

# Strategic Plan

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July 2019 – June 2022



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# EXECUTIVE SUMMARY

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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

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## 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

## I. INTRODUCTION

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**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.



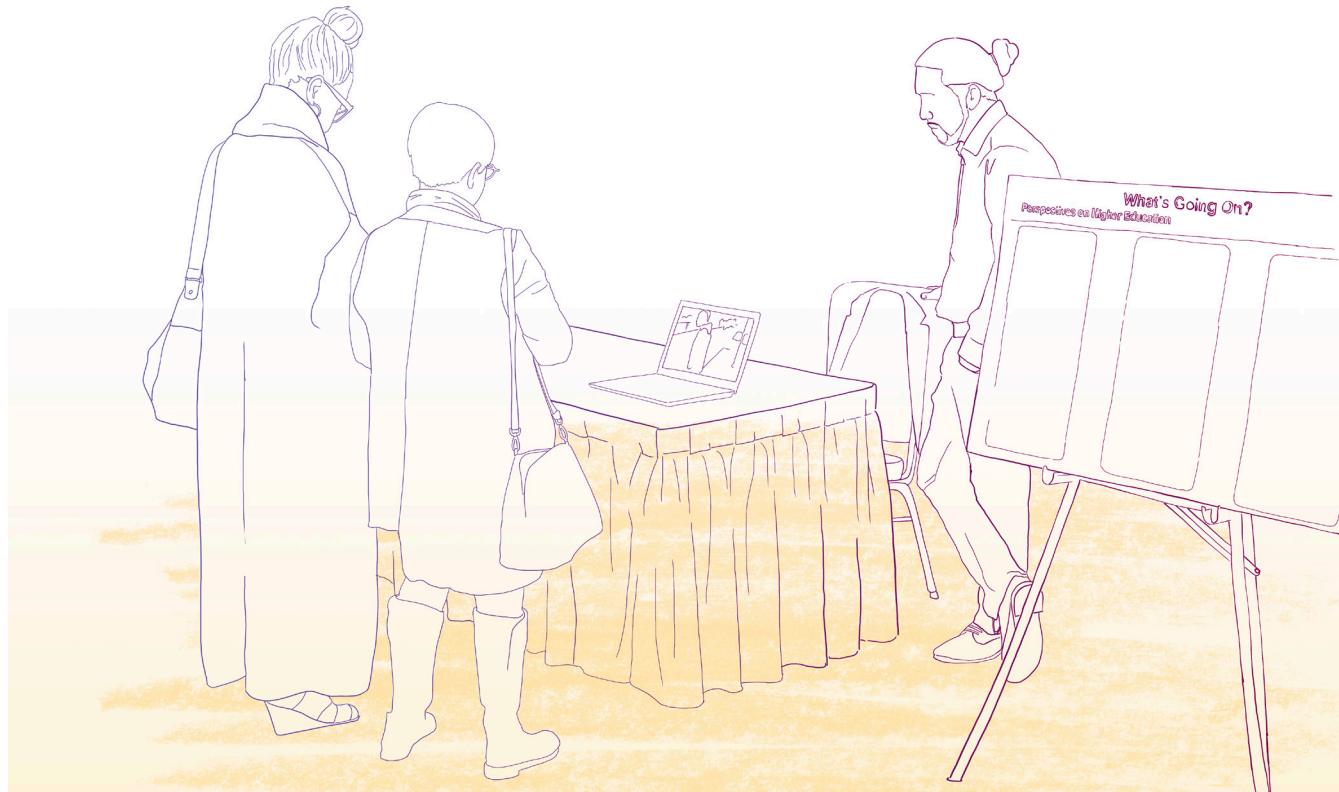
## D. Our History

- ▶ 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

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- ▶ 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**

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### **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

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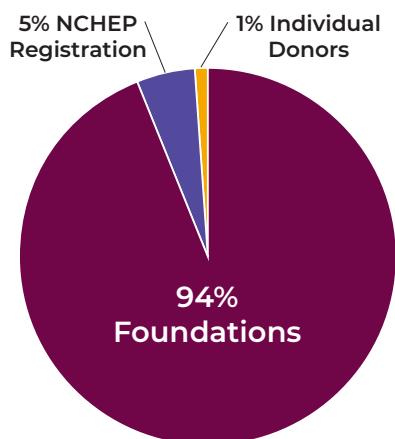
## A. Financial information

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.

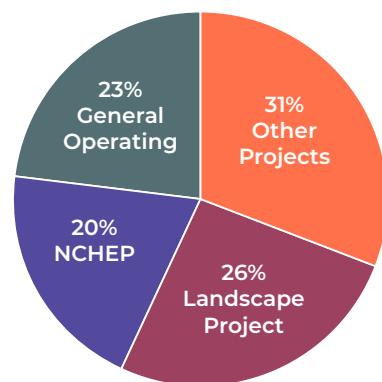
The Alliance has maintained a financially strong position with a positive balance sheet and operating reserves from year to year. The Alliance remains in a healthy fiscal position because of conservative budget practices and a strong interest in its work from foundations and individual funders. The majority 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

**ALLIANCE FUNDING SOURCES**



**ALLIANCE FUNDING ALLOCATIONS**



*The financial information above in both graphics are estimates of the average Funding Sources and Funding Allocations between July 2019- June 2022.*

### III. ORGANIZATIONAL PROFILE

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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

Produce Knowledge	Build Community	Support Quality	Shape Dialogue	Ensure Sustainability
<p>Higher Education in Landscape Project</p> <ul style="list-style-type: none"><li>• Annual Survey</li><li>• National Directory of Higher Education</li><li>• HEP Program Cohort</li></ul> <p><i>Journal of Higher Education in Prison</i></p>	<p>National Conference on Higher Education in Prison</p> <p>Alliance Membership Program</p>	<p>Reports</p> <ul style="list-style-type: none"><li>• <i>Equity and Excellence in Practice: A Guide for Higher Education in Prison</i></li></ul> <p>Training/ Technical Assistance</p> <p>Toolkits</p>	<p>Social Media and Public Awareness</p> <p>Story Center</p> <p>Speaker's Bureau</p>	<p>Funder Convenings</p> <p>Funder Collaborative</p> <p>Direct Investing</p>

## IV. STRATEGIC PLANNING PROCESS

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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](http://higheredinprison.org)).



# V. STRATEGIC PLAN PRIORITY AREAS

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## Project Areas and Goals

### PRIORITY 1: Produce Knowledge

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**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

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**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

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**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

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**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

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**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

## V. STRATEGIC PLAN PRIORITY AREAS

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

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

## 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

OBJECTIVES	TIMEFRAME	LEAD STAFF
1.2.1 Formation of a journal advisory board	Q1 2020	Journal Editors/Project Partners/Consultants
1.2.2 Constructing submission and content management systems	Q1 2020	Research Project Manager/ Consultants/Journal Editors
1.2.3 Creating policy and practice guidelines for the journal	Q1 2020	Consultant/Research Project Manager/Journal Editors
1.2.4 Constructing the journal's home on the web	Q1 2020	Consultant/Communication Coordinator
1.2.5 Writing and publicizing a call for papers	Q2 2020	Consultant/Journal Editors/ Information Manager
1.2.6 Recruiting reviewers and copy editors	Q2 2020	Journal Editors/Information Manager/Community Engagement Director/ Research Project Manager
1.2.7 Contracting journal layout and design	Q2 2020	Communication Coordinator/ Consultant
1.2.8 Review process	Q4 2020	Journal Editors/Information Manager/Consultant/ Community Engagement Director
1.2.9 Write and issue second call for papers	Q1 2021	Journal Editors/Editorial Staff
1.2.10 Publishing issue of journal	Q1 2010	Consultant/Journal Editors/ Editorial Staff
1.2.11 Continue 1.2.5 – 1.2.10	Annually	

## 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)

OBJECTIVES	TIMEFRAME	LEAD STAFF
2.1.1 Form Planning Committee	Q2 2019	Information Manager/ Communication/Community Engagement Coordinator/ Director
2.1.2 Plan NCHEP	Q2 2019- Q2 2020	Communication and Community Engagement Coordinator/Information Manager/Planning Committee/Director/All staff as needed
2.1.3 Host NCHEP and provide high quality opportunities for networking, resource and information sharing, and technical assistance	Q2 2020	All staff/Planning Committee/ Consultants (as needed)

## V. STRATEGIC PLAN PRIORITY AREAS

2.1.4	Source and Secure Location for next conference	Q1 2020	Director/Communication Community Engagement Coordinator/Event Planning Consultant
2.1.5	Award scholarships (increasing amount each year)	Q4 2019	Alliance Advisory Board
2.1.6	Collect data and produce Exit Report	Q2 2020	Information Manager
2.1.7	Facilitate follow-up engagement	Q3 2020	Communication Director/ Communication and Community Engagement Coordinator
2.1.8	Repeat 2.1.1 – 2.1.7 annually	Annually	

## Goal 2: The Alliance Membership Program

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

# 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*

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

## Goal 2: Webinars and Trainings

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

## Goal 3: Toolkits

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

# 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

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

## Goal 2: Story Center

OBJECTIVES	TIMEFRAME	LEAD STAFF
4.2.1 Production of five short story videos for the website	Q3 2019	Communication and Community Engagement Coordinator/Videography Contractor
4.2.2 Post completed stories on the website	Q1 2020	Communication and Community Engagement Coordinator /Consultants

## V. STRATEGIC PLAN PRIORITY AREAS

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

### Goal 3: Speakers Bureau

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

## V. STRATEGIC PLAN PRIORITY AREAS

4.2.9	Host three strategic communications webinars (on Alliance website)	Q1, Q2, Q4 Annually	Communication Director/ Communication and Community Engagement Coordinator/Information Manager/Community Engagement Director
4.3.10	Host annual strategic communications workshop (at NCHEP)	Q3 Annually	Communication Director/ Communication and Community Engagement Coordinator

## 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

OBJECTIVES	TIMEFRAME	LEAD STAFF
5.1.1 Create fundraising plan	Q4 2019	Director/Development Consultant
5.1.2 Cultivate five new funder relationships (annually)	Annual	Development Director/ Development Coordinator/ Development Consultant/ Director
5.1.3 Implement full fundraising plan	Ongoing	Development Director/ Development Coordinator/ Communication Director/ Director

## V. STRATEGIC PLAN PRIORITY AREAS

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

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

### Goal 3: Advisory Board Development

OBJECTIVES	TIMEFRAME	DEPARTMENT LEAD
5.3.1 Host two board retreats	Annual	Board Chair/ Director
5.3.2 Host one public session at the NCHEP	Q3 Annually	Board Chair/Director/ Community Engagement Director
5.3.3 Invite new board members as needed	Ongoing	Advisory Board
5.3.4 Host monthly board calls	Annual	Board Chair/Director
5.3.5 Active engagement from each board member as a "donor" to the Alliance	Annual	Board Chair/Board Treasurer
5.3.6 Engage in board development activities	Ongoing	Board Chair/Director/ Consultants (as needed)

# VI. APPRECIATION

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## 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

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Superintendent Michael Capra, NYS DOCCS

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Mary Gould, Saint Louis University Prison Program

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Kim Hunter Reed, White House US Dept Education Undersecretary

Katherine 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

## VI. APPRECIATION

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Marta Nelson, NYS Council on Community Reentry and Reintegration	Michael Scales, Nyack College	Elys Vasquez, Hostos Community College	Jason Wright, New York Community Trust
Babita Patel, Hudson Link for Higher Education in Prison Photographer	Klarisse Torriente, Hudson Link for Higher Education in Prison	Brianna Walden, Charles Koch Institute	Todd Young, Hudson Link for Higher Education in Prison
Carl Pica, Hudson Link for Higher Education in Prison	David Turk, Nyack College	Stephen Walker, California Correctional Peace Officers Association	
Sean Pica, Hudson Link for Higher Education	Jo Turpin, Columbia University	Toya Wall, Laughing Gull Foundation	
	Bianca van Heydoorn, Prison Reentry Institute, John Jay College of Criminal Justice	Seth Weiner, Porticus Foundation	

## STRATEGIC PLANNING COMMITTEE AND RETREAT PARTICIPANTS

Samuel Arroyo, Ed.D., Program Director, Hudson Link for Higher Education in Prison	Mary Gould, Ph.D., Director, Saint Louis University Prison Program
Terrell Blount, Program Associate, Center on Sentencing & Corrections - Vera Institute of Justice	Jody Lewen, Ph.D., Executive Director, Prison University Project
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Chris DiRusso, Writer and Editor, Norfolk Publishing Group	Kyes Stevens, Founder and Director, Alabama Prison Arts + Education Project – Auburn University
Tanya Erzen, Ph.D., Director, Freedom Education Project Puget Sound	Cheryl Wilkins, Senior Director of Education and Programs at Columbia University's Center for Justice
Robert Garite, Writer, Speaker, and Student	

### 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<sup>†</sup> 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).