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EXECUTIVE SUMMARY

The Alliance for Higher Education in Prison (Alliance) is a national network supporting the expansion of quality higher education in prison, empowering students in prison and after release, and shaping public discussion about higher education and incarceration. The Alliance was formed because:

There are not enough quality higher educational opportunities available to currently incarcerated students, or ongoing support for students before and after release. Meanwhile, the network of educators and program staff supporting in-prison higher education programs lack the support needed to provide social, emotional and academic systems students need to thrive.

We believe all people, regardless of their location or circumstance, should have access to quality higher education programs. Meaningful, sustained, quality higher education can transform the lives of individuals in prison, their families, the communities to which they return, and society as a whole. Yet, an overwhelming number of people in the United States do not have access to quality education. Many people, specifically under-resourced communities and communities of color, are subject to low-quality versions of education with little or no choice to participate in higher education.

The Alliance and its members believe that the development of the field of higher education in prison must be guided by an unwavering commitment to quality. For many people who are currently incarcerated, this is the first opportunity they've had to engage in a rigorous higher education program. Higher education in prison programs should adhere to the same high standards and opportunities that exist in other quality higher education contexts, in spite of students’ incarceration status. Expanding access to quality higher education programs in prisons provides an extraordinary opportunity to overcome inequity at a massive scale and to set an example—both for our own professional communities and for society as a whole.

Our Goals

Our primary goal is to **advance the field of higher education in prison** in order to provide the social, emotional and academic support systems that all students need to thrive.

Our secondary goal is to **help people involved in the field of higher education in prison feel less isolated and more empowered** to use the resources available to them to enhance the quality of their programs.

Over the next three years, the Alliance will continue laying the important groundwork that will allow us to both define and measure what “high-quality” education in prison means while also supporting those creating and implementing such programs across the United States.
We will do this by focusing on five core project areas:

- **Building Community.** We are creating opportunities for cross-disciplinary collaboration, networking, and resource sharing. We are providing a forum for discussion, collaborative problem solving, and exchange of ideas.

- **Producing Knowledge.** We are generating reliable data and metrics that demonstrate the need, importance, and value of quality in-prison higher education programs.

- **Supporting Quality Practice.** We are producing reports, toolkits and technical assistance to anyone seeking to launch, expand, or improve upon a program offering in-prison higher education.

- **Shaping Dialogue.** We are challenging stereotypes and stigmas surrounding incarcerated and formerly incarcerated individuals, including shifting away from polarizing and/or dehumanizing language.

- **Ensuring Sustainability.** We are working to frame the most significant issues in the field and to work in partnership with funders to support the sustainability of programs throughout the country.

This strategic plan outlines the core projects that fall under each of these focus areas, and the impact we seek to have.

**The Work Ahead**

As the only organization directly serving people who are working to advance quality higher education in prison, the Alliance has a responsibility to make progress in all these project areas over the next three years. If we accomplish what we set out to achieve in this strategic plan, we will build a strong foundation from which this emerging field can grow and flourish. As a community, if we are able to continue advancing access and quality in higher education in prison programs, we will be part of the effort to create a more just and equitable society.
I. INTRODUCTION

A. Overview

The Alliance for Higher Education in Prison (the Alliance) is a national network supporting the expansion of quality higher education in prison, empowering students in prison and after release, and shaping public discussion about higher education and incarceration.

Why We Do This Work

The Alliance and its members believe all people, regardless of their location or circumstance, should have access to quality higher education. Higher education in prison addresses the support and human connection that all people need to thrive. It also addresses the lack of resources and systems of injustice that currently exclude some people from getting a college education.

We accomplish this by:

- **Building Community.** We are creating opportunities for cross-disciplinary collaboration, networking, and resource sharing. We are providing a forum for discussion, collaborative problem solving, and exchange of ideas.

- **Producing Knowledge.** We are generating reliable data and metrics that demonstrate the need, importance, and value of quality in-prison higher education programs.

- **Supporting Quality Practice.** We are producing reports, toolkits and technical assistance to anyone seeking to launch, expand, or improve upon a program offering in-prison higher education.

- **Shaping Dialogue.** We are challenging stereotypes and stigmas surrounding incarcerated and formerly incarcerated individuals, including shifting away from polarizing and/or dehumanizing language.

- **Ensuring Sustainability.** We are working to frame the most significant issues in the field and to work in partnership with funders to support the sustainability of programs throughout the country.
How We Do This Work

We are working collaboratively to advance the field of higher education in prison by supporting practitioners and students, producing reliable data and research, and communicating the need, importance, and value of quality higher education in prison. The Alliance is an inclusive network supporting all those working to expand quality higher education for currently and formerly incarcerated people. Our community includes practitioners, currently and formerly incarcerated students, teachers and many other stakeholders from across the United States.

Our Outlook for the Future/Impact

Our goal is to build the field of higher education in prison by working to define the practices and theories that constitute high-quality teaching and learning in prison and articulating the meaningful metrics, quality standards, and indicators that should guide programming and the broader development of the field. Work in this second phase has been designed first to identify and understand the multiple stakeholders that are engaged in the work of higher education in prison, then to connect those stakeholders to each other, and finally to improve quality and support excellence in their work by providing a central infrastructure of theories and practices. Over the next three years, the Alliance will implement programming to enhance the quality of new and existing higher education in prison programs across the country and support the academic and professional development of currently and formerly incarcerated students.

B. Problem Statement(s)

PROBLEM STATEMENT 1: There are not enough quality higher educational opportunities available to currently incarcerated students.

PROBLEM STATEMENT 2: There is both a lack of public knowledge about the field of higher education in prison and of a network of support to share expertise and experiences. This leaves many people involved with higher education in prison – from practitioners and teachers to students and program staff – feeling isolated.

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

SOLUTION: Launch the Alliance for Higher Education in Prison (the Alliance), a national network supporting the expansion of quality higher education in prison, empowering students in prison and after release, and shaping public discussion about higher education and incarceration.
C. Need Statement

A significant body of research and countless personal experiences attest to the lasting value of higher education in prison for individuals, families and communities. Yet an overwhelming number of people in the United States do not have access to quality higher education. Many people, specifically under-resourced communities and communities of color, are subject low-quality versions of education with little or no choice to participate in higher education.

For many people who are currently incarcerated, this is the first opportunity they’ve had to engage in a rigorous higher education program. This is often the first time they’ve had access to the social, emotional, and academic support system needed to thrive. The expansion of access to quality higher education is critical to confronting the impacts of social disinvestment in marginalized communities. Through feedback collected over the course of the planning process via workshops, focus groups, interviews, online surveys, and conversations with key stakeholders and partners, consistent themes, issues, and needs arose that could be addressed by the creation of a national organization for higher education in prison.

Participants in the strategic planning process identified a need for:

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

- Higher education in prison contributes to a person’s sense of dignity and purpose.
- Higher education in prison is a first chance at quality education for many people who are currently incarcerated.
- The expansion of access to quality higher education is critical to confronting the persistent inequality of opportunity in higher education, primarily for people of color and people who are economically disenfranchised.
- Higher education in prison improves students’ quality of life.
- Higher education in prison contributes to a more democratic society.
- Higher education in prison creates opportunities to find common ground and engage in shared learning between people who might not otherwise work together.
- Higher education in prison invites students into the process of lifelong learning.
D. Our History

- 2015, November: Plenary Session at 5th National Conference on Higher Education in Prison (NCHEP) hosted by University of Pittsburgh, introduced the idea of a national organization
- 2015, November: Breakout session at the 5th NCHEP engaged in a discussion of the value of a national organization
- 2015, November: National survey was distributed to NCHEP participants and on the Higher_Ed Listserv to collect input on the idea of a national organization
- 2015, December: Funding was received to support the Strategic Planning Process to Found a National Organization of Higher Education in Prison. Mary Gould, Saint Louis University Prison Program, and Sean Pica, Hudson Link for Higher Education in Prison, co-chaired the Strategic Planning Process
- 2016, March: Ten Program leaders from eight states meet in Phoenix, Arizona, for the first of three strategic planning workshops. A “Visioning Workshop,” the first of these, results in a formal recommendation to move forward with the creation of a national higher education in prison organization
- 2016, June: Strategic Planning Committee Members Announced (13-member committee)
- 2016, June – August: Strategic Planning Committee solicits stakeholder feedback and benchmarking research through focus groups and survey
  - 11 focus groups were conducted by seven programs across six states (Florida, Illinois, Missouri, New York, North Carolina, and Washington) and engaged 114 individuals, including 67 currently incarcerated students.
  - 61 respondents participated in the survey (30% of respondents were either currently or formerly incarcerated students)
- 2016, August 18: Strategic Partners Workshop hosted by Hudson Link for Higher Education in Prison at Sing Sing Correctional Facility. 68 workshop participants represented currently and formerly incarcerated students, family members of students, program and university administrators, teachers, funders, evaluators, and corrections staff and administrators.
- 2016, September 11-14: Strategic Planning Committee participates in a Strategic Planning Retreat in St. Louis, Missouri
- 2016, October: Prospectus Report produced as a result of the strategic planning process with a vision for the creation of a national organization for higher education in prison
- 2016, October – December: A national invitation was distributed to invite nominations and self-nominations for the Alliance for Higher Education in Prison Founding Advisory Board
I. INTRODUCTION

- 2016, November 4: Prospectus presented at the 2016 National Conference on Higher Education in Prison in Nashville, Tennessee, by the members of the Strategic Planning Committee, including steps for the creation and launch for the Alliance for Higher Education in Prison. During the plenary session presentation, the Alliance for Higher Education in Prison was formally introduced, including the name of the network, to the conference attendees.

- 2017, January: Founding Advisory Board Members were named

- 2017, February: In collaboration with the Porticus Foundation, a Funder Convening was hosted in New York, New York

- 2017, November 2-5: 7th NCHEP held (the 1st hosted by the Alliance) at Arlington, Texas

- 2018, July: Alliance names Interim Director (first fulltime employee hired)

- 2018, November 8-11: 8th NCHEP held (the 2nd hosted by the Alliance) at Indianapolis, Indiana

- 2018, November 9: In collaboration with the Lumina Foundation, a Funder Convening was hosted in Indianapolis, Indiana

- 2019, July: Alliance names Director

- 2019, November 14-17: 9th NCHEP scheduled (the 3rd hosted by the Alliance) at St. Louis, Missouri
II. ORGANIZATION VISION, MISSION, VALUES

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

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

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

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

A. Financial information

The Alliance is a project of Community Partners (fiscal sponsor) and operates under Community Partners’ status as a tax-exempt 501(c)3 nonprofit organization. As a project of Community Partners, the Alliance is able to receive foundation grants and other charitable donations. Recognizing that the launch of an independent organization can require significant time and financial resources, the Alliance plans to continue operating under fiscal sponsorship of Community Partners for the next three to five years. After that point, the Alliance intends to form its own independent 501(c)3 to most effectively advance its charitable mission.

The Alliance has maintained a financially strong position with a positive balance sheet and operating reserves from year to year. The Alliance remains in a healthy fiscal position because of conservative budget practices and a strong interest in its work from foundations and individual funders. The majority of the Alliance’s financial support comes from foundations, with a much smaller portion coming from individual donors.

Since 2017, the Alliance has hosted the National Conference on Higher Education in Prison (NCHEP). Most years, the registration fee has been advertised as “donation-only” or “pay what you can.” This has successfully kept the barrier to entry low, with people who can afford the conference helping to subsidize those who don’t. In 2019, for a number of reasons associated with the increased cost of the conference, the Alliance introduced a mandatory registration fee (yet still offering financial aid that

The financial information above in both graphics are estimates of the average Funding Sources and Funding Allocations between July 2019 - June 2022.
covers the entire cost of attendance as well as registration fee waivers), which will be a new source of revenue for the organization to help offset the significant costs of hosting NCHEP.

As the Alliance grows, adding staff to support our programming, we intend to continue using conservative budgeting practices and clear risk calculations to allocate resources effectively to accomplish our mission.

**B. Alliance Key Priority Areas**

<table>
<thead>
<tr>
<th><strong>Produce Knowledge</strong></th>
<th><strong>Build Community</strong></th>
<th><strong>Support Quality</strong></th>
<th><strong>Shape Dialogue</strong></th>
<th><strong>Ensure Sustainability</strong></th>
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<tbody>
<tr>
<td>Higher Education in Landscape Project</td>
<td>National Conference on Higher Education in Prison</td>
<td>Reports</td>
<td>Social Media and Public Awareness</td>
<td>Funder Convenings</td>
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<tr>
<td>• Annual Survey</td>
<td></td>
<td>• <em>Equity and Excellence in Practice: A Guide for Higher Education in Prison</em></td>
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<tr>
<td>• National Directory of Higher Education</td>
<td></td>
<td></td>
<td>Story Center</td>
<td>Direct Investing</td>
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<td>• HEP Program Cohort</td>
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<td>Speaker’s Bureau</td>
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<tr>
<td><strong>Journal of Higher Education in Prison</strong></td>
<td><strong>Alliance Membership Program</strong></td>
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<td></td>
<td>Training/Technical Assistance</td>
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<td>Toolkits</td>
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Alliance for Higher Education in Prison, Strategic Plan, July 2019 – June 2022
IV. STRATEGIC PLANNING PROCESS

In 2016, with generous support from the Porticus Foundation, Hudson Link for Higher Education in Prison and the Saint Louis University Prison Program spearheaded a year-long planning process related to the formation of a national organization for higher education in prison. Throughout the process, input was gathered from a broad range of stakeholders and key partners related to the purpose and promise of higher education in prison, its role in addressing larger issues of injustice in our society, and ways in which a national organization could serve to increase access to higher education in prison. The process included research and interviews with other national organizations, stakeholder feedback collected via surveys (online and paper) and focus groups, and three distinct strategic planning workshops. The planning process culminated in a Prospectus Report, a working document to support further planning for and the launch of the Alliance for Higher Education in Prison (the Alliance), which has also served as the framework for this Strategic Plan document. The Prospectus Report and other founding documents can be found on the Alliance’s website (higheredinprison.org).
V. STRATEGIC PLAN
PRIORITY AREAS

Project Areas and Goals

**PRIORITY 1: Produce Knowledge**

**GOAL 1:** Launch and maintain the *Journal of Higher Education in Prison*

**GOAL 2:** Launch and maintain a *Journal of Higher Education in Prison* (semi-annual publication)

**PRIORITY 2: Build Community**

**GOAL 1:** Host and advance the quality of the annual National Conference on Higher Education in Prison

**GOAL 2:** Establish and maintain the Alliance for Higher Education in Prison Membership Program

**PRIORITY 3: Support Quality Practice**

**GOAL 1:** Produce, disseminate, and promote the Equity and Excellence report

**GOAL 2:** Create Trainings and offer Technical Assistance to support quality programming

**GOAL 3:** Create Toolkits to support quality programming

**PRIORITY 4: Shape Communication**

**GOAL 1:** Create and maintain a Speakers Bureau

**GOAL 2:** Create and maintain a Story Center on the Alliance website

**GOAL 3:** Engage in active Social Media/Public Awareness efforts

**PRIORITY 5: Ensure Sustainability**

**GOAL 1:** Ensure the sustainability of the Alliance through active development and fundraising efforts

**GOAL 2:** Support the Advisory Board in its development and enhance its ability to help sustain the Alliance

**GOAL 3:** Actively participate in the formation of a funder collaborative and continual engagement
Objectives are numbered using a key: Priority Area (1-5), goal number, and objective number for easier referencing. The Objective numbering system is the left-hand column of each table in this section.

Priority 1: Produce Knowledge

RATIONALE AND DESCRIPTION

The first main area of work is in the production and dissemination of knowledge about higher education in prison. Little is currently known about the number of higher education programs operating in prisons across the country, the number of students enrolled in those programs, the design and description of programs and their administrative structures, and many other basic descriptive characteristics of higher education in prison programs. To engage this work, the Alliance will partner with researchers (many of whom are currently engaged in this analytical work) to leverage collective expertise to identify and to understand who makes up the field and the characteristics of their programs. In addition, research will collect and disseminate aggregate data on students served and the work programs are engaged with. Additionally, the Alliance will create venues for the dissemination of this information as well as other scholarly research on the field in an effort to build the quality of data collection, evaluation, and research in and about higher education in prison. There are two main projects in this area of work: Higher Education in Prison Landscape Project and Journal of Higher Education in Prison.

Goal 1: Higher Education in Prison Landscape Project

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<thead>
<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>LEAD STAFF</th>
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<tbody>
<tr>
<td>1.1.1 Form collaboration with researchers from University of Utah and UC Berkeley</td>
<td>Q2 2019</td>
<td>Director</td>
</tr>
<tr>
<td>1.1.2 Construct Annual Survey to collect descriptive data about HEP programs nationwide</td>
<td>Q4 2019</td>
<td>Project Partners/Director/Research Project Manager</td>
</tr>
<tr>
<td>1.1.3 Build database for HEP landscape tracking and migrate and update existing data from national directory into new Alliance database</td>
<td>Q1 2020</td>
<td>Director/Project Partners/Consultants/Information Coordinator</td>
</tr>
<tr>
<td>1.1.4 Establishing a cohort program of 10-12 higher education in prison programs</td>
<td>Q4 2019</td>
<td>Project Partners/Research Project Manager/Director/ Cohort Facilitator</td>
</tr>
<tr>
<td>1.1.5 Pilot Annual Survey with cohort programs</td>
<td>Q1 2020</td>
<td>Project Partners/Research Project Manager/Director</td>
</tr>
<tr>
<td>1.1.6 Implement Annual Survey nationwide</td>
<td>Q2 2020 -Ongoing</td>
<td>Project Partners/Research Project Manager</td>
</tr>
</tbody>
</table>
V. STRATEGIC PLAN PRIORITY AREAS

1.1.7 Convene and collect data from cohort programs – two-year study period
Q2 2020 - Ongoing
Project Partners/Director/ Research Manager/ Information Coordinator

1.1.8 Create reports, trainings, and toolkits around Annual Survey and national directory
Q1 2021 - Ongoing
Project Partners /Director/ Information Manager/ Information Coordinator/ Community Engagement Director

Goal 2: Higher Education in Prison Journal

<table>
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<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>LEAD STAFF</th>
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</thead>
<tbody>
<tr>
<td>1.2.1 Formation of a journal advisory board</td>
<td>Q1 2020</td>
<td>Journal Editors/Project Partners/Consultants</td>
</tr>
<tr>
<td>1.2.2 Constructing submission and content management systems</td>
<td>Q1 2020</td>
<td>Research Project Manager/ Consultants/Journal Editors</td>
</tr>
<tr>
<td>1.2.3 Creating policy and practice guidelines for the journal</td>
<td>Q1 2020</td>
<td>Consultant/Research Project Manager/Journal Editors</td>
</tr>
<tr>
<td>1.2.4 Constructing the journal’s home on the web</td>
<td>Q1 2020</td>
<td>Consultant/Communication Coordinator</td>
</tr>
<tr>
<td>1.2.5 Writing and publicizing a call for papers</td>
<td>Q2 2020</td>
<td>Consultant/Journal Editors/ Information Manager</td>
</tr>
<tr>
<td>1.2.6 Recruiting reviewers and copy editors</td>
<td>Q2 2020</td>
<td>Journal Editors/Information Manager/Community Engagement Director/ Research Project Manager</td>
</tr>
<tr>
<td>1.2.7 Contracting journal layout and design</td>
<td>Q2 2020</td>
<td>Communication Coordinator/ Consultant</td>
</tr>
<tr>
<td>1.2.8 Review process</td>
<td>Q4 2020</td>
<td>Journal Editors/Information Manager/Consultant/ Community Engagement Director</td>
</tr>
<tr>
<td>1.2.9 Write and issue second call for papers</td>
<td>Q1 2021</td>
<td>Journal Editors/Editiorial Staff</td>
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<tr>
<td>1.2.10 Publishing issue of journal</td>
<td>Q1 2020</td>
<td>Consultant/Journal Editors/ Editorial Staff</td>
</tr>
<tr>
<td>1.2.11 Continue 1.2.5 – 1.2.10</td>
<td>Annually</td>
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</table>
Priority 2: Build Community

RATIONALE AND DESCRIPTION

A significant body of research and countless personal experiences attest to the lasting value of higher education in prison for individuals, families, and communities. Yet there is lack of public knowledge about the field of higher education in prison or a network of support to share expertise and experiences. This leaves many people involved with higher education in prison – from practitioners and teachers to students and program staff – feeling isolated.

FACILITATING DISCUSSION & BEST PRACTICES

Educators, educational institutions, correctional facilities and administrators, nonprofit service organizations, and currently and formerly incarcerated students can benefit from connecting with and learning from one another. Working together, network members can raise the quality of all higher education in prison programs. As a network, the Alliance aims to facilitate communication around best practices and connect people to one another.

FOSTERING A SUPPORTIVE COMMUNITY

The Alliance aims to serve as an intermediary and convener creating and sharing tools to support these connections. There are two main projects in this area of work: the National Conference on Higher Education in Prison (NCHEP) and the Alliance Membership Program.

Goal 1: The National Conference on Higher Education in Prison (NCHEP)

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<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
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<tbody>
<tr>
<td>2.1.1</td>
<td>Form Planning Committee</td>
<td>Q2 2019</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Plan NCHEP</td>
<td>Q2 2019-Q2 2020</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Host NCHEP and provide high quality opportunities for networking, resource and information sharing, and technical assistance</td>
<td>Q2 2020</td>
</tr>
</tbody>
</table>
### V. STRATEGIC PLAN PRIORITY AREAS

<table>
<thead>
<tr>
<th>2.1.4</th>
<th>Source and Secure Location for next conference</th>
<th>Q1 2020</th>
<th>Director/Communication Community Engagement Coordinator/Event Planning Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.5</td>
<td>Award scholarships (increasing amount each year)</td>
<td>Q4 2019</td>
<td>Alliance Advisory Board</td>
</tr>
<tr>
<td>2.1.6</td>
<td>Collect data and produce Exit Report</td>
<td>Q2 2020</td>
<td>Information Manager</td>
</tr>
<tr>
<td>2.1.7</td>
<td>Facilitate follow-up engagement</td>
<td>Q3 2020</td>
<td>Communication Director/Communication and Community Engagement Coordinator</td>
</tr>
<tr>
<td>2.1.8</td>
<td>Repeat 2.1.1 – 2.1.7 annually</td>
<td>Annually</td>
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### Goal 2: The Alliance Membership Program

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<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
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</thead>
<tbody>
<tr>
<td>2.2.1 Create plan (benefits, fee structure, opportunities, recruitment) for membership program – part of the Alliance Fundraising Plan</td>
<td>Q1 2020</td>
<td>Director/Communication Director/Development Director /Consultants as needed</td>
</tr>
<tr>
<td>2.2.2 Build website portal and create website content related to membership</td>
<td>Q1 2020</td>
<td>Communication Director/Consultant</td>
</tr>
<tr>
<td>2.2.3 Launch membership program</td>
<td>Q3 2020</td>
<td>Communication Director</td>
</tr>
<tr>
<td>2.2.4 Recruit Members (Goal: 300 members by end of 2021)</td>
<td>Q4 2020</td>
<td>Community Engagement Director/Development Coordinator</td>
</tr>
<tr>
<td>2.2.5 Deliver membership benefits</td>
<td>Ongoing</td>
<td>All staff/Consultants</td>
</tr>
<tr>
<td>2.2.6 Maintain communication and relationship with members (including opportunities for feedback) and assessment</td>
<td>Q4 2020</td>
<td>Communication Director/Communication and Community Engagement Coordinator</td>
</tr>
<tr>
<td>2.2.7 Membership recruitment efforts (Goal: 400 by end of 2022)</td>
<td>Q4 2021</td>
<td>Community Engagement Director/Development Coordinator</td>
</tr>
<tr>
<td>2.2.8 Repeat annually: 2.2.4 – 2.2.7</td>
<td>Ongoing</td>
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</table>
Priority 3: Support Quality Practice

RATIONALE AND DESCRIPTION

The Alliance and its members believe that the development of the field of higher education in prison must be guided by an unwavering commitment to quality. Higher education in prison should adhere to the same high standards and opportunities that exist in other quality higher education contexts, in spite of students’ incarcerated status.

Rather than appoint itself as the arbiters of quality, the Alliance will mobilize and collaborate with existing quality-focused resources and experts as well as others in the field who can train and teach their peers in settings that the Alliance convenes and/or facilitates (in-person and virtually). The deliverables for supporting quality practice can be understood through one such project, the *Equity and Excellence Report on Higher Education in Prison* commissioned by the Lumina Foundation and completed in collaboration with the Prison University Project. We jointly released the report in June 2019.

**Goal 1: *Equity and Excellence in Practice* Report**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>LEAD STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1 Create communications plan for report</td>
<td>Q3 2019</td>
<td>Communication Director/Communication and Community Engagement Coordinator/Consultant</td>
</tr>
<tr>
<td>3.1.2 Post electronic version of report to Alliance website</td>
<td>Q3 2019</td>
<td>Communication Director/Consultant</td>
</tr>
<tr>
<td>3.1.3 Disseminate at least 100 physical copies of report by mail</td>
<td>Q3 2019</td>
<td>Operations Manager/Community Engagement Coordinator</td>
</tr>
<tr>
<td>3.1.4 Host three virtual presentations/webinars about report</td>
<td>Q4 2020</td>
<td>Director/Community Engagement Director/Co-authors</td>
</tr>
<tr>
<td>3.1.5 Host four in-person presentations of report (e.g., NCHEP, NY, CA, South)</td>
<td>Q4 2020</td>
<td>Director/Co-authors</td>
</tr>
<tr>
<td>3.1.6 Publicize report via Twitter chats and other online forums</td>
<td>Q4 2020</td>
<td>Communication and Community Engagement Coordinator</td>
</tr>
<tr>
<td>3.1.7 Form/engage an advisory council to evaluate resources submitted used to “annotate” report</td>
<td>Q2 2020</td>
<td>Director/Research Project Manager</td>
</tr>
<tr>
<td>3.1.8 Annotate electronic version of report with links to curated high-quality resources</td>
<td>Q4 2020</td>
<td>Director/Information Manager/Research Project Manager</td>
</tr>
</tbody>
</table>
## Goal 2: Webinars and Trainings

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>LEAD STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1 Identify, invite, convene/facilitate at least two trainings per year</td>
<td>Q2 2022</td>
<td>Director/Information Manager/Research Project Manager/Community and Community Engagement Coordinator/Community Engagement Director/Co-authors</td>
</tr>
<tr>
<td>3.2.2 Host three virtual presentations/webinars (and additional reporting and toolkits) each year</td>
<td>Ongoing</td>
<td>Director/Information Manager/Research Project Manager/Community and Community Engagement Coordinator/Community Engagement Director/Co-authors</td>
</tr>
</tbody>
</table>

## Goal 3: Toolkits

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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<th>LEAD STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1 Identify, invite, facilitate creation of at least four toolkits</td>
<td>Q2 2022</td>
<td>Director/Consultants/Community Engagement Director/Information Manager/Research Project Manager</td>
</tr>
<tr>
<td>3.3.2 Post electronic version of reports and toolkits to Alliance website</td>
<td>Q3 2022</td>
<td>Communication Director/Consultant</td>
</tr>
<tr>
<td>3.3.3 Publicize report via Twitter chats and other online forums</td>
<td>Ongoing</td>
<td>Communication and Community Engagement Coordinator</td>
</tr>
</tbody>
</table>
Priority 4: Shape Communication

RATIONALE AND DESCRIPTION

The Alliance aims to influence communication about higher education in prison both within the field and among the general public. Goals in this area include increasing public awareness of higher education in prison, creating public messaging that challenges stereotypes and stigmas, and increasing visibility for and elevating the voices of formerly and currently incarcerated students by creating platforms for public appearances and the sharing of stories. Three major initiatives make up the Alliance’s work in this area aiming to effectively “change the narrative” of higher education in prison: a public awareness campaign mobilized through social media, the Alliance website’s Story Center, and the creation of a Speakers Bureau.

Goal 1: Social Media and Public Awareness

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>LEAD STAFF</th>
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</thead>
<tbody>
<tr>
<td>4.1.1 Hire Strategic Communication Consultant</td>
<td>Q3 2019</td>
<td>Director</td>
</tr>
<tr>
<td>4.1.2 Create Strategic Communication Plan</td>
<td>Q1 2020</td>
<td>Director/Strategic Communication Consultant</td>
</tr>
<tr>
<td>4.1.3 Implement Strategic Communication Plan</td>
<td>Ongoing</td>
<td>Director/Communication Director/Information Manager/Communication Coordinator (all other staff as needed)</td>
</tr>
<tr>
<td>4.1.4 Hire Communication Director</td>
<td>Q2 2020</td>
<td>Director/Advisory Board/Communication Consultant(s)</td>
</tr>
<tr>
<td>4.1.5 Develop tools to measure results and progress toward goals</td>
<td>Q2 2020</td>
<td>Communication Director/Communication Consultant/</td>
</tr>
<tr>
<td>4.1.6 Establish and support annual Mass Incarceration Awareness Week</td>
<td>Q3 Annually</td>
<td>Communication Director/Communication Coordinator</td>
</tr>
<tr>
<td>4.1.7 Assess and report on communication goals</td>
<td>Ongoing</td>
<td>Communication Director</td>
</tr>
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</table>

Goal 2: Story Center

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<tr>
<th>OBJECTIVES</th>
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<th>LEAD STAFF</th>
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</thead>
<tbody>
<tr>
<td>4.2.1 Production of five short story videos for the website</td>
<td>Q3 2019</td>
<td>Communication and Community Engagement Coordinator/Videography Contractor</td>
</tr>
<tr>
<td>4.2.2 Post completed stories on the website</td>
<td>Q1 2020</td>
<td>Communication and Community Engagement Coordinator/Consultants</td>
</tr>
</tbody>
</table>
### V. STRATEGIC PLAN PRIORITY AREAS

<table>
<thead>
<tr>
<th>4.2.3</th>
<th>Publicize Story Center</th>
<th>Q2 2020</th>
<th>Communication and Community Engagement Coordinator /Communication Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.4</td>
<td>Track Story Center engagement</td>
<td>Ongoing</td>
<td>Communication and Community Engagement Coordinator</td>
</tr>
<tr>
<td>4.2.5</td>
<td>Recording more stories at NCHEP</td>
<td>Q3 Annually</td>
<td>Communication and Community Engagement Coordinator /Videography Contractor</td>
</tr>
<tr>
<td>4.2.6</td>
<td>Production of Stories</td>
<td>Q4 Annually</td>
<td>Videography Contractor</td>
</tr>
<tr>
<td>4.2.7</td>
<td>Post stories to website</td>
<td>Q1 Annually</td>
<td>Communication and Community Engagement Coordinator</td>
</tr>
</tbody>
</table>

#### Goal 3: Speakers Bureau

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>LEAD STAFF</th>
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</thead>
<tbody>
<tr>
<td>4.3.1 Create guidelines, policies and practices</td>
<td>Q2 2020</td>
<td>Communication Director/Information Manager/Director</td>
</tr>
<tr>
<td>4.3.2 Establish selection and vetting process and standards</td>
<td>Q2 2020</td>
<td>Director/Communication Director/Information Manager</td>
</tr>
<tr>
<td>4.3.3 Invite and review potential speakers</td>
<td>Q2 2020</td>
<td>Communication Director/Information Manger/Community Engagement Director</td>
</tr>
<tr>
<td>4.3.4 Select and compile a list of at least 15 qualified speakers</td>
<td>Q3 2020</td>
<td>Director/Communication Director/Information Manger/Community Engagement Director</td>
</tr>
<tr>
<td>4.3.5 Create plan for tracking Speakers Bureau engagement</td>
<td>Q3 2020</td>
<td>Communication Director/Communication and Community Engagement Coordinator/Information Manger</td>
</tr>
<tr>
<td>4.3.6 Publicize Speakers Bureau</td>
<td>Q3 2020</td>
<td>Communication and Community Engagement Coordinator/Information Manger</td>
</tr>
<tr>
<td>4.3.7 Track engagement</td>
<td>Q4 2020</td>
<td>Communication and Community Engagement Coordinator</td>
</tr>
<tr>
<td>4.3.8 Repeat 4.3.4 and 4.3.5 annually</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>

Alliance for Higher Education in Prison, Strategic Plan, July 2019 – June 2022
Priority 5: Ensure Sustainability

RATIONALE AND DESCRIPTION

The Alliance is supporting foundations and funders who share a vision for excellence and equity in higher education in prison programs. Funding support from national philanthropic foundations (current and prospective funders shown in the table below) will be supplemented by the Alliance’s membership program (to begin in FY 2020). A fee structure will also be instituted in 2019 for the National Conference on Higher Education in Prison (NCHEP) that will continue to shift more of the financial responsibility of the NCHEP to the participants (excluding the Scholarship Program to bring formerly incarcerated students to the event, which will continue to be supported by the Alliance’s fundraising efforts).

In addition to fundraising to sustain the Alliance’s programming and projects, the Alliance will continue to partner with current funders to host convenings for funders, both veteran and new to the field of higher education in prison, at least once a year to share information, funding priorities, and strategies, and more broadly bring together another community that has often worked in isolation. The Alliance also contributes to these conversations by helping to frame the most significant issues in the field and to work in partnership with foundations to support the sustainability of programs throughout the country.

Goal 1: Alliance Development

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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<th>LEAD STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create fundraising plan</td>
<td>Q4 2019</td>
<td>Director/Development Consultant</td>
</tr>
<tr>
<td>Cultivate five new funder relationships (annually)</td>
<td>Annual</td>
<td>Development Director/Development Coordinator/Development Consultant/Director</td>
</tr>
<tr>
<td>Implement full fundraising plan</td>
<td>Ongoing</td>
<td>Development Director/Development Coordinator/Development Consultant/Director</td>
</tr>
</tbody>
</table>
5.1.4 Track and report on fundraising targets and goals 2017-2019 Development Coordinator

5.1.5 Develop one fundraising tools/resources to be shared with HEP community (one annually) Annually Development Director/ Development Coordinator/ Development Consultant

5.1.6 Host three fundraising webinar (on Alliance website) Q1, Q2, Q4 Annually Development Director/ Development Coordinator/ Community Engagement Director/Communication and Community Engagement Coordinator

5.1.7 Host annual fundraising workshop (at NCHEP) Q3 Annually Development Director/ Development Coordinator

### Goal 2: Funder Collaborative

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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<th>LEAD STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1 Participate in annual funder convening</td>
<td>Q3 Annually</td>
<td>Director</td>
</tr>
<tr>
<td>5.2.2 Serve as an available resource for active, prospective and adjacent funders</td>
<td>Ongoing</td>
<td>Director/Development Director</td>
</tr>
<tr>
<td>5.2.3 Collaborate to host one session at annual NCHEP comprised of panel of funders</td>
<td>Q3 Annually</td>
<td>Director/Development Director</td>
</tr>
</tbody>
</table>

### Goal 3: Advisory Board Development

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>DEPARTMENT LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.1 Host two board retreats</td>
<td>Annual</td>
<td>Board Chair/ Director</td>
</tr>
<tr>
<td>5.3.2 Host one public session at the NCHEP</td>
<td>Q3 Annually</td>
<td>Board Chair/Board Chair/Director/ Community Engagement Director</td>
</tr>
<tr>
<td>5.3.3 Invite new board members as needed</td>
<td>Ongoing</td>
<td>Advisory Board</td>
</tr>
<tr>
<td>5.3.4 Host monthly board calls</td>
<td>Annual</td>
<td>Board Chair/Board Treasurer</td>
</tr>
<tr>
<td>5.3.5 Active engagement from each board member as a “donor” to the Alliance</td>
<td>Annual</td>
<td>Board Chair/Board Treasurer</td>
</tr>
<tr>
<td>5.3.6 Engage in board development activities</td>
<td>Ongoing</td>
<td>Board Chair/Board Chair/Director/ Consultants (as needed)</td>
</tr>
</tbody>
</table>
VI. APPRECIATION

STRATEGIC PLANNING PROCESS FACILITATOR
Lindsay Miller, Lindsay Miller Consulting, LLC

STRATEGIC PLANNING PROCESS CO-CHAIRS
Mary Gould, Associate Professor of Communication, Saint Louis University and Director, Saint Louis University Prison Education Program
Sean Pica, Executive Director, Hudson Link for Higher Education in Prison

VISIONING WORKSHOP PARTICIPANTS
Tanya Erzen, Freedom Education Project of Puget Sound (WA)
Rebecca Ginsberg, Education Justice Project (IL)
Mary Gould, Saint Louis University Prison Education Program (MO)
Jody Lewen, Prison University Project (CA)
Sean Pica, Hudson Link for Higher Education in Prison (NY)
Margaret Quern-Adkins, New Jersey STEP (NJ)
Rob Scott, Cornell University (NY)
Kaia Stern, Prison Studies Project (MA)
Kyes Stevens, Alabama Prison Arts + Education Project at Auburn University (AL)
Bianca Van Heydoorn, John Jay College of Criminal Justice (NY)

PARTNER WORKSHOP PARTICIPANTS
Caroline Altman Smith, Kresge Foundation
Sammy Arroyo, Hudson Link for Higher Education in Prison
John Bae, Vera Institute of Justice
Emily Bessette, NYS DOCCS
Terrell Blount, Vera Institute of Justice
Superintendent Michael Capra, NYS DOCCS
Robert Carmona, STRIVE International
Nick D’Antonio, Stand+gether Foundation
Ruth Delaney, Vera Institute of Justice
Margaret diZerega, Vera Institute of Justice
Ivette Fernandez, Stand Together Foundation
Brian Fischer, NYS DOCCS Former Commissioner
Christian French, Hudson Link for Higher Education in Prison
Mary Gould, Saint Louis University Prison Program
Linda Hollmen, NYS DOCCS
Kim Hunter Reed, White House US Dept Education Undersecretary
Katharine Landon, New York Women’s Foundation
Kim Leonard, NY Chapter President Correctional Education Association
Amy Lerman, UC Berkeley School of Public Policy
Jody Lewen, Prison University Project
Lesley Malin, NYS DOCCS
Lauren McCann, Stand Together Foundation
Lindsay Miller, Consultant
STRATEGIC PLANNING COMMITTEE AND RETREAT PARTICIPANTS

Samuel Arroyo, Ed.D., Program Director, Hudson Link for Higher Education in Prison

Terrell Blount, Program Associate, Center on Sentencing & Corrections - Vera Institute of Justice

Pamela Cappas-Toro, Ph.D., Co-Founder and Co-Director, Community Education Project - Stetson University

Erin L. Castro, Ph.D., Faculty Affiliate, Education Justice Project

Chris DiRusso, Writer and Editor, Norfolk Publishing Group

Tanya Erzen, Ph.D., Director, Freedom Education Project Puget Sound

Robert Garite, Writer, Speaker, and Student

Maddy Russell-Shapiro, Prison University Project

Michael Scales, Nyack College

Klarisse Torriente, Hudson Link for Higher Education in Prison

David Turk, Nyack College

Jo Turpin, Columbia University

Bianca van Heydoorn, Prison Reentry Institute, John Jay College of Criminal Justice

Winnie Varghese, Trinity Wall Street

Elys Vasquez, Hostos Community College

Brianna Walden, Charles Koch Institute

Stephen Walker, California Correctional Peace Officers Association

Toya Wall, Laughing Gull Foundation

Seth Weiner, Porticus Foundation

Eileen Wiseman, Tow Foundation

Jason Wright, New York Community Trust

Todd Young, Hudson Link for Higher Education in Prison

Mary Gould, Ph.D., Director, Saint Louis University Prison Program

Jody Lewen, Ph.D., Executive Director, Prison University Project

Sean Pica, Executive Director, Hudson Link for Higher Education in Prison

Romarilyn Ralston, Activist and Program Assistant, Center for Women in Transition

Kyes Stevens, Founder and Director, Alabama Prison Arts + Education Project – Auburn University

Cheryl Wilkins, Senior Director of Education and Programs at Columbia University’s Center for Justice
FOUNDING ADVISORY BOARD MEMBERS

The Alliance for Higher Education in Prison was founded by a 13-person Advisory Board representing the field of higher education in prison, including: practitioners, educators, and former students and individuals from the field of reentry services, government and government relations, corrections, advocacy and public policy, and higher education administration.

Timothy R. Boosinger, Provost and Vice-President for Academic Affairs, Auburn University
Robert Carmona, Co-Founder, STRIVE International
Naomi Dennis, criminal lawyer (JAG) and Lieutenant Colonel, United States Air Force
Mary Gould, Associate Professor of Communication and Director, Prison Program, Saint Louis University
Jody Lewen, Founder and Executive Director, Prison University Project
Danny Murillo, Soros Justice Advocacy Fellow, Opportunity Institute
Brendan Ozawa-de Silva, Associate Professor of Psychology and Associate Director for the Center for Compassion, Integrity and Secular Ethics, Life University
Sean Pica, Executive Director, Hudson Link for Higher Education in Prison
Margaret Quern-Atkins, Director, New Jersey Scholarship and Transformative Education in Prisons Consortium
Bianca Van Heydoorn, Director of Educational Initiatives at the Prisoner Reentry Institute, John Jay College of Criminal Justice
Stephen B. Walker, Chief of Governmental Affairs, California Correctional Peace Officers Association
Cheryl Wilkins, Senior Director of Education and Programs, Columbia University’s Center for Justice
Donna Zuniga, Dean, Lee College Huntsville Center in Huntsville, Texas

STAKEHOLDER PARTICIPANTS: SURVEYS AND FOCUS GROUPS

Focus Groups

In the summer of 2016, an open invitation was made via the Higher Education in Prison Listserv† for programs to host focus groups designed to engage stakeholders and key partners (including current and former students, teachers, program administrators, funders, university and DOC administrators, public/government officials, media representatives, board members, etc.) and gather feedback about the purpose and promise of higher education in prison, its role in addressing larger issues of injustice in our society, and ways in which a national organization could work to increase access to higher education in prison. Eleven focus groups were conducted by seven programs across six states (Florida, Illinois, Missouri, New York, North Carolina, and Washington) and engaged 114 individuals, including 67 currently incarcerated students.

Surveys

A survey requesting input on the proposed mission, vision, values, and activities of a national organization for higher education in prison, in both online and paper formats, was distributed to the Higher Education in Prison Listserv and completed by 61 respondents (30% were either currently or formerly incarcerated).