

U.S. Department of Justice
National Institute of Corrections



NIC Academy Schedule of Training and Services for Fiscal Year 1995



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*Training Today's Correctional Leaders
to Meet Tomorrow's Challenges*

June 1994

National Institute of Corrections

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ACQUISITIONS

NOTICE

The National Institute of Corrections (NIC) is fully committed to Equal Employment Opportunity and to ensuring representation and full utilization of minorities, women, and disabled persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum feasible opportunity to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they may perform at their highest potential and advance in accordance with their abilities. NIC will look favorably upon applications for seminars where nominees for training include fair representation of women, minorities, and persons with disabilities.

NIC ACADEMY
Training today's correctional leaders to meet tomorrow's challenges

GENERAL INFORMATION AND APPLICATION PROCEDURES 1

- Overview 1
- Seminars 1
 - Benefits 1
 - Logistics and Costs 2
 - Eligibility and Application Procedures 2
 - Endorsement of Applications for Seminars 3
 - Selection of Applicants 3
 - Cancellations 3
- Technical Assistance 3
- Teleconferences 3
- Regional Training 4

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OCT. 14. 1994

ACQUISITIONS

SEMINARS FOR CORRECTIONAL ADMINISTRATORS 5

- Quality Improvement Strategies in Corrections 5
- Strategies for Building Effective Work Teams 6
- Integrating Human Resource Systems 6
- Public and Media Relations 7
- Management Development for Women and Minorities 7
- Correctional Leadership Development 8
- Correctional Leadership Development: Regional Networks 9

SEMINARS FOR TRAINER DEVELOPMENT 10

- Advanced Training for Trainers: Instructional Theory into Practice 10
- Advanced Training for Trainers: Developing Management Training 10
- Advanced Training for Trainers: Training Design and Development 11
- Developing Benchmarks for Correctional Training 11

ACADEMY SPECIAL ISSUE SEMINARS 12

- Cognitive Approaches to Changing Offender Behavior 12
- Working with Women Offenders 12
- Evaluation and Accountability Strategies for Correctional Programs 13
- Management and Treatment of Tuberculosis in Correctional Settings 13

PRISON SPECIAL ISSUE SEMINARS 14

- Prison Security 14
- Conducting Security Audits 14
- Executive Leadership Training for Women 15
- Executive Training for Newly Appointed Wardens 15
- Executive Training for Deputy Directors 18
- Critical Issues in Prison Industries Management 18

COMMUNITY CORRECTIONS TRAINING ACTIVITIES 19

- Orientation for Parole Board Members 19
- Regional Training: Treatment Programming to Manage Offender Risk 19

DIRECT TECHNICAL ASSISTANCE	20
General Technical Assistance	20
Special Focus Technical Assistance	21
Training for New Administrators of Correctional Education	21
Training for First-Line Supervisors	21
Agency Visioning Development	21
 TELECONFERENCES	 22
Audioconferences	22
Youthful Violent Offenders	22
Videoconferences	22
Moving Toward a Competency-Based Human Resource System	23
Benchmarks for Correctional Training	23
Management and Treatment of Tuberculosis in Correctional Settings	23
 REGIONAL TRAINING	 23
Regional Training Events	24
Regional Seminars	24
 OTHER TRAINING ACTIVITIES	 24
Symposiums	24
Conference-Related Workshops	24
National Correctional Training Network	25
 APPLICATION FOR TRAINING (2)	 27
 TELECONFERENCE SITE APPLICATION	 31
 REGIONAL SITE APPLICATION	 33

GENERAL INFORMATION AND APPLICATION PROCEDURES

This document describes the training and related services available to federal, state, and local practitioners working in adult corrections during fiscal year 1995, which begins October 1, 1994, and ends September 30, 1995. Two application forms for seminars, a teleconference site application form, and a regional site application form are included at the end of the document. The application forms may be duplicated as needed.

OVERVIEW

The training division of the National Institute of Corrections (NIC), the Academy began operation on October 1, 1981, and is in its thirteenth year of providing training for state and local correctional practitioners. The NIC Academy is located in Longmont, Colorado, along with offices of the NIC Jails Division and Information Center.

The mission of the Institute is to provide leadership and assistance to the field of corrections. It promotes and facilitates the development of effective, humane, and constitutional corrections systems through the timely delivery of efficient, high-quality services. The NIC Academy develops and delivers training to prison, jail, and community corrections practitioners. Through training and related activities, it promotes interaction among correctional agencies, other components of the criminal justice system, public policy-makers, and concerned public and private organizations. Academy programs are directed to constructive organizational change and full use of resources.

Public hearings, focus groups, needs assessments, analyses of requests for technical assistance, and discussions with correctional practitioners have led the Academy to offer a variety of training services: seminars, technical assistance, teleconferences, regional training, and conference-related workshops.

SEMINARS

The most intensive training is offered through 24- to 82-hour seminars conducted at the Academy. They focus on three areas:

- **Seminars for correctional administrators**--to improve administrative and managerial knowledge, skills, and practices to advance the operation of correctional agencies and programs.
- **Seminars for trainer development**--to enhance the capabilities of state and local correctional agencies to deliver

training through improving the skills of trainers, providing curriculum materials for use in training, and transferring training technology.

Throughout the Trainer Development series of seminars, the Academy is reinforcing its Instructional Theory into Practice (ITIP) model for systematically designing training to focus on the needs of the adult learner. The ITIP model was used to design each seminar in the trainers series and to provide much of the content.

- **Special issue seminars**--to focus on issues of special interest to correctional administrators, the resolution of which can be assisted by training or an integrated approach that includes training.

Each seminar provides several days of intensive training, including small- and large-group discussions, group exercises, and shared experiences. In most cases, participants develop individual action plans or initiate projects they can implement upon their return home.

Participants may be requested to provide follow-up data to the Academy about implementation outcomes to help NIC assess the impact of its training on the participating agencies. The data will be collected through several strategies, including: 1) audioconferences with participants, 2) questionnaires, 3) telephone interviews with participants and/or their agency administrators, or 4) brief reports written by participants.

Benefits

Professionalism--The Academy's state-of-the-art seminars increase participants' effectiveness on the job and contribute to their continued professional development. The seminars are led by nationally known experts in the fields of corrections and management.

Specialization--The seminars are designed specifically for correctional practitioners and decisionmakers. Participants learn how to apply the latest techniques to accomplish their objectives.

No Cost--The National Institute of Corrections underwrites this training for state and local agencies as part of its commitment to improving and advancing the practice of corrections in the United States. Federal agencies must pay the travel and per diem costs associated with their employees attending a seminar.

Networking--Classes are composed of a national cross-section of correctional practitioners who have similar interests and needs. Participants have the opportunity to establish beneficial contacts with other professionals in their field.

Resources--Participants in Longmont-based training can visit the NIC Information Center for information that can help them improve their own programs. The Information Center specializes in unpublished materials developed by state and local agencies; disseminates published reports on state-of-the-art issues and programs in corrections; collects, maintains, and disseminates materials in the Correctional Training Network; and maintains a computerized bibliographic database of its library.

Certificate of Attendance--Upon full participation in an Academy seminar, participants receive a Certificate of Attendance from the National Institute of Corrections that documents their professional training.

Course Notebook--Participants receive a resource notebook that represents a summary of the seminar--their notes plus special articles, exercises, and information to reinforce the concepts and skills acquired.

Continuing Education Units--Continuing Education Units (CEUs) are available through Eastern Kentucky University (EKU) following completion of an Academy seminar. One CEU is awarded for every ten hours of training. Interested participants receive applications for CEUs at the end of the Academy seminar and mail them, along with a fee, to the University. While CEUs cannot be applied toward academic degrees, they are recognized as evidence of training and commitment to increasing professional skills. CEUs are officially recorded by the University, and applicants receive a certificate of achievement that identifies the number of CEUs awarded.

Graduate and Undergraduate Credits--Upon completion of the Correctional Leadership Development and Advanced Training for Trainers: Instructional Theory into Practice seminars (only), participants are eligible to receive 3 graduate or undergraduate credits from ECU. They must register as ECU students, pay tuition fees to ECU, and may be required to complete a paper at the end of the seminar. Those accepted for participation in these seminars will be provided with more detailed information.

Logistics and Costs

Seminars offered by the Academy are conducted at the Raintree Plaza Hotel and Conference Center in Longmont, Colorado. Occasionally a seminar is conducted at another hotel or conference center in the Denver area. All participants in Academy-based programs are required to reside at

the training site for the duration of the program, regardless of the proximity of their homes to the training site.

There are no registration, tuition, or materials fees associated with Academy training. Additionally, for courses offered by the Academy in Longmont, Colorado, the costs of state and local participants' air travel, lodging, and meals are paid by the National Institute of Corrections. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates.

Longmont is served by Denver International Airport. Regularly scheduled ground transportation is available for the 56-mile Denver/Longmont trip. **Participants are responsible for the costs of ground transportation to and from their point of departure and to and from Denver.**

The Academy will provide detailed information concerning air travel, ground transportation, and lodging arrangements for each course upon notification to the applicant of his/her acceptance for participation. Participants are requested to indicate any special dietary restrictions, physical disabilities that require special arrangements, or smoking preference.

Eligibility and Application Procedures

Academy training described in this document is available to practitioners working in adult corrections in the 50 states, the District of Columbia, and U.S. territories and commonwealths. Correctional practitioners from other countries can be accommodated in a seminar, but they must pay travel, per diem, and incidental expenses associated with attending the training.

Individuals who meet the eligibility requirements and are interested in participating in an Academy seminar should complete the application form at the end of this document, attach the supplementary materials required in the course description, obtain the necessary endorsement as described in the following section, and mail or fax the application to the NIC Academy.

If a seminar is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement from the team is required.

Applications must include the title and number of the seminar desired. When a particular seminar will be presented more than once, qualified applicants will be considered for each offering in the series until all classes are filled. It is not necessary to apply separately for each offering in the series. If, however, an applicant cannot attend on a specific date listed, the undesirable date should be identified in the appropriate space on the application form.

Applicants should note that in order to maximize the learning experience, enrollment in any given seminar is typically limited to 24 participants. Applications must be received by the due date to be included in the selection process, but early submission of applications is encouraged. Applicants will be notified 60 days in advance of the seminar if they are selected to attend. All applications will be acknowledged.

Individuals employed by the Federal Bureau of Prisons or under contract to the Bureau must obtain the endorsement of their warden and send their applications, at least 90 days in advance of the seminar, for review and recommendation to:

Director
Management & Specialty Training Center
Federal Bureau of Prisons
791 Chambers Road
Aurora, Colorado 80011

ENDORSEMENT OF APPLICATIONS FOR SEMINARS

The Academy will reject as "incomplete" applications that do not include those of all team members (if a team is required) or that do not bear the endorsement of the chief executive officer or the administrator of the agency, defined as follows:

- For jail practitioners--the head of the jail, such as the sheriff or director of the department of corrections, depending on the organizational structure of the agency.
- For prison practitioners--the director or commissioner of the state department of corrections.
- For community corrections practitioners--the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For Federal Bureau of Prisons staff--the warden and the director of the BOP Management and Specialty Training Center.

Individuals from private organizations who meet the eligibility requirements must submit with their applications an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services, indicate the nature of the services provided to the correctional agency, and explain how participation in the desired seminar will assist the agency in meeting programmatic needs.

Selection of Applicants

The National Institute of Corrections has a policy to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or disability in programs or activities funded or conducted by the Institute. Administrators are therefore encouraged to consider nominating qualified minorities, women, and employees with disabilities for participation in these seminars.

Applicants are selected and assigned to seminars on the basis of: 1) their meeting the individual (or team) eligibility criteria, 2) their submitting ALL required supplemental materials, and 3) the Institute's desire to maintain a broad cross-representation of men and women, racial and ethnic minorities, and geographical locations. In addition, the Institute attempts to maintain a balance among applicants from jails, prisons, and community corrections agencies.

In emergent situations, the Academy will attempt to place an applicant in a seminar when a direct request is made by the chief executive officer of an agency to the president of the Academy. The normal application requirements must be met, and the request must be made prior to selection of the seminar participants.

Cancellations

The Academy reserves the right to cancel seminars with reasonable notice to participants. If, after acceptance to a seminar, an applicant is unable to attend, the Academy must be notified as soon as possible. No substitutions may be made by the state or local agency, and all airline tickets must be returned to the Academy.

TECHNICAL ASSISTANCE

The Academy will provide direct technical assistance to state and local correctional agencies in numerous areas related to staff training. In addition, technical assistance will be provided in three special focus areas: training for new administrators of correctional education, training for first-line supervisors, and developing agency visioning. See the discussion of technical assistance on page 20.

TELECONFERENCES

The Academy will expand teleconferencing activities in fiscal year 1995 to increase the numbers of practitioners who participate in training. Four audioconferences will be conducted on each of two topics, and one videoconference will be presented on each of three topics.

Agencies interested in participating in a teleconference must submit an application form. See the discussion of teleconferencing opportunities on page 22.

REGIONAL TRAINING

The Academy will sponsor five regional seminars, and state and local agencies are invited to apply to be host sites. The seminar topics will be selected by the host agencies from among the Academy-developed curriculum packages available.

In addition, the Academy will continue its Regionalization initiative to develop networking among corrections trainers within regions. See the discussion of these activities on page 23.

FOR MORE INFORMATION

Those desiring additional information about Academy training opportunities may contact:

National Institute of Corrections Academy
1960 Industrial Circle, Suite A
Longmont, Colorado 80501

Telephone: 303-682-0382
Toll-free: 800-995-6429
FAX: 303-682-0469
TDD: 202-307-3156

SEMINARS FOR CORRECTIONAL ADMINISTRATORS

QUALITY IMPROVEMENT STRATEGIES IN CORRECTIONS

--a 36-hour seminar on implementing quality improvement concepts, tools, and techniques

Many correctional systems are faced with significant growth and restructuring due to crowding, simultaneous upsizing and downsizing, changing inmate profiles, aging institutions, and a changing workforce. Quality improvement addresses mission, values, identification of internal and external stakeholders, paradigm shifts, strategic planning, and how to continuously improve processes to enhance the effectiveness of a system or its parts (e.g., medical services, prison industries, human resource management).

This seminar assists executive teams in assessing their organizational culture and need for change in order to develop strategies for implementing quality improvement concepts and processes. Key topics include:

- Rationale for change in the system;
- Quality improvement philosophy (efficiency, constancy of purpose, futuristic planning, continuous improvement, and attention to the change process);
- Visioning, planning for short- and long-term impacts, and measuring success;
- Quality improvement management strategies (high-performance work teams, application of data and statistical indicators, and long-term commitment to implement);
- The role of leadership (facilitating, empowering, and teambuilding);
- Benchmarking (identifying agencies or jurisdictions known for innovative processes, gathering data, and emulating those practices that support an agency's objectives and strategies);
- Applying basic statistical tools, management and planning tools, and quality function deployment techniques.

WHO SHOULD ATTEND

Two- or three-person teams from community corrections, prison, or jail systems that include the commissioner/director or a designated representative; a planner; and an assistant director of human resources, medical services, finance, training, or other executive department with policymaking authority.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) a rationale for a philosophical change within the agency, 2) current efforts and commitment by the agency's chief executive officer to integrate a quality

improvement process in long-term planning, and 3) the current organizational structure. Teams must also indicate a willingness to participate in a self-pre-assessment of the organizational culture and capacity for change and an Academy-sponsored post-assessment to evaluate progress. Each team member must complete an application, but only one supplementary statement for the team is required.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S4801	Jan 22-27, 1995	Oct 24, 1994
95-S4802	Aug 6-11, 1995	May 8, 1995



STRATEGIES FOR BUILDING EFFECTIVE WORK TEAMS

--a 36-hour seminar on developing quality work teams in corrections

Due to the rapid growth and increasing complexity of corrections, few managers know all of the specialized aspects of their staff's job functions. They must be able to adjust their leadership styles to meet the specific needs of each member of the work unit while simultaneously developing the unit into an effective work team to maintain continuous quality improvement.

This seminar presents strategies for developing, implementing, managing, and evaluating work teams within discrete work units and agencywide. Participants develop action plans to implement and/or enhance quality work teams within their agencies.

Key topics include:

- How organizational leadership demands are changing;
- Situational Leadership theory and application;
- Individual and group leadership dynamics;
- Fundamentals of group dynamics;
- Characteristics of work teams;
- Maintaining quality improvement.

WHO SHOULD ATTEND

Executive-level administrators, facility administrators or deputy administrators, supervisors, coordinators, and managers in prisons, jails, and community corrections agencies who lead multi-member work units that share common goals and who desire to enhance the quality and productivity of their staff through team building.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) the organizational structure of their work unit, 2) the primary mission and goals of the unit, and 3) how this seminar will assist them with quality improvement in their unit and agency. *Applicants must agree to provide evaluation results of implementing the action plan developed during the seminar if later requested by NIC.*

SEMINAR NUMBER

95-S4701
95-S4702
95-S4703

SEMINAR DATE

Apr 23-28, 1995
May 21-26, 1995
Jun 11-16, 1995

APPLICATION DUE DATE

Jan 23, 1995
Feb 21, 1995
Mar 13, 1995

INTEGRATING HUMAN RESOURCE SYSTEMS

--a 36-hour seminar on effectively managing a human resource system

Effective personnel practices are particularly important as corrections experiences both rapid expansion and increased competition for personnel. This seminar emphasizes the integration of operations management with personnel practices that are accepted and used by managers, are viewed as fair and reasonable by employees, and contribute to the effectiveness of the organization. It examines ways to integrate all elements of human resource systems to hire, train, supervise, and retain an effective workforce.

Key topics include:

- Job/task analysis processes that define specific dimensions for use in selection of employees, pre-service and in-service training, evaluation, and management development;
- Recruitment and selection techniques to ensure hiring the best possible workforce;
- Development of training programs that systematically evaluate and train employees based on current functioning, training needs in current positions, and development for future positions;
- Career planning and development of staff to fill key jobs while emphasizing individual values, interests, and goals;
- Objective employee evaluation based on observed behavior, systematic documentation, and periodic assessments.

WHO SHOULD ATTEND

Administrators from prisons, jails, or community corrections systems with significant responsibility for human resource management and personnel functions.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) their role in the management of personnel functions in their agency, 3) an organization chart showing the staff allocated for all personnel functions, and 4) the most significant issue faced by personnel staff in their agency.

SEMINAR NUMBER

95-S1001

SEMINAR DATE

May 14-19, 1995

APPLICATION DUE DATE

Feb 14, 1995

PUBLIC AND MEDIA RELATIONS

--a 36-hour seminar to develop and refine skills for communicating with the public and the media

Many correctional managers feel that the external forces that push and pull them are beyond their control. They must work with the media, policymakers, community groups, local and state legislators, and representatives of the public at large to support the mission of their organizations.

Interacting positively with the public and media and working cooperatively and constructively with others who may not understand the demands of corrections require leadership, good management, and effective communication skills. This seminar helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Videotaping is used extensively to help participants refine their presentation skills.

WHO SHOULD ATTEND

Correctional administrators, managers, and public information officers who are required to interact with individuals and groups outside of corrections, such as the legislature, the media, and public interest groups.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) how this seminar will benefit them and their agency, 3) frequency of contact with the media and public, 4) any issues that have attracted significant public attention to their agency, and 5) a specific goal or expectation of the seminar.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-M201	Oct 2-7, 1994	Jul 5, 1994
95-M202	Jul 30-Aug 4, 1995	May 1, 1995



MANAGEMENT DEVELOPMENT FOR WOMEN AND MINORITIES

--a 36-hour seminar on management and career strategies

Despite the increase of career opportunities in the growing corrections field, qualified staff are often hampered in career advancement because they lack significant management experience. This seminar is targeted for women and minorities who currently occupy, or have been identified as moving into, mid-level administrative positions in corrections.

Specific management skills and strategies are addressed through lectures, practical exercises, self-diagnosis, simulations, and other activities. Key topics include:

- Agency mission as it relates to mid-management advancement;
- Problem-solving strategies;
- Identification of individual roles, relationships, strengths, and differences;
- Identification of managerial and leadership styles, skills, and techniques.

Discussions also address the challenges and attitudinal barriers faced by women and minorities in the correctional setting. Each participant sets goals and develops an action plan to guide development of his/her career as a manager.

WHO SHOULD ATTEND

Female and minority mid-managers (e.g., unit managers, shift supervisors, team supervisors, residential managers) working in prisons, jails, and community corrections agencies. (Former participants in Correctional Leadership Development seminars are not eligible.)

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) the number of years they have held a management position, 3) their career goal for five years from now, and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-M1001	Dec 11-16, 1994	Sep 12, 1994
95-M1002	Mar 26-31, 1995	Dec 27, 1994
95-M1003	Aug 13-18, 1995	May 12, 1995

CORRECTIONAL LEADERSHIP DEVELOPMENT

--an 82-hour seminar to develop or enhance leadership skills needed in the changing correctional environment

Corrections faces many challenges in the 1990s. Burgeoning offender populations, shrinking resources, and a changing workforce are only a few of the complex issues that correctional administrators must address. To deal with these challenges, tomorrow's administrators must be more than managers--they must also be leaders.

This seminar is designed to enhance the leadership skills of correctional administrators. Key elements of the program include:

- The research-based Leadership Challenge Model, which focuses on five key leadership practices.
- Assessment of individual leadership practices and planning for personal skills development.
- Modules on the five leadership practices, from which participants may select their individualized training program.
- Small discipline-specific groups, enabling prison, jail, and community corrections administrators to work with their counterparts on issues relating exclusively to their field.
- Experiential outdoor activities that help clarify individual perspectives on leadership. (Arrangements will be made for participants with special physical or health restrictions.)
- Interaction with consultants who are recognized leaders in the field and model successful leadership practices.
- Design of a leadership development action plan that can guide participants' application of learning and personal development over a period of time extending beyond the seminar.

Prior to attending the seminar, participants will explore with their agency's chief executive officer the challenges existing in the agency around which they may structure their leadership development action plan. When the leadership development project is clarified during the seminar, the agency executive will again be consulted for validation of projects and endorsement of the overall plan.

Participants will implement their plans upon return to their agencies, keeping records of their progress and the impact of the plans in their agencies. Evaluations of the success of their plans will be shared in a meeting the following year. At that time they will construct a new leadership development plan to modify or continue practices. *Participants and agencies must agree to provide NIC access to impact evaluation information related to each plan.*

Participants in this seminar are eligible to receive 3 graduate or undergraduate credits from Eastern Kentucky University. More information about this is provided to successful applicants.

WHO SHOULD ATTEND

Individuals with management responsibility for a prison, jail, or community corrections district or regional office, or administrators with similar levels of responsibility for agency support functions. Deputies of these administrators also will be considered if their applications are supported by a recommendation from the chief executive officer of the agency indicating that the deputy is in line for additional management responsibility.

APPLICATION REQUIREMENTS

The application process for this seminar will be conducted in two phases.

Phase I: Applicants must attach to the Academy application form: 1) a statement of their duties and responsibilities, and the number of years they have held their current or other administrative position; 2) a current organization chart that clearly indicates their role in the organization; and 3) a comprehensive statement describing how the seminar will meet their leadership development needs.

Phase II: Selected applicants must submit a statement by the agency's chief executive officer that identifies the leadership challenges in the agency and endorses the applicant's participation in the seminar and the extended learning process. Failure to submit this statement by the chief executive officer will result in disqualification for the seminar.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-M101	Mar 26-Apr 7, 1995	Dec 27, 1994
95-M102*	Jul 16-26, 1995	Apr 17, 1995
95-M103	Sep 10-22, 1995	Jun 12, 1995

**Note: This seminar will be completed in 10 days, with coursework on Saturday and during evenings. It will be held at a regional site to be determined.*

CORRECTIONAL LEADERSHIP DEVELOPMENT: REGIONAL NETWORKS

--a training meeting for participants in previous Correctional Leadership Development seminars

An 8-hour meeting will be conducted in the Northeastern, Southern, Central, and Western regions of the country to provide additional management training for past participants in Correctional Leadership Development seminars. These meetings precede national and regional conferences to economize on cost.

Participants share their progress on the action plans developed during the CLD seminar, complete an inventory of their personal leadership practices, and consult with their colleagues on improving their implementation techniques. The meetings foster regional networking among participants.

WHO SHOULD ATTEND

Past participants in Correctional Leadership Development seminars held from 1990 to the present.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement explaining: 1) which Correctional Leadership Development seminar they attended, and 2) their understanding that all travel, lodging, per diem, and incidental expenses related to the training are their own or their agency's responsibility.



SEMINAR NUMBER	SEMINAR DATE AND LOCATION	APPLICATION DUE DATE
95-M104	(Northeastern) May 1995 Mid-Atlantic States Correctional Association Conference <i>Location and date to be announced</i>	Feb 1, 1995
95-M105	(Southern) Apr 29, 1995 American Jail Association Conference <i>Charlotte, NC</i>	Jan 30, 1995
95-M106	(Central) Aug 5, 1995 American Correctional Association Congress <i>Cincinnati, OH</i>	May 5, 1995
95-M107	(Western) Oct 8, 1994 Western Correctional Association Conference <i>Portland, OR</i>	Jul 8, 1994

SEMINARS FOR TRAINER DEVELOPMENT

Throughout the Trainer Development series of seminars, the NIC Academy is reinforcing its Instructional Theory into Practice (ITIP) model for systematically designing training to focus on the needs of the adult learner. The model was used to design each seminar in this series and to provide much of the content.

ADVANCED TRAINING FOR TRAINERS: INSTRUCTIONAL THEORY INTO PRACTICE

--a 38-hour seminar on using the Instructional Theory into Practice model to develop and deliver training

The Instructional Theory into Practice model assists trainers in designing instruction that focuses on the needs of adult learners. This seminar provides strategies and skills to train other trainers to use the ITIP methodology.

Participants learn to assess the context for learning, devise appropriate training outcomes and performance objectives, use elements of effective lesson design and delivery, and evaluate the degree of learning achieved. Feedback and coaching strategies that enhance and accelerate learning are emphasized. Each participant develops and presents a training module related to the ITIP model.

Participants in this seminar are eligible to receive 3 graduate or undergraduate credits from Eastern Kentucky University. More information about this is provided to successful applicants.

WHO SHOULD ATTEND

Experienced trainers who have completed a formal, comprehensive basic instructor training course and understand instructional theory and/or effective instructional practice. Applicants should be in a position that actively works with or supervises other trainers.

APPLICATION REQUIREMENTS

Applicants must attach to their applications: 1) a copy of their position description, 2) documentation that they have completed a basic training-for-trainers course, and 3) a description of how they will implement this training in their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S101	Jan 22-27, 1995	Oct 21, 1994
95-S102	May 7-12, 1995	Feb 7, 1995

ADVANCED TRAINING FOR TRAINERS: DEVELOPING MANAGEMENT TRAINING

--a 38-hour seminar on strategies for implementing effective management training

Management training presents special challenges for trainers because it may be difficult to define specific goals or objectives to assure improved performance, develop training programs that can achieve those goals and objectives, and design evaluation strategies. This seminar focuses on how to use instructional theory and techniques for developing and conducting effective management training.

Key topics include:

- Job/task analysis techniques to define specific performance competencies needed by first-line supervisors and mid-level managers;
- Training methods and materials to develop staff with management potential;
- Training techniques to improve performance in specific competencies;
- Providing feedback to trainees about their performance vis-a-vis desired competencies;
- Strategies to measure performance competencies as part of pre- or post-training evaluation processes.

WHO SHOULD ATTEND

Experienced trainers who have completed a formal, comprehensive basic instructor training course; know how to design and develop training programs; and are responsible for developing management training for a prison, jail, or community corrections agency.

APPLICATION REQUIREMENTS

Applicants must attach to their applications: 1) a copy of their position description, 2) documentation that they have completed a basic training-for-trainers course, and 3) documentation (course outline, budget information, and/or tasking documents) that shows they are responsible for developing and administering management training in their agency OR a statement from the chief executive officer confirming the agency's commitment to implement a management training program if no such program exists.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S105	Feb 12-17, 1995	Nov 14, 1994

ADVANCED TRAINING FOR TRAINERS: TRAINING DESIGN AND DEVELOPMENT

--a 38-hour seminar on designing and developing training programs

Agencies are continually challenged by employee performance deficiencies, as well as mandates for developing or revising training programs.

This seminar emphasizes the Instructional Theory into Practice model for training program design and development. The model begins with problem identification and training mandates, continues with training design based on implementing instructional theory, and concludes with program evaluation to ensure that the needs identified are effectively addressed through training.

Participants individually and together develop, present, and critique training programs that can be implemented in their agencies. They also learn strategies for defending training programs to budget, personnel, and agency administrators.

WHO SHOULD ATTEND

Experienced trainers who have completed a formal, comprehensive basic instructor training course; understand the basic concepts of implementing training theory; and have full-time, ongoing responsibility for the development of agency training programs.

APPLICATION REQUIREMENTS

Applicants must attach to their applications documentation that they have completed a basic training-for-trainers course and a statement describing: 1) their current position and responsibilities for training design and implementation, including numbers and types of programs and personnel trained annually; 2) how this seminar relates to their position; and 3) how this seminar will increase their agency's capacity to deliver training. The application must be accompanied by a statement from the agency's chief executive officer agreeing that the agency will deliver the training program developed during the seminar and provide NIC with evaluation data on the program's effectiveness.

SEMINAR NUMBER
95-S103
95-S104

SEMINAR DATE
Jan 8-13, 1995
Jul 23-28, 1995

APPLICATION DUE DATE
Oct 11, 1994
Apr 24, 1995

DEVELOPING BENCHMARKS FOR CORRECTIONAL TRAINING

New

--a 36-hour seminar to develop benchmarks for correctional training programs

Correctional agencies need up-to-date guidelines to assess the effectiveness of their training programs and plan improvements. Criteria for such assessments are often inadequate or obsolete.

In this seminar, participants analyze state-of-the-art private and public sector training methodology as a foundation for developing benchmarks, or guidelines, for correctional training program design, delivery, and evaluation. They also develop a rationale for correctional training benchmarks, implementation guidelines, and individual action plans for adopting changes in their agencies.

WHO SHOULD ATTEND

Training managers, directors, or supervisors and experienced trainers whose ongoing responsibilities include all phases of the training development sequence (design, deliver, evaluate) and who are in a position to influence adoption and implementation of the benchmarks in their agencies.

APPLICATION REQUIREMENTS

Applicants must attach to their applications: 1) a copy of their position description that clearly identifies their training and other responsibilities, 2) a training program synopsis or syllabus they designed and delivered, and 3) a detailed outline of their plan to present the benchmarks and implementation recommendations to their agency administrators.

SEMINAR NUMBER
95-S106

SEMINAR DATE
Dec 4-9, 1994

APPLICATION DUE DATE
Sep 6, 1994



ACADEMY SPECIAL ISSUE SEMINARS

COGNITIVE APPROACHES TO CHANGING OFFENDER BEHAVIOR

--a 36-hour seminar on cognitive interventions

Cognitive training and development of social thinking skills are the treatment techniques most often associated with successful program outcomes and reduced recidivism. Many offenders have significant cognitive and social problem-solving deficiencies. They lack basic social skills, cannot think logically or objectively, lack empathy, are egocentric, and cannot anticipate the consequences of their behavior. These are not intellectual deficits, but deficits in social intelligence.

This seminar presents cognitive interventions shown to have a positive effect on reducing recidivism. Topics include social skills and cognitive styles, interpersonal problem solving and critical reasoning, values and social perspective-taking, self-control, and problem recognition.

Designed for use by correctional staff and clinicians, the interventions consist of various teaching methods: audio-visual presentations, reasoning exercises, role plays, group discussions, games, and skills training. Participants develop action plans to implement a cognitive program in their agencies.

WHO SHOULD ATTEND

Two- or three-person teams from a community corrections or institutional setting who would implement such programs (e.g., clinicians, administrators, teachers, trainers).

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) their interest in and experience with cognitive treatment methods, 2) how they intend to implement this training, and 3) their commitment to train other practitioners in cognitive interventions. They must also include a statement from their agency administrator that supports: 1) implementation of the program, and 2) sharing the training with other agencies in their region. Each team member must complete an application, but only one supplementary statement for the team is required. *Applicants must agree to provide evaluation results of implementing the action plan developed during the seminar if later requested by NIC.*

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S4301	Nov 13-18, 1994	Aug 15, 1994
95-S4302	Dec 4-9, 1994	Sep 6, 1994
95-S4303	Feb 26-Mar 3, 1995	Nov 28, 1994

WORKING WITH WOMEN OFFENDERS

--a 36-hour seminar on issues related to women offenders

The growing number of women offenders entering the criminal justice system and their special problems have created a need for a proactive approach to training involved correctional staff.

This seminar uses large-group discussions, small-group assignments, peer consultation, and lectures to increase participants' skills in working with women offenders. It heightens their awareness that female offenders must receive the same range of services provided to male offenders, including opportunities for individualized programming and services that meet their unique needs. Participants develop treatment program plans for use in their agencies.

Key topics include:

- The historical treatment of women in custody and community supervision;
- A profile of women offenders;
- Current attitudes and sexual stereotyping;
- Benefits and challenges of cross-gender supervision;
- Special programming and classification needs;
- Legal issues and key court decisions;
- The woman offender as a victim of child abuse and/or domestic violence;
- Identification and use of resources.

WHO SHOULD ATTEND

Experienced jail, prison, and community corrections staff who manage women offenders or supervise others who do so.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, including the number of staff they supervise, and 2) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S501	Mar 12-17, 1995	Dec 12, 1994
95-S502	Sep 17-22, 1995	Jun 19, 1995

EVALUATION AND ACCOUNTABILITY STRATEGIES FOR CORRECTIONAL PROGRAMS

--a 36-hour seminar on developing evaluation strategies to measure program effectiveness

As correctional agencies continue to grow and consume more resources, they are held to a higher standard of accountability. Simultaneously, the rising number of offenders with special problems has led to the development of a variety of correctional programs, including substance abuse, mental health, and sex offender programs. A sound evaluation, preferably built into the original program design, is essential to measure and improve program quality and sustain support.

In this seminar, participant teams analyze their program design, develop evaluation and accountability strategies, and design evaluation plans for implementation. Key topics include:

- The role and responsibilities of the program administrator and/or program evaluator;
- Basic evaluation models and methodologies;
- Various evaluation processes, their components, and uses;
- Resources needed to conduct evaluations.

Several months after the seminar, participants share their progress in implementing their evaluation plans by submitting a brief written report.

WHO SHOULD ATTEND

Two- or three-person teams composed of the program director and/or other designated administrative staff responsible for design, implementation, and/or oversight of program evaluation and other accountability functions in a jail, prison, or community corrections setting.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) their program, its design elements, and current evaluation practices; 2) their positions and responsibilities related to the program; and 3) how this seminar will benefit them and their agency. Each team member must complete an application, but only one supplementary statement for the team is required. *Applicants must agree to provide results of implementing the evaluation plan developed during the seminar.*

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S4501	Mar 5-10, 1995	Dec 5, 1994
95-S4502	Sep 17-22, 1995	Jun 19, 1995

MANAGEMENT AND TREATMENT OF TUBERCULOSIS IN CORRECTIONAL SETTINGS

--a 36-hour seminar on tuberculosis management in correctional settings

Tuberculosis (TB) is a growing health care problem in corrections. Contributing factors include close living quarters, poor ventilation, and overrepresentation of populations at high risk for HIV infection and TB.

This seminar is hosted by a correctional facility that provides comprehensive medical services for TB. It provides information on the prevention, assessment, treatment, and management of TB in a correctional setting.

Key topics include:

- Surveillance, assessment, and containment;
- Facility design;
- Legal issues;
- Policies and procedures;
- Staff training;
- Community and agency linkages for continuity of care.

WHO SHOULD ATTEND

Teams of two medical staff from a correctional agency. Applicants must have policymaking authority in their agencies and should have direct responsibility for administering TB programs (e.g., the medical director, health service administrator).

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their agency's current TB prevention and treatment program, 2) each team member's role in the treatment of TB, 3) the issues they will address in their action plan, and 4) their commitment to implement an action plan. Each team member must complete an application, but only one supplementary statement for the team is required. *Applicants must agree to provide evaluation results of implementing the action plan developed during the seminar if later requested by NIC.*

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-S5301	Apr 23-28, 1995	Jan 23, 1995

Note: This seminar was previously entitled Management of TB and Airborne Pathogens in Correctional Settings.

PRISON SPECIAL ISSUE SEMINARS

PRISON SECURITY

--a 36-hour seminar to improve security operations in adult prisons

Maintaining a secure correctional institution requires integration of all services and operations. Perimeter and interior security systems must be complemented by appropriately trained, assigned, and supervised staff; effective policies and procedures; and viable classification systems and strategies for managing different types of offenders. Strong management and ongoing evaluation of activities are also essential.

This seminar focuses on the development of sound management principles related to prison security. The integration of staffing, the physical plant, and operations is stressed as a means of maintaining a safe and secure institution.

Key topics include:

- Physical plant security;
- Staffing analysis;
- Preparation for critical incidents;
- Classification;
- Management of prison gangs;
- Internal monitoring and auditing of security operations;
- Use of technology.

WHO SHOULD ATTEND

Managers who have direct control or oversight responsibility for the security operations of a prison, such as regional directors, wardens/superintendents, assistant or associate wardens/superintendents, and chiefs of security.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) their agency's security concerns, and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-P101	Dec 4-9, 1994	Sep 6, 1994

CONDUCTING SECURITY AUDITS

New

--a 36-hour field seminar on security auditing

Security is among the most pressing obligations of state departments of corrections. Providing housing, programs, and other services for offenders requires continual attention to safety and security issues.

This experiential seminar will be held at correctional facilities of a specially selected department of corrections. Three consultant trainers each work with a small team of participants in conducting an actual security audit of a different medium- or maximum-security prison.

Areas to be audited include:

- Control center, tool control, key control;
- Counts and accountability, perimeter security;
- Storage and control of caustics, toxics, flammables;
- Locked units, entrances, security inspections, shakedowns;
- Visiting, transportation, post orders, uniforms;
- Receiving and discharging, mailroom, incoming packages;
- Armory and communications equipment.

Because of time limitations, not all aspects of a comprehensive security audit can be addressed. Areas that will not be audited, but will be covered by handouts, include emergency plans, manpower utilization, use of force, and training.

WHO SHOULD ATTEND

State department of corrections staff who hold positions with significant authority over security audit policy, procedures, and methods within the department of corrections (e.g., department directors of security, regional and/or deputy commissioners of operations, or others charged by the commissioner to develop an exemplary security audit program).

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) their agency's and/or facility's method of handling the security audit function, and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
95-P3201	April 2-7, 1995	Jan 3, 1995

EXECUTIVE LEADERSHIP TRAINING FOR WOMEN

New

--a 36-hour seminar to develop women for executive leadership positions

As the number of women entering the workforce increases, organizations in the private and public sectors recognize the need to provide training specifically designed to enhance their capabilities to achieve executive-level positions. Demand has increased for programs that will cultivate the executive skills applicable to correctional leadership, as well as provide methods for overcoming the barriers to advancement that prevent women managers from reaching top-level agency positions.

This seminar, to be held at a centrally located site, develops executive skills and capabilities needed to lead correctional organizations. It enhances the abilities of women correctional managers to achieve executive-level positions in state departments of corrections and provides methods for overcoming workplace barriers.

Key topics include:

- Leadership assessment techniques;
- Executive core competencies;
- Recognizing and overcoming bias;
- Executive health and well-being;
- Developing survival and empowerment skills;
- Balancing personal, family, and work responsibilities.

WHO SHOULD ATTEND

Women who are senior, upper-middle-level correctional managers with the interest and motivation to become executives in state departments of corrections.

APPLICATION REQUIREMENTS

Applicants must attach to their applications: 1) a resume describing the responsibilities of their current position and of their two most recently held positions, and 2) a statement describing how this seminar will benefit them and their agency.

**SEMINAR
NUMBER**
95-P3301

**SEMINAR
DATE**
Jun 11-16, 1995

**APPLICATION
DUE DATE**
Mar 10, 1995

EXECUTIVE TRAINING FOR NEWLY APPOINTED WARDENS

--a 36-hour seminar focusing on critical issues for new wardens

Wardens of state prisons are responsible for the administration of complex organizations. They are expected to integrate and represent the mission, vision, and values of the institution and the department of corrections; be attuned to the local impact of their institution; and assume a leadership role for their staff both "on grounds" and in the community. Most wardens were promoted from career operations positions and may not have had the training or experience necessary to be fully effective in meeting the various expectations of their new role.

This seminar provides a forum in which new wardens discuss many of the critical issues related to their positions, particularly the management of a correctional facility. A series of presentations by successful, experienced wardens is followed by discussions with the wardens attending the seminar. This peer training format is similar to the one used in training newly appointed state directors of corrections.

Key topics may include:

- Becoming the leader;
- Managing staff;
- Diagnosing the organization;
- Managing the external environment;
- Setting priorities and managing time;
- Preparing for crises and emergencies;
- Planning and managing the budget;
- Working in a political environment;
- Developing employee and labor relations;
- Managing diversity in the workforce;
- Understanding legal issues;
- Managing special needs offenders.

WHO SHOULD ATTEND

Wardens of state prisons who were appointed to the position within the past year.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a current resume that includes past training and a statement describing: 1) when they were appointed warden; 2) the name, location, security level, and size (staff and inmates) of their institution; 3) their current responsibilities; and 4) how this seminar will benefit them and their agency.

**SEMINAR
NUMBER**
95-P2501

**SEMINAR
DATE**
Mar 19-24, 1995

**APPLICATION
DUE DATE**
Dec 19, 1994

NIC ACADEMY CALENDAR OF FY 1995 TRAINING EVENTS

1994				1995								
	October	November	December	January	February	March	April	May	June	July	August	September
SEMINARS FOR CORRECTIONAL ADMINISTRATORS												
Quality Improvement Strategies in Corrections				Jan 22-27								Aug 6-11
Strategies for Building Effective Work Teams							Apr 23-28	May 21-26	Jun 11-16			
Integrating Human Resource Systems								May 14-19				
Public and Media Relations	Oct 2-7										Jul 30-Aug 4	
Management Development for Women and Minorities			Dec 11-16			Mar 26-31						Aug 13-18
Correctional Leadership Development						Mar 26-Apr 7					Jul 16-26*	Sep 10-22
Correctional Leadership Development: Regional Networks	Oct 8 Western						Apr 29 Southern	Northeastern Date to be determined				Aug 5 Central
SEMINARS FOR TRAINER DEVELOPMENT												
Advanced Training for Trainers: Instructional Theory into Practice				Jan 22-27				May 7-12				
Advanced Training for Trainers: Developing Management Training					Feb 12-17							
Advanced Training for Trainers: Training Design and Development				Jan 8-13							Jul 23-28	
Developing Benchmarks for Correctional Training			Dec 4-9									
ACADEMY SPECIAL ISSUE SEMINARS												
Cognitive Approaches to Changing Offender Behavior		Nov 13-18	Dec 4-9		Feb 26-Mar 3							
Working with Women Offenders						Mar 12-17						Sep 17-22
Evaluation and Accountability Strategies for Correctional Programs						Mar 5-10						Sep 17-22
Management and Treatment of Tuberculosis in Correctional Settings							Apr 23-28					

1994			1995									
	October	November	December	January	February	March	April	May	June	July	August	September
PRISON SPECIAL ISSUE SEMINARS												
Prison Security			Dec 4-9									
Conducting Security Audits							Apr 2-7					
Executive Leadership Training for Women									Jun 11-16			
Executive Training for Newly Appointed Wardens						Mar 19-24						
Executive Training for Deputy Directors	Oct 25-28											
Critical Issues in Prison Industries Management								May 21-24				
COMMUNITY CORRECTIONS TRAINING ACTIVITIES												
Orientation for Parole Board Members									Jun 4-9			
Regional Training: Treatment Programming to Manage Offender Risk	Dates and host sites to be determined.											
TELECONFERENCES												
Audioconference: Youthful Violent Offenders						Mar 21		May 16		Jul 11		Sep 12
Videoconference: Moving Toward a Competency-Based Human Resource System									Jun 15			
Videoconference: Benchmarks for Correctional Training											Aug 17	
Videoconference: Management and Treatment of Tuberculosis in Correctional Settings						Mar 19						

*This seminar will be conducted in 10 days, with coursework continuing on Saturday and during evenings. It will be held at a regional site to be determined.

EXECUTIVE TRAINING FOR DEPUTY DIRECTORS

--a 24-hour seminar on critical management
and leadership issues

Deputy directors of state departments of corrections occupy a critical position in the correctional organization. Working closely with the director, the deputy director is a central figure in operationalizing the policy, philosophy, and interests of the director. He/she is a key figure in representing the needs, concerns, and interests of the operations managers to the director in ongoing policy and budgetary deliberations. The director relies heavily upon the deputy, most often a career employee, for operational expertise and support in policy matters.

This seminar, to be held at a centrally located site, provides a forum in which deputy directors can identify and discuss critical issues affecting the management and leadership of a correctional agency. Using a peer interaction training model, participants share experiences and expertise to address concerns unique to the strategic role of the deputy director.

Key topics may include:

- The authority and responsibility of the deputy director;
- Media relations;
- Emergency response coordination;
- Managing conflicting demands of political and operational realities;
- The art of negotiation;
- Goals, objectives, and priorities;
- Recognizing and dealing with uncontrollable factors;
- Identifying and promoting the values of the organization;
- Budget development and oversight;
- System responses to court intervention.

WHO SHOULD ATTEND

Deputy directors of state departments of corrections who have management responsibility for the operation of the state's prison system. In those states that do not have a central office deputy director, a regional director with comparable responsibility may apply.

APPLICATION REQUIREMENTS

Applicants must attach to their application a statement describing: 1) when they were appointed deputy director, 2) whether they have participated in past NIC training for deputy directors, 3) their job responsibilities, and 4) how this seminar will benefit them and their agency.

**SEMINAR
NUMBER**
95-P801

**SEMINAR
DATE**
Oct 25-28, 1994

**APPLICATION
DUE DATE**
Jul 26, 1994

CRITICAL ISSUES IN PRISON INDUSTRIES MANAGEMENT

New

--a 24-hour seminar on the most critical issues facing
prison industries in the 1990s

Prison industries programs are key operations in most state correctional facilities. In addition to providing goods and services for department consumption, many industries programs sell their products to other government agencies and the public. Most importantly, these programs teach inmates work ethics, job skills, self-discipline, and self-respect.

This seminar provides participants an opportunity to examine the most critical issues and concerns that impact prison industries management and operations. It is based on peer interaction training, where participants share the most important current and emerging concerns in correctional industries. This format also provides the opportunity to develop ongoing networks with colleagues in other states. The seminar involves presentations by experienced correctional industries administrators who then facilitate group discussions.

Key topics may include:

- Interface with organized labor,
- Management of hazardous waste,
- Innovative approaches to marketing and sales,
- Developing new industries programs,
- Quality control,
- Inventory and management control systems.

WHO SHOULD ATTEND

State correctional industries administrators who have day-to-day responsibility for operation of the corrections department's prison industries program. Preference will be given to individuals who have central office responsibility for all industries programs in the state.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) how this seminar relates to their position, and 3) how this seminar will benefit them and their agency.

**SEMINAR
NUMBER**
95-P501

**SEMINAR
DATE**
May 21-24, 1995

**APPLICATION
DUE DATE**
Feb 21, 1995

COMMUNITY CORRECTIONS TRAINING ACTIVITIES

ORIENTATION FOR PAROLE BOARD MEMBERS

--a 36-hour seminar on various aspects of paroling policy

This seminar provides an orientation for parole board members with little parole training or experience. Participants have the opportunity to discuss mutual concerns and to interact with knowledgeable individuals who have extensive parole decisionmaking experience.

Key topics include:

- A national profile of paroling authorities;
- The philosophical and historical basis of current parole policies and practices and implications for future developments;
- Factors used by individual jurisdictions in parole release decisionmaking and a national overview;
- Technology, responsibilities, and implications of risk-based parole decisionmaking and community supervision;
- Structured decisionmaking, its rationale, justification, and application in parole;
- Formal and informal methods for effective inter-team communications within a paroling authority;
- The advantages of engaging in proactive public information and strategies for growth and survival;
- Legal issues affecting parole policy and practices;
- The relationships of community supervision and parole release and revocation decisionmaking.

The seminar also provides an opportunity for board members from different jurisdictions to exchange information and experiences about varying parole policies and practices.

WHO SHOULD ATTEND

Full- or part-time members of adult paroling authorities who have little formal parole training. Preference will be given to applicants from state-level parole authorities with less than one year of experience at the time of the seminar.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a letter stating the date of their appointment and any unique responsibilities. Applications by board members must bear the endorsement of the chairperson; applications by chairpersons must be endorsed by their appointing authority.

**SEMINAR
NUMBER**

95-C2101

**SEMINAR
DATE**

Jun 4-9, 1995

**APPLICATION
DUE DATE**

Mar 6, 1995

REGIONAL TRAINING: TREATMENT PROGRAMMING TO MANAGE OFFENDER RISK

--a series of regional seminars and workshops

The NIC Community Corrections Division will sponsor a number of training activities that focus on treatment programming in community corrections to reduce the risk of future criminal activity by offenders. These programs will promote an understanding of the goals of corrections, explore the empirical basis for correctional interventions in managing risk and enhancing public safety, and examine the implications of these concepts for correctional management and programs.

REGIONAL SEMINARS

Five regional 20-hour seminars will examine the role of treatment in offender risk management. To be conducted in cooperation with professional associations and correctional agencies, the seminars will be held at locations across the country to minimize attendance costs. NIC will provide the curriculum, faculty, and all materials. Participants are responsible for travel and per diem costs associated with attending the seminars.

WHO SHOULD ATTEND

Community corrections administrators and policymakers, and managers of programs that provide treatment services for offenders.

APPLICATION REQUIREMENTS

Organizations and agencies wishing to participate in and/or host one or more of these seminars should contact the NIC Community Corrections Division, 800-995-6423, ext. 132.

CONFERENCE WORKSHOPS

Intensive day-long training workshops will be presented at up to seven professional conferences during the 1995 fiscal year to disseminate current information about offender risk management and treatment interventions for modifying criminal behavior. National, regional, and state conferences will be considered. NIC will provide the curriculum, faculty, and all materials.

Professional associations interested in including this workshop at a conference should contact the NIC Community Corrections Division, 800-995-6423, ext. 132.

DIRECT TECHNICAL ASSISTANCE

The Academy will continue to provide direct technical assistance in areas related to training. The Academy's technical assistance program represents NIC's commitment to support individual agency efforts to develop and deliver training for prison, jail, and community corrections practitioners.

Technical assistance will be provided to state and local training systems to improve the design, delivery, operation, and evaluation of their training programs. Private organizations providing training services under contract to government agencies are eligible for assistance only if their application is endorsed by and forwarded through the government agency to which they provide those services.

The total cost of a technical assistance event may not exceed \$6,000. Assistance is provided by an experienced consultant who is sent to the requesting state or local agency to work with agency staff on one or more specific problems or needs. The assistance responds directly to the needs identified by the requesting agency. Assistance usually is provided during a period of 1 to 5 days, but may not exceed 14 days. Each event must be completed within 60 days.

Letters requesting either general technical assistance or special focus technical assistance should be sent to the:

Technical Assistance Manager
National Institute of Corrections Academy
1960 Industrial Circle, Suite A
Longmont, Colorado 80501

GENERAL TECHNICAL ASSISTANCE

Requests for assistance should reflect a significant agency training problem or need. The Academy will give preference to requests: 1) for training where participants represent multiple jurisdictions, and 2) that involve agency trainers to assure continuation of the work conducted through the technical assistance. Areas that could be addressed by technical assistance include, but are not limited to:

Identification of Training Needs

- Designing and/or conducting a needs assessment;
- Responding to training mandates;
- Developing the agency's capability to conduct a job or task analysis.

Curriculum Development

- Developing a new curriculum;
- Modifying an existing curriculum.

Strategies for Training Development and Delivery

- Developing competency-based training programs;
- Acquiring or maximizing the use of training technologies;
- Designing or developing alternatives to formal classroom training.

Evaluation of Training Programs

- Evaluating a training program or series;
- Evaluating individual curriculum modules;
- Assessing the impact of training on the target population;
- Evaluating instructional strategies.

Management of Training Systems

- Evaluating the role of training within the organization;
- Assessing the use of training staff;
- Developing methods to manage the training budget;
- Designing a record-keeping/management information system;
- Assessing the use of resources and materials;
- Evaluating the present capacity to train.

Training for Trainers: Capacity Building

- Building systems' capacity through train-the-trainer programs;
- Delivering Academy programs through consultant trainers collaborating with agency trainers.

APPLICATION PROCEDURES

To request technical assistance, the chief executive officer of the agency should submit a letter on official stationery that:

- Identifies the specific problem(s) for which assistance is sought;
- Suggests a plan or specific action(s) to address the problem(s);
- Explains why assistance must be obtained at the federal level;
- States the anticipated number of days that assistance would be needed.

SPECIAL FOCUS TECHNICAL ASSISTANCE

For fiscal year 1995, the NIC Academy has identified three areas for special focus technical assistance.

TRAINING FOR NEW ADMINISTRATORS OF CORRECTIONAL EDUCATION

Technical assistance will be provided to four agencies to train new administrators of correctional education using a 16-hour curriculum developed by the Academy. Large agencies with several correctional education administrators at the state and local levels are specifically targeted.

APPLICATION PROCEDURES

The chief executive officer of the agency should submit a letter on official stationery that identifies the technical assistance request by its title, Training for New Administrators of Correctional Education. In addition, the letter must include statements indicating the chief executive officer's commitment to: 1) invite local outside agencies to participate in the training, 2) build in-house training capacity by including two or more trainers in the training, and 3) conduct follow-up and evaluation activities.

Applications for this technical assistance will be accepted beginning November 1, 1994. The deadline for applications is December 30, 1994. Agencies selected will be notified by February 1, 1995.



TRAINING FOR FIRST-LINE SUPERVISORS

Technical assistance will be provided to four agencies to train first-line supervisors. Agencies receiving this assistance must ensure management staff support for the first-line supervisors being trained.

APPLICATION PROCEDURES

The chief executive officer of the agency should submit a letter on official stationery that identifies the technical assistance request by its title, Training for First-Line Supervisors. In addition, the letter must include statements indicating the chief executive officer's commitment to: 1) invite local outside agencies to participate in the training, 2) involve managers of the first-line supervisors in the training process for purposes of employee evaluation and subsequent training, 3) build in-house training capacity by including at least one trainer in the training, and 4) conduct follow-up and evaluation activities.

Applications will be accepted beginning January 2, 1995. The deadline for applications is February 28, 1995. Agencies selected will be notified by March 15, 1995.

AGENCY VISIONING DEVELOPMENT

Technical assistance will be provided to four agencies to help develop and implement a shared vision for the agency. This training is designed for representatives of all those involved in implementing the vision of the agency.

APPLICATION PROCEDURES

The chief executive officer of the agency should submit a letter on official stationery that identifies the technical assistance request by its title, Agency Visioning Development. In addition, the letter must include statements indicating: 1) how assistance with developing and implementing a shared vision will further agency goals and to what extent agency resources will support a visionary initiative, 2) commitment to involve internal and external stakeholders in the development and implementation of the agency vision statement, and 3) commitment to conduct follow-up and evaluation activities.

Applications will be accepted beginning March 1, 1995. The deadline for applications is April 28, 1995. Agencies selected will be notified by May 15, 1995.

For additional information regarding these special focus technical assistance activities, contact the Technical Assistance Manager at the Academy, 800-995-6429.

TELECONFERENCES

During fiscal year 1995, audio and video teleconferences will be offered on current, high-interest correctional topics. All teleconferences require site coordinators to submit an application, coordinate the live teleconference onsite, duplicate camera-ready materials for the participants, and submit participants' evaluations to NIC.

AUDIOCONFERENCES

Audioconferences (two-way audio) focus on topics that do not require face-to-face participation. They are transmitted via the telephone lines and require speakerphones at the participating sites. To encourage exchange between presenters and participants, audioconferences are typically limited to 15-17 sites.

The Academy will cover all costs for telephone time and electronic bridging among participants and will provide a camera-ready copy of participant materials. Participating agencies must provide speakerphones or other appropriate receiving equipment and duplication of participant materials. Site coordinators will receive a copy of the *Audioconference Site Coordinator's Guide*, which contains detailed information and step-by-step checklists.

In addition to audioconferences on youthful violent offenders, the Academy will conduct four 2-hour audioconferences on a current topic that will have a significant effect on corrections. The topic and dates will be announced through flyers and newsletter articles.

YOUTHFUL VIOLENT OFFENDERS

This 2-hour audioconference will provide the most current information and research findings about managing youthful violent offenders in correctional settings. It will be based on the proceedings of a "Youthful Violent Offenders Symposium" to take place earlier in the year.

WHO SHOULD PARTICIPATE

Correctional administrators and treatment personnel responsible for developing programs and management strategies for youthful violent offenders.

APPLICATION REQUIREMENTS

Agencies must submit the Teleconference Site Application at the end of this document.



NUMBER

95-S8001
95-S8002
95-S8003
95-S8004

DATE

Mar 21, 1995
May 16, 1995
Jul 11, 1995
Sep 12, 1995

APPLICATION DUE DATE

Jan 20, 1995
Mar 16, 1995
May 11, 1995
Jul 12, 1995

VIDEOCONFERENCES

Videoconferences (one-way video, two-way audio) are transmitted live via satellite and require downlink equipment (satellite dish). Typically an unlimited number of sites from anywhere in the continental United States may participate. Although there are opportunities for participants to telephone questions to the presenters, emphasis is on conveying timely information to a broad audience.

The Academy will cover all costs for uplinking to the satellite and telephone time for questions and will provide a camera-ready copy of participant materials. Participating agencies must provide the downlink-equipped meeting room to receive the videoconference, a telephone to communicate questions, and duplication of participant materials. (Agencies that do not have their own downlink can usually use a downlink-equipped meeting room at a local community college, hotel, or government agency.) Site coordinators will receive a copy of the *Videoconference Site Coordinator's Guide*, which contains detailed information on all aspects of coordinating a live videoconference.

MOVING TOWARD A COMPETENCY-BASED HUMAN RESOURCE SYSTEM

This 2-hour videoconference will establish a foundation for developing a competency-based human resource system in correctional agencies. Using video excerpts, presenters will examine how competencies form the building blocks of objective, legally defensible human resource functions to select, train, and evaluate employees.

WHO SHOULD PARTICIPATE

Human resource directors, training directors, other administrators, and trainers in correctional agencies.

APPLICATION REQUIREMENTS

Agencies must submit the Teleconference Site Application at the end of this document.

NUMBER	DATE	APPLICATION DUE DATE
95-S9001	Jun 15, 1995	Apr 17, 1995

BENCHMARKS FOR CORRECTIONAL TRAINING

This 2-hour videoconference will present the benchmarks for correctional training identified in a seminar held earlier in the fiscal year. Using video excerpts, presenters will illustrate and discuss application of the benchmarks of effective training program design, delivery, and evaluation.

WHO SHOULD PARTICIPATE

Training directors, human resource directors with responsibility for training, chief administrators, and trainers in correctional agencies.

APPLICATION REQUIREMENTS

Agencies must submit the Teleconference Site Application at the end of this document.

NUMBER	DATE	APPLICATION DUE DATE
95-S9002	Aug 17, 1995	Jun 19, 1995

MANAGEMENT AND TREATMENT OF TUBERCULOSIS IN CORRECTIONAL SETTINGS

This 2-hour videoconference will provide guidelines for managing and treating tuberculosis in correctional settings. Video excerpts will illustrate key medical strategies discussed by presenters.

WHO SHOULD PARTICIPATE

Medical treatment administrators, physicians, chief administrators, and medical personnel in correctional agencies.

APPLICATION REQUIREMENTS

Agencies must submit the Teleconference Site Application at the end of this document.

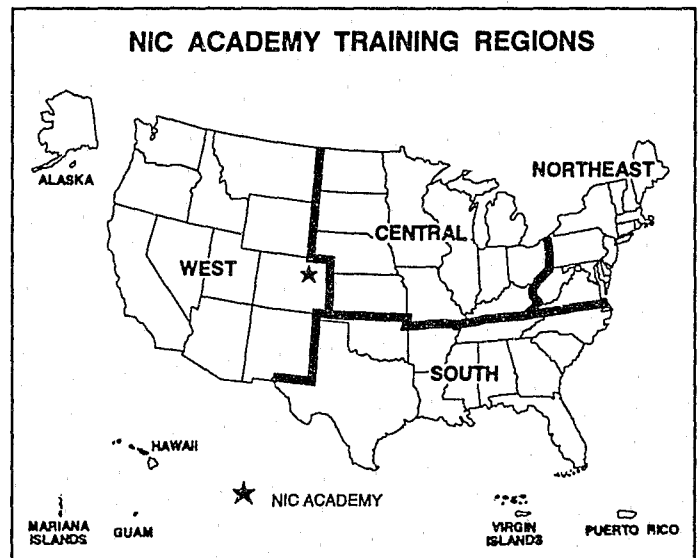
NUMBER	DATE	APPLICATION DUE DATE
95-S9003	Mar 19, 1995	Jan 17, 1995

REGIONAL TRAINING

Training at the state and local levels is enhanced when training managers and trainers have an opportunity to meet and exchange ideas with their counterparts in other jurisdictions. To facilitate this, the Academy helps sponsor training events in each region of the United States with the assistance of volunteer Regional Field Coordinators.

Regional Field Coordinators will meet in the fall of 1994 to plan these sessions based on input from training personnel in their regions. They will also design workshops for the regional events that will be funded, in part, by the Academy.

Trainers--especially training managers--from jails, prisons, and community corrections agencies are encouraged to apply to volunteer as field coordinators for their regions. To request an application, write to the Regionalization Manager at the NIC Academy by August 1, 1994.



REGIONAL TRAINING EVENTS

Regional training meetings are designed to develop a network of agency trainers throughout each region and to provide greater access to training. Each event consists of workshops and networking projects. The use of technology such as audio- and videoconferencing is emphasized to increase the number of participants.

Regional training meetings are announced through flyers and other marketing strategies. Individuals who meet the eligibility requirements and are interested in participating must submit an application to the designated Regional Field Coordinator. Agencies are responsible for travel and per diem costs associated with their trainers attending these meetings.

REGIONAL SEMINARS

State and local correctional agencies may apply to host a 36-hour seminar--chosen from among those already developed by the NIC Academy--for correctional staff in their region. Five regional seminars will be conducted, and host agencies will be selected through a competitive process. Agencies should contact the Academy to discuss their training needs and availability of appropriate seminars.

Agencies will be selected based on their ability to provide an appropriate training facility and training equipment. The training facility must have a large main training room (925 ft² minimum) and at least two adjacent or nearby breakout rooms (320 ft² minimum each). Agencies must invite applicants and assure participation from the correctional agencies in their region. They must assure that there will be at least 24 eligible participants, unless the seminar format is designed for fewer. Also, they must be able to offer low-cost housing and meals for participants, who are responsible for all of their own travel and per diem costs.

When feasible, Regional Field Coordinators will provide administrative and training assistance for seminars in their regions. An Academy staff member will coordinate the seminar onsite and award certificates of attendance to participants. The Academy will also provide the consultants, the curriculum, visual support materials, and the participant manuals.

APPLICATION REQUIREMENTS

To be considered as a host site, agencies must submit the Regional Site Application at the end of this document as soon as possible, but no later than March 1, 1995. At a minimum, agencies must assure sufficient participation, adequate meeting space and training equipment, and low-cost participant accommodations.

OTHER TRAINING ACTIVITIES

SYMPOSIUMS

During fiscal year 1995, the Academy will invite select groups to participate in symposiums on two topics--marketing corrections and managing youthful violent offenders.

In the first, correctional executives who have been successful in working with the legislature, media, other stakeholders, and the public will convene to discuss and recommend effective strategies to promote corrections. The symposium proceedings will be used as a basis for developing a videotape on the subject.

In the second, correctional executives, social scientists, treatment providers, and researchers involved with youthful violent offenders will present papers and research about this offender population and identify successful management and treatment strategies. The proceedings will be used as a basis for an audioconference and subsequent videoconference.

CONFERENCE-RELATED WORKSHOPS

The Academy will host five workshops in conjunction with major national conferences during fiscal year 1995. These workshops will be conducted at the conference site before or after the conference. Topics are determined based on the needs of the special-interest groups attending the conferences. Workshops are 4 to 16 hours in length and typically are limited to 24 participants.

More specific information about these workshops, including the dates and locations, will be announced separately through letters, flyers, electronic bulletin boards, and newsletter articles. Applicants should submit an Academy application as soon as the workshop is announced. Applications must be received by the Academy at least one month before the conference. Participants are responsible for their own travel and per diem expenses.

NATIONAL CORRECTIONAL TRAINING NETWORK

The Correctional Training Network (CTN) makes it possible for federal, state, and local correctional agencies to share training materials. The CTN serves as a coordination point for collecting and disseminating staff training curriculums and materials developed by the Academy and by state and local correctional agencies.

Through the CTN collection at the NIC Information Center, correctional trainers have access to instructor guides, lesson plans, student manuals, and accompanying materials such as discussion guides, tests, additional readings, and audiovisual materials. Materials are solicited from all segments of the corrections field and are included in the CTN collection only after review and approval by Academy staff.

Numerous Academy-developed curriculum packages are available through the CTN on a loan basis, including the following titles: *Advanced Training for Trainers: Learning Styles and Training Strategies*, *A Systems Approach for*

Managing Substance-Abusing Offenders, *Working with Women Offenders*, *Evaluation and Accountability Strategies for Correctional Programs*, *Cognitive Approaches for Changing Offender Behavior*, and *Quality Assurance in Correctional Medical Care*. These curriculum packages contain participant and instructor manuals and, when appropriate, audiovisual aids. The materials can be duplicated and/or adapted by state and local agencies for internal training purposes.

State and local correctional agencies are strongly encouraged to submit two complete copies of curriculum packages (including overheads, videotapes, etc.) for possible inclusion in the CTN collection. If the curriculum is copyrighted, a copyright release must be included. If selected, the materials will be distributed for use by other correctional agencies through the NIC Information Center.

All CTN services are free of charge. For more information or to obtain a copy of the *Correctional Training Network Catalog*, contact the NIC Information Center, 1860 Industrial Circle, Suite A, Longmont, Colorado 80501; telephone 303-682-0213 or toll-free 800-877-1461; FAX 303-682-0558.

NATIONAL INSTITUTE OF CORRECTIONS
NIC Academy

Application for Training

To apply, complete and sign this form, attach supplementary statements required in the seminar description, obtain the necessary endorsement, and mail or fax to the NIC Academy, 1960 Industrial Circle, Suite A, Longmont, Colorado 80501; FAX 303-682-0469. Each item on both sides of this application must be completed to be given consideration. All applications must be received no later than 90 days prior to the seminar date. Early applications are strongly encouraged. All applications will be acknowledged. Applicants accepted for participation will receive confirmation and additional information about the seminar.

Date of application _____

1. Name _____

2. Social Security No. _____

Note: Disclosure of your Social Security Number is voluntary. NIC collects Social Security Numbers as an identifier for records of training participants. Executive Order No. 9397.

3. Title _____ Yrs. in position _____

4. Agency _____

5. Mailing address _____

6. City _____ 7. County _____

8. State _____ 9. Zip code _____

10. Telephone (____) _____

11. Type of agency (check one):

- 1. Federal - Bureau of Prisons
- 2. Federal - Uniformed Services
- 3. Federal - Other
- 4. State
- 5. Local
- 6. Regional
- 7. Special (e.g., territory, commonwealth)
- 8. Foreign

12. Primary area of corrections (check one):

- 1. Adult jail
- 2. Adult community corrections
- 3. Adult prison
- 4. Other (explain): _____

13. Size of agency or institution:

Number of inmates or clients _____

Total number of agency staff _____

Number of staff you supervise _____

It is the policy of the National Institute of Corrections to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or disability in programs or activities funded or conducted by the Institute. To help ensure that the aforementioned protected classes of people are fairly represented in Institute training programs, we are asking optional questions 14-16.

14. (Optional) Gender: M F

15. (Optional) Race: 1. American Indian 4. Hispanic
 2. Asian 5. White
 3. Black 6. Other (specify) _____

16. (Optional) Disability: 1. Visually impaired
 2. Hearing impaired
 3. Physically impaired

17. Highest education level: 1. Less than high school
 2. High school diploma/GED
 3. 2-year associate degree
 4. 4-year college degree
 5. Master's degree
 6. Ph.D./equivalent
 7. Other _____

Indicate specific seminar title and seminar number:

18. Seminar title _____

19. Seminar number 95- _____

20. Cannot attend on following dates: _____

21. If the desired training is designed for team participation, list team members below and send all applications together. **Only one supplementary statement is required for all team members.**

22. Please list all other NIC Academy seminars you have attended during the past three years.

Seminar Title _____ Date _____

Seminar Title _____ Date _____

Seminar Title _____ Date _____

I have attached the supplementary statement required in the seminar description. Applications of all team members are also included. I understand that I will be required to reside at the training site for the duration of the seminar and that lodging and meals will be provided.

Signature _____ Date _____

ENDORSEMENT OF APPLICATIONS FOR TRAINING

The Academy will reject as "incomplete" application forms that do not bear the endorsement of the Chief Executive Officer or Administrator of the agency, as defined below.

- For **jail practitioners**--the head of the jail, such as the sheriff or director of the department of corrections, depending on the organizational structure of the agency.
- For **prison practitioners**--the director or commissioner of the state department of corrections.
- For **community corrections practitioners**--the head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**--both the warden and the director of the BOP Management and Specialty Training Center, Aurora, CO.

Individuals from **private organizations** who meet the eligibility requirements must submit with their applications an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services to the correctional agency making the endorsement.

Notice to Administrators Making Endorsements: NIC will look favorably upon nominations of individuals and teams that reflect a fair representation of women, minorities, and persons with disabilities.

NOMINATION/ENDORSEMENT

Nomination/Endorsement must be made by, or under the name and authority of, the Chief Executive Officer or Administrator as defined above.

I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this seminar develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC for impact evaluation purposes.

Signature of Administrator/CEO

Date

(Type or Print Name)

Title of Administrator/CEO

Telephone (include area code)

NATIONAL INSTITUTE OF CORRECTIONS
NIC Academy

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Date of application _____

1. Name _____

2. Social Security No. _____

Note: Disclosure of your Social Security Number is voluntary. NIC collects Social Security Numbers as an identifier for records of training participants. Executive Order No. 9397.

3. Title _____ Yrs. in position _____

4. Agency _____

5. Mailing address _____

6. City _____ 7. County _____

8. State _____ 9. Zip code _____

10. Telephone (____) _____

11. Type of agency (check one):

- 1. Federal - Bureau of Prisons
- 2. Federal - Uniformed Services
- 3. Federal - Other
- 4. State
- 5. Local
- 6. Regional
- 7. Special (e.g., territory, commonwealth)
- 8. Foreign

12. Primary area of corrections (check one):

- 1. Adult jail
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- 4. Other (explain): _____

13. Size of agency or institution:

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Total number of agency staff _____

Number of staff you supervise _____

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14. (Optional) Gender: M F

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- For **community corrections practitioners**--the head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
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NOMINATION/ENDORSEMENT

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I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this seminar develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC for impact evaluation purposes.

Signature of Administrator/CEO

Date

(Type or Print Name)

Title of Administrator/CEO

Telephone (include area code)

NATIONAL INSTITUTE OF CORRECTIONS
NIC Academy

Teleconference Site Application

To apply, complete this form and mail or fax to the NIC Academy. All applications must be received by the due date. All applications will be acknowledged. Sites selected for participation will receive confirmation and additional information.

Audioconference/Videoconference Title: _____

Number: 95-_____ Date Scheduled: _____

Agency/Site Name: _____

Site Address for Teleconference: _____

Site Coordinator/Contact Person: _____

Title: _____

Telephone: () _____ FAX: () _____

Mailing Address: _____

Other agencies you intend to invite or have invited to attend: _____

Number of participants anticipated: From your agency: _____ From other agencies: _____

Describe local activities you may conduct before or after this teleconference: _____

Audioconference: Do you have a speakerphone? _____

Videoconference: Do you have access to a downlink? _____
(If not, NIC will assist in identifying local downlink sites.)

Note: If your agency is accepted as a site, you will be required to duplicate materials for your site participants and submit participants' evaluations to NIC.

Return application to: National Institute of Corrections Academy
1960 Industrial Circle, Suite A
Longmont, CO 80501
FAX: 303-682-0469

NATIONAL INSTITUTE OF CORRECTIONS
NIC Academy

Regional Site Application

Those interested in hosting a regional seminar should contact the Academy to discuss their agency's training needs and the Academy courses available. Then, they should complete this form and mail or fax it to the NIC Academy. All applications must be received by **March 1, 1995** and must have the endorsement of the agency's chief executive officer. All applications will be acknowledged. Sites selected for regional seminars will receive confirmation and additional information.

Agency Name: _____

Agency Address: _____

Site Coordinator/Contact Person: _____

Title: _____

Telephone: () _____ FAX: () _____

Name of seminar requested for regional training: _____

Proposed date to be offered. First choice: _____ Second choice: _____

Name the agency trainer(s) who will assist the consultant(s) in delivering this seminar:

Describe the training facility, rooms, and equipment that will be available. Seminars must have a large main room (925 ft² minimum) and at least two adjacent or nearby breakout rooms (320 ft² minimum each). If available, attach scale diagrams of the rooms.

Training Facility Location: _____
Size of Training Rooms: Main training room: _____
Breakout room #1: _____
Breakout room #2: _____

Can tables and chairs be arranged as needed? _____

Circle equipment available: Flip charts, overhead projectors, screens, VCRs with monitors.

Can persons with disabilities be accommodated? Yes ____ No ____

Describe housing and other arrangements for participants. If available, attach relevant documentation such as a rate sheet.

Type and location of housing for participants: _____

Distance from training facility: _____

Means of transportation available (if necessary) to transport participants to training facility:

(over)

Cost per night for housing. Single: _____ Double: _____

Arrangements and cost of meals for participants: _____

Other agencies you intend to invite to send participants: _____

Number of participants anticipated: From your agency: _____ From other agencies: _____

TOTAL NUMBER that will be assured: _____

Other information NIC should know regarding logistics, training facility, or accommodations:

Endorsement of Application by Agency Chief Executive Officer

I request that our agency be considered to offer the above-named seminar as a Regional Training Seminar. We agree with NIC's equal opportunity policy and will attempt to achieve fair representation of qualified women, minorities, and persons with disabilities in the training.

Type or Print Name of CEO

Signature of CEO

Date of Request

Telephone (include area code)

National Institute of Corrections Advisory Board

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University of Minnesota
Stillwater, Minnesota

Lynne DeLano
Secretary
South Dakota Department of Corrections
Pierre, South Dakota

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