewide sentencing reform;
2. diversion of mentally ill arrestees;
3. research-informed decision-making in the judiciary;
4. a pre-trial services pilot program; and
5. the expanded use of compassionate release for seriously ill prisoners.



Department of Corrections leaders will be working with partners in the legislature to pursue funding for reforms in each of these key areas. Already, the Director of the Department of Corrections has presented a case for expanding current compassionate release criteria to the state legislature and formally partnered with the University of California program leaders to implement a Foundation-funded project to educate and empower correctional clinicians and administrators to expand their use of the state's existing compassionate release statute.

Consistent with the sentencing reform action plan developed in Norway, the legislator who was a member of North Dakota's Norway team was recently quoted in the North Dakota press calling on his colleagues to "take a complete look at our criminal code, so that the Legislature can get its arms around the entire crime-and-punishment situation." (http://bismarcktribune.com/news/local/crime-and-courts/incarceration-exacts-heavy-toll-on-state/article_f4fec0ea-5bfd-52f0-b1f0-7129145258a3.html)

Hawaii

Hawaii's action plan reflects **a leadership team at the early stages of reform comprised primarily of members from the legislature and judiciary engaged in changing public perceptions of the correctional ahead of the pending design and construction of a new correctional facility in 2019-2020** rather than in dramatically transforming culture in the Department of Corrections. As a result, their action plan, developed with intensive facilitation by program leadership from UC San Francisco and the Prison law Officer during the week in Norway and in the subsequent 9 months, focuses on two primary outcomes: (a) building consensus around the need for smart, progressive, and rehabilitation-focused criminal justice reform; and (b) drafting, introducing, and passing a resolution in Hawaii's legislature to establish and fund a commission to examine Hawaii's criminal justice system ahead of the building of a new combined prison and jail. In the 9 months since their travel to Norway, Hawaii has made considerable progress towards changing the conversation on criminal justice in their state. Notable achievements include:

1. **Passage of House / Senate Concurrent Resolution 85 (HCR 85) establishing a task force to study best practices worldwide** and recommend policies to improve Hawaii's correctional system and inform plan for a new correctional facility. HCR 85 was drafted and introduced by Representative Gregg Takayama, a member of the delegation to Norway, and reviewed by program leaders from UC and the Prison Law Office. It is a strong piece of legislation that provides for staffing support from the Judiciary, the Department of Public Safety and the Legislative Reference Bureau. The Task Force held its first meeting on June 20, 2016 and over the coming years will:

- Study effective incarceration policies in Hawaii and other jurisdictions and suggest improvements for Hawaii's correctional system, including recommendations for the design of future correctional facilities;
 - Identify and analyze effective incarceration policies used in other states and countries and their related costs to develop and recommend methods and strategies that may be employed by Hawaii to improve its correctional system; and
 - Be convened by the Chief Justice of the Hawaii Supreme Court and chaired by his designee, Associate Justice Michael Wilson, a member of the Hawaii delegation to Norway and will also include other members of the Norway team as well as two former prisoners.
 - Issue two reports – an interim report 20 days prior to the 2017 legislative session and a final report of its findings 20 days prior to the 2018 legislative session. Each report will describe findings, issue recommendations, and propose legislation to reform correctional culture and practices in Hawaii and directly inform the construction of a new correctional facility, the appropriations for which are expected to be part of the 2018 legislative session.
2. **The team conducted site visits to each correctional facility in Hawaii and brought with them the Director of the Department of Public Safety and others stakeholders** where they described their experience in Norway and held open discussions on programs, policies, and future plans for reform. These meetings and site visits will continue periodically as part of an effort to plant the seeds of culture change in the Hawaii system.
3. **Launched a series of Webcasts, and an associated YouTube channel, called “Rehabilitation is Coming”** in which guests make the case for comprehensive correctional reform to benefit Hawaii's communities. So far, the series has featured guests including the Hawaii Youth Correctional Facility Warden, a team of Social Workers at a local agency serving the formerly incarcerated, a Public Defender, a Senior Family Court Judge, an academic discussing the growth of the Hawaii prison population and its effect on community well-being, and others.



4. Will send two of their team members to serve as panelists at the **Academy of Architecture for Justice's annual meeting (November 2016)**, a part of the American Institute of Architecture. The conference focuses on best practices in justice architecture and will feature a Hawaii team member presenting preliminary findings of the HCR 85 Task Force with a focus on opportunities and challenges for the pending prison construction in Hawaii. Additional Task Force members will also attend to network with progressive planners and designers and learn about best practices in justice architecture.

Media and Related Dissemination. In addition to the many informal dissemination activities described above, as well as Hawaii’s work to shared their Norway-influenced vision for reform via webcast, this pilot program has been featured in a number of publications and presented at a number of national conferences and meetings. Select publications and conference presentations include (links provided on request):

- “Prison Right to Adopt New Approaches” (June 2016, The Bismarck Tribune)
- National Consortium on Racial and Ethnic Fairness in the Courts 28th Annual Conference (Presentation)
- “Reforming Solitary Confinement Policy” (May 2016, The New England Journal Of Medicine)
- “Incarceration Exacts Heavy Toll on State” (November 2015, The Bismarck Tribune)
- Association of State Correctional Administrators Annual Meeting (Presentation)
- “Behave Your Way In, Behave Your Way Out” (June 2016, The Bismarck Tribune)
- “Prisoners Cut Logs for Teddy’s Replica Cabin” (May 2016, The Bismarck Tribune)
- International & Interdisciplinary Perspectives on Prolonged Solitary Confinement (Presentation)
- “Repurposing the Segregation Unit Offers Challenges” (June 2016, The Bismarck Tribune)
- “Inmate Leery of Personal Interaction” (June 2016, The Bismarck Tribune)
- Featured in a forthcoming documentary presented by the Finnish National Public Broadcasting Company (YLE), which will cover a program-facilitated visit by Norwegian Deputy Warden Jan Stromnes to North Dakota that took place in June, 2016.

Our team has also facilitated media opportunities for the North Dakota team with CNN (CNN’s medical unit under Dr. Sanjay Gupta is planning a story on solitary confinement reform) and the Marshall Project. Each project is currently underway.

Next Steps – Year 2.

We continue to work with participants in North Dakota and Hawaii to implement of their action plans and to share what they have learned and their many successes in creating an innovative and humane approach to criminal justice with the world.

We have enrolled two new states to participate in the 2016-2017 program. From a competitive group of applicant jurisdictions, we have selected two state teams led by their respective Directors of Corrections with the goal of replicating and building on the dramatic reforms that North Dakota has been able



to achieve by focusing on culture change throughout current correctional systems.



In just one year, this pilot program has demonstrated a remarkable capacity to transform correctional culture to the benefit of prisoners, correctional staff, and the communities to which nearly all prisoners will eventually return. **We are now seeking additional Foundation and Philanthropic funding support** to extend this high-impact, cost-effective program to state and local jurisdictions across the country interested in engaging in evidence-based system-wide prison reform.