The Insider

North Dakota Department Of Corrections And Rehabilitation

DOCR Employees Keep A Dangerous Inmate Off the Streets

By: Rick Schuchard, Program Manager

Barbara Breiland and Tony Soupir took action in the fall of 2011 that halted the potential release of a very dangerous inmate to the community. The inmate's case was being reviewed by the sex offender release and integration committee and during that process Parole Officer Tony Soupir looked into the inmate's record of institutional behavior. Officer Soupir gathered additional information in regards to an A-52 manufacture and/or possession of contraband incident report. After reviewing the incident report Officer Soupir believed some images attached to the report contained child pornography. Officer Soupir contacted his supervisor, Barbara Breiland, to discuss the images and how to proceed with the information.

Further investigation revealed that a report had never been investigated for possible criminal prosecution in regards to the pornographic images that were a part of the inmate's write up in 2004. After further discussions with Warden Robyn Schmalenberger and Director Leann Bertsch a decision was made to contact the Bureau of Criminal Investigation to investigate the incident.

If not for the hard work of Officer Soupir and support of supervisor Barbara Breiland this inmate would have expired his concurrent sentences on two counts of Murder and one count of Attempted Murder in December of 2011 and been released to the community. He had no probation supervision to follow his sentence. This inmate killed two young girls by burning down the house where they slept and almost killed their father.

As a result of Officer Soupir and Barbara Breiland being thorough in reviewing the information on the inmate and following up on how the incident had been handled, a criminal investigation was successfully conducted seven years after the 2004 write up. The inmate eventually confessed to downloading thousands of images of child pornography during the year 2004. The inmate was indicted in federal court for processing and distributing child pornography and is in federal custody at this time.

The DOCR's Duty to Lawfully Execute Criminal Judgments

By: Pat Bohn, Transitional Planning Director

The validity of a judgment must be based upon recognized principles and fundamentals of law and be written with great clarity so all parties and stakeholders can understand and execute it. Just as the foundation of the authority for the DOCR is written in law, so too is the foundation of our authority to supervise and incarcerate offenders written in law and conveyed in a criminal judgment.

We are vested with the responsibility to execute all lawful sentences to the DOCR. Not only do we have a legal responsibility but we also have an ethical duty to uphold the law. The DOCR has a total of approximately 6900 people in prison (1475), on parole (460) or probation supervision (5000). Annually, we process and input approximately 6000 cases into our information management systems. Throughout this process we discover illegal sentences and other technical complications due to the lack of clarity in the writing of the judgments. The technical issues can often be corrected or clarified through communication with the state's attorneys or our legal counsel. The illegal sentences present much greater problems because they create legal and liability concerns, compromise public safety, raise ethical issues and strain limited resources. To follow are some specific case examples and issues based upon factual situations that illustrate the problems of illegal sentences.

Legal Concerns:

The DOCR is supervising a probationer pursuant to an illegal order. We identify the order is illegal yet we continue to execute the terms of the order. We later obtain information that the offender is engaged in criminal activity and we conduct a warrantless search which yields fruits of crime. What will happen to the case if a defense attorney discovers his client should not be on supervised probation? Most likely, the evidence obtained in the illegal search will not be admissible in the criminal proceedings and the case will be lost.

Public Safety:

An individual is convicted of AA Felony Gross Sexual Imposition and is subject to a minimum five year period of probation; however, through a plea agreement supervised probation is not included subsequent to a term of incarceration. Shouldn't we ask that the law be enforced which mandates the minimum five year probation period (Reference N.D.C.C. 12.1-32—06.1(3)?

An individual is convicted of a Class C Felony Terrorizing and the court suspends execution of the entire imposed sentence and places the defendant on unsupervised probation. The law states the court is required to place the defendant on supervised probation (Reference N.D.C.C. 12.1-32-07).

Ethical Concerns:

The DOCR supervises a probationer pursuant to an illegal judgment and we

(continue on page 3)

(The DOCR's Duty.. continued from page 2)

continue to engage in executing the order. We subject the offender to urine testing, require him to report to an officer one time per month and pay a $45 per month supervision fee. We know the judgment is illegal yet we continue to engage in the unlawful conduct. Is it ethical to make someone do these things knowing that the law does not permit such action?

Resources:

It costs taxpayers approximately $36,000 per year to incarcerate someone in one of our three prisons. We hold a person for three years pursuant to an illegal order and expend a total of $108,000.

There are a multitude of problems that can occur in the writing, interpretation and execution of a criminal judgment. Some of the more common problems that we encounter are the following:

Judgments ordering more than two periods of probation on a felony case:

State v Stavig

The decision in State v. Stavig, 2006 ND 63, 711 N.W.2d 183 ("Stavig") has been at the center of some illegal sentences. A period of probation is determined to end either where the probation expiration date has transpired or when the court has ordered the revocation of probation. Upon the revocation or expiration of a second period of probation, the court no longer has a third period of probation available as a sentencing option.

In State v. Stavig, 2006 ND 63, 711 N.W.2d 183, one of the issues before the North Dakota Supreme Court was whether the district court could order a third period of probation for a defendant in order to pay restitution. The court held this could not be done. Although the holding in Stavig involved restitution, the court's analysis and reasoning included discussion of N.D.C.C. § 12.1-32-06.1(5), which states that "[i]n felony cases, in consequence of violation of probation conditions, the court may impose an additional period of probation not to exceed five years." The court stated in Stavig:

State v Perales

The decision in State v Perales, 2012 ND 158 reaffirmed the decision in State v Stavig which limits the court to one additional period of probation in most felony cases.

[¶21] Perales was sentenced to two probationary periods prior to his 2012 revocation. The first five-year probationary period was part of Perales' initial sentence as authorized by N.D.C.C. § 12.1-32-06.1(3) and ended when his probation was revoked in 2008. The second five-year probationary period was part of Perales' sentence following his first revocation as authorized by N.D.C.C. § 12.1-32-06.1(5) and ended when his probation was revoked in 2012. Perales served the two probation periods authorized by N.D.C.C. § 12.1-32-06.1 prior to his 2012 resentencing, and the district court exceeded its authority by imposing a third period of probation. Because the sentence was illegal, we remand for resentencing

Commencement of a probation period:

Dailey v. State:

In the case **Dailey v. State,** 2011 ND 223, 807 N.W.2d 225, in which the court, in a 3-2 opinion, held it was a violation of statute for the Kidder County District Court to sentence a defendant to prison on a DUI conviction, but not start his probation

(continue on page 4)

(The DOCR's Duty.. continued from page 3)

until after completion of a sentence for manslaughter. In cases where a period of probation is ordered to commence upon release from incarceration, parole or whichever is the later, we are starting the probation as each CASE or SENTENCE expires.

Supervised probation under the management of the DOCR upon conviction of a felony:

N.D.C.C. 12.1-32-07 states that when the court imposes probation upon conviction of a felony, the court shall place the defendant under the supervision and management of the DOCR. We see cases where unsupervised probation is ordered and have asked for those to be corrected.

N.D.C.C. 12.1-32-06.1(3) requires the court to place a defendant found guilty of a felony under 12.1-20 (GSI) for at least 5 years and no more than 10 years (Applies to any offense committed after August 1, 2005)

Maximum length of a period of probation and sentences to the DOCR:

N.D.C.C. 12.1-32-06.1 refers to the length of probation.

1. Five years for a felony conviction
2. Two years for a Class A Misdemeanor
3. N.D.C.C. 12.1-32-02(1)(c)(2) does not permit the court to sentence a defendant to the DOCR for a Class B Misdemeanor.
4. N.D.C.C. 12.1-32-06.1(3) states the court may impose lifetime supervised probation upon a defendant found guilty of a AA felony offense in 12.1-20-03 (GSI) and 12.1-20-03.1 (Continuous Sexual Abuse of a Child). (Applies to any offense committed after August 1, 2007).

Other common problems:

N.D.C.C. 29-27-07 requires that if the district court imposes a term of imprisonment upon conviction of a felony or Class A Misdemeanor, that the court may not designate a state correctional facility but may only commit the defendant to the legal and physical custody of the DOCR.

A lack of clarity in writing the judgment creates confusion and sometimes incorrect interpretation of the courts intent. Incongruent statements, circular sentences, handwritten notes and scribbled out text are common occurrences that could be avoided by having template judgments with internal quality control mechanisms.

Closing:

In 2011 the department formed a workgroup to evaluate the processing of judgments and to develop recommendations to the director to improve our overall execution, recording and management of criminal judgments. As a result of the workgroup's efforts, in 2012 all criminal judgments ordering supervised probation are going to be managed by a Parole and Probation Legal Records Manager. This person will be responsible for the accurate interpretation and recording of judgments in DOCR database(s) and the pursuit of correcting illegal sentences and other technical clarifications within judgments. Additionally, the department is moving towards a criminal judgment quality assurance process that will include written standardized practices, enhanced staff training, reference manuals, updated policy and reliability testing.

The vision is to continue taking steps towards the creation of a unified criminal records unit in the DOCR that will work to further ensure the lawful execution and recording of criminal judgments.

PREA Rule on Staffing Ratios Will Impact YCC

By: Lisa Bjergaard, Division of Juvenile Services Director

The United States Justice Department has released its final set of rules relating to implementation of the Prison Rape Elimination Act of 2003, otherwise known as PREA. PREA's purpose is to prevent, detect and respond to sexual abuse in confinement facilities. PREA rules include standards for four categories of facilities: adult prisons and jails, lockups, community confinement facilities and juvenile facilities.

By way of providing you with a brief history of the Act, Congress passed the Prison Rape Elimination Act in 2003 and created the National Prison Rape Elimination Commission. The Commission was impaneled to recommend a set of standards to the attorney general, after which it disbanded. The standards were delivered to the attorney general in 2009. At that time, the attorney general convened an intradepartmental PREA working group that was assigned to develop a process for collecting public comment and ultimately translate the standards into draft rules. The first draft rules were published in 2011, followed by more public comment, with the final drafts being released just this summer.

The ramifications of implementing some of the PREA rules at the North Dakota Youth Correctional Center are concerning. Particularly concerning is **Standard 115.313(c) Juvenile Staffing Ratios**. This standard mandates a ratio of 1:8 (staff per youth) during waking hours and a ratio of 1:16 during sleeping hours. The North Dakota Youth Correctional Center does not currently meet these staffing standards.

The Prison Rape Elimination Act provides that the standards may not "impose substantial additional costs compared to the costs presently expended by federal, state, and local prison authorities." 42 U.S.C. 15607(c). The cost of implementing this staffing ratio clearly imposes "substantial additional costs" on agencies not already meeting the prescribed ratios. Congress' intent is absolutely clear that there may not be substantial additional costs imposed by the rules relating to PREA. This amounts to an unfunded federal mandate initiated by the Dept. of Justice and not authorized by Congress.

PREA standards should not require, nor mandate, a certain level of staffing. Determining the appropriate level of staffing necessary to keep youth safe is a complicated and facility-specific issue. Adjustments to facility staffing patterns can and should be based on evidence that youth are not safe under current staffing patterns. Staffing levels should be left to the discretion of the state agency and then adjusted based on performance as determined by data, incident reviews, surveys and improvement plans. Facility design, behavior management programs, staff training and existing supervisory presence are also factors considered.

(continue on page 9)

Correctional Practices: What are They?

By: Karianne Wolfer, Director of Correctional Practices

Since launching a formal Evidence Based Practices redesign in 2011 many of us have been drowning in a sea of acronyms, attending trainings where we hear the phrase 'research says' ad nauseum, and implementing new ways of doing business that make us question our notions of 'prison' and 'rehabilitation'.

Many of these changes are specific to Treatment programs but the majority of these practices are only truly effective when they are administered by all staff who work with offenders from officers to teachers, case managers to counselors. These practices that can be performed by all staff are known as Correctional Practices.

What do Correctional Practices include?

- Effective Communication Motivational Strategies aka Motivational Interviewing
- Effective Reinforcement
- Effective Disapproval
- Cognitive Behavioral Approaches to offender management
- Relationship Skills
- Effective Use of Authority
- Anticriminal Modeling
- Structured Skill Building
- Problem Solving Skills

Correctional programs that contain the above practices are associated with greater reductions in recidivism and increased treatment retention compared to correctional programs that do not possess these elements (Dowden & Andrews, 2004). In short, correctional programs that understand that people who want change are more likely to make change, that not only do you have to think differently to change, but you also may have to learn new skills, hang out with prosocial folks, respect and trust those in authority over you, and face the consequences when you make irresponsible choices; those programs are more successful at releasing offenders who do not come back.

We have been changing a lot in the last year and it is not always easy. Staff have been trained in Effective Communication Motivational Strategies and have been practicing regularly for over a year. Staff have begun formally reinforcing offenders using Positive Behavior Reports. This winter we began training staff in the eight Core Correctional Practices. I mean, we have changed a lot; we even tore down the warden's old house and started building a new prison at NDSP!

The challenge we face now is becoming competent in all of these Correctional Practices so that offenders receive a consistent and potent dose of the rehabilitation that is proven to keep them from coming back to prison at the same time as maintaining the security in the institution.

Training and practice alone may not be the answer for long term change and competency. That is, if you are attending practice because you 'have to,' you

(continue on page 12)

West Central Wardens & Superintendents Association

By: Colby Braun, Warden of Transitional Facilities

West Central Wardens & Superintendent Association

The West Central Wardens & Superintendents Association (WCWSA) held its annual conference in Bismarck the week of September 10-13. Colby Braun, Warden of Transitional Facilities, was the 2012 president and had the honor of hosting the conference in North Dakota.

The WCWSA is a professional group dedicated to the advancement of sound correctional practice and principles. They welcome wardens and superintendents of correctional facilities in the United States, Canada and Mexico. However, the core of their organization comes from the west central region of the United States.

At annual conferences, WCWSA provides training opportunities with a variety of correctional professionals and experts in the fields of law enforcement, technology, law and other topics of interest. Just as important is the emphasis they place on wardens and superintendents interacting with one another.

Through membership and interaction, this Association will assist and promote individual awareness of current correctional trends and enhance the leadership and management skills of its members as professional correctional administrators.

This year's training sessions included, Carrie Hill presenting legal updates on applying case law to prison operations; National Institute of Corrections and The New Workforce: Your New Normal, Ethics: It's Everybody's Business, and Developing Bench Strength: Succession Planning by Another Name. The ND DOCR's own Dr. Lisa Peterson, Karianne Wolfer, and Tom Erhardt explained the process the DOCR is using with Implementing Evidence Based Practices.

A few of the networking activities were Mylo Hatzenbuhler and the Fort Lincoln State Park with the 17th Infantry and Gatlin Gun as entertainment to showcase the history of North Dakota.

Next year the conference will be held in Wisconsin Dells, Wisconsin with Michael Meisner as president and Don Redmann of North Dakota as the vendor contact.

A Message from the Editor

The Insider Newsletter is an official publication of the North Dakota Department of Corrections and Rehabilitation, and is published four times each year. Its goal is to enhance communication and keep staff, and all those interested, informed of developments and achievements throughout the Department. All employees are encouraged to submit articles, letters, comments, and ideas for future issues of The Insider to be considered in the next publication. The Editor reserves the right to edit or exclude, if deemed inappropriate, any items submitted for publication. Please e-mail articles to:

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Missouri River Correctional Center Inmate Garden

By: Troy Schulz, Deputy Warden of Transitional Facilities

There are many advantages and disadvantages to the location of the Missouri River Correction Center (MRCC). As we all recall the Missouri River Flood in 2011 resulted in the facility being moved to the YCC campus. However, one of the many benefits is that the facility is in a relatively remote location, and the large amount of land is very fertile soil which is excellent for growing a variety of vegetation. This past January, it was decided to plant a garden larger than past years with more oversight and commitment from inmates and staff. The results have exceeded everyone's expectations.

Correctional Officer Jeff Davison volunteered to oversee the garden and requested to hire four inmate workers. Since the flood in 2011 caused significant damage to the garden area, many hours of inmate labor was needed just to get the garden ready for planting. The irrigation system, fence and grounds were all repaired and numerous truckloads of black dirt were brought in to improve the sandy soil. Around the third week of May, plants and seeds were purchased using the inmate betterment fund. These plants and seeds included tomatoes, onions, cucumbers, zucchini, squash, peppers, pumpkins, watermelon and cantaloupe. The inmates fulfilled all of the duties to maintain the garden.

As of the writing of this, 6047 pounds of produce has been harvested and the potatoes and onions will be harvested in the weeks to come. Nearly 2000 pounds of tomatoes, 1600 pounds of cucumbers and 1500 pounds of squash and zucchini have been harvested and consumed by MRCC inmates and staff. Many of these vegetables have allowed MRCC to avoid using canned vegetables as well as allowed food services the opportunity to introduce items to the menu that have not been served in the past. The Food Service Directors, Merle Glasser and Terry Moszer, took the time to research and develop new recipes to use the produce from the garden. Some of the new items include green tomato pie, green salsa, numerous roasted vegetables and vegetable salads. Some of the produce has also been used to make refrigerator pickles, tomato sauces and homemade soups.

All of the menu items prepared with the garden produce have been well received by the inmates and staff. Many of the inmates have commented on how much better the vegetables taste that come from the garden and others have commented that they haven't had an opportunity to eat fresh vegetables in a considerable amount of time due to their incarcerations.

The inmates who work in the garden have also taken a considerable amount of pride in their work and are eager to show or discuss it with anyone who will ask. Recently an inmate's mother commented on how much her son enjoys working in the garden and how he plans to plant a garden next spring

(continue on page 9)

(MRCC Inmate... continued from page 8)

after his release. Other garden workers have mentioned some of their plans for next year and work that will need to be done this fall to improve the garden to avoid some of the issues experienced this year.

The inmates have planned an event in October for their families to decorate pumpkins from the inmate garden using various stencils and markers. This gives inmate's children a chance to participate in the exciting tradition of pumpkin decorating so many miss out on when their parent is incarcerated.

Correctional Officer Davison states that the garden has not taken much time away from his regular duties. The inmate workers have required minimal oversight or direction on what work needs to be completed and most of the issues or concerns that have arisen have been a result of environmental factors or equipment breakdowns. He states that he has enjoyed seeing the inmate's enthusiasm for the project and the excitement since the harvest began.

The 2012 garden has been an incredible success which can be directly attributed to inmate labor and staff supervision. Similar to the flood of 2011 when the inmates sandbagged to save the main housing unit at MRCC, the inmates were given a challenge and again, the expectations were exceeded. This was made possible by the dedication and leadership provided primarily by Correctional Officer Davison and the many staff who assisted him during the past spring and summer.

(PREA Rule... continued from page 5)

In order to meet the newly mandated staff to student ratios, the North Dakota Youth Correctional Center (NDYCC) will be forced to add fifteen additional staff positions over the course of the next five years. Outside of meeting the mandated staffing ratios, the additional positions are unnecessary, especially given the lack of evidence that increased staff will in itself eliminate sexual assault and sexual harassment within youth correctional settings.

Since the implementation of PREA in 2003, there have been no incidents of youth-on-youth sexual assault and no incidents of staff-on-youth sexual assault at the NDYCC. Furthermore, in the past several years, the Performance-based Standards data that is gathered twice per year has not indicated a need for increasing the number of staff.

The North Dakota Division of Juvenile Services should determine its staffing response, not the US Dept. of Justice. The Department of Justice should be required, at a minimum, to provide a waiver process for the PREA requirements that impose an unfunded fiscal impact. The Justice Department has allowed additional comment on this particular standard prior to finalizing the rule, and the Division hopes for a common sense resolution for this issue. This "one size fits all" unfunded federal regulation is not necessary to continue the safe and effective operation of youth corrections in North Dakota.

Organizational Characteristics. All DOCR Inmates. One Day Counts on the Last Day Of The Month. These numbers use the Association of State Correctional Administrator (ASCA) Performance Based Measurement Standards (PBMS) and are based on the controlling sentence.	**July 2012**	**June 2012**	**May 2012**	**April 2012**	**March 2012**	**February 2012**	**January 2012**	**December 2011**	**November 2011**	**October 2011**
General Organization Information										
Prisoners Housed by DOCR Institutions	1,088	1,080	1,079	1,099	1,095	1,089	1,103	1,087	1,095	1,107
Prisoners Outsourced (Not In A ND DOCR Facility)	390	402	388	348	363	361	350	353	344	340
Total Inmates Under DOCR Responsibility	**1,478**	**1,482**	**1,467**	**1,447**	**1,458**	**1,450**	**1,453**	**1,440**	**1,439**	**1,447**
Average Length of Sentence (Years)	6.84	6.84	6.80	6.85	6.87	6.91	6.88	5.84	5.82	5.78
Prisoners Serving Sentences Of Court (Prison Sentence)										
Inmates Serving Less Than 1 Year	14	11	16	15	12	15	13	27	24	25
Inmates Serving 1 to 3 Years	679	677	658	645	651	631	640	705	719	724
Inmates Serving 3 to 5 Years (3.01 to 5)	282	294	296	292	299	307	302	312	302	304
Inmates Serving 5 to 10 years (5.01 to 10)	220	219	221	223	222	224	225	181	180	182
Inmates Serving 10 to 20 Years (10.01 to 20)	140	139	136	134	132	133	134	106	105	104
Inmates Serving 20 to 40 Years (20.01 to 40)	65	66	65	64	68	67	66	41	42	41
Inmates Serving More than 40 Years (40.01 plus)	18	18	16	16	16	16	16	10	10	10
Inmates Serving Life with Parole	37	37	37	37	37	36	36	37	36	36
Inmates - Life Without Parole	23	21	22	21	21	21	21	21	21	21
Inmates - Death Sentence	0	0	0	0	0	0	0	0	0	0
Crime Distribution Statistics (Use Controlling Sentence)										
Part 1 Violent Crime Inmates	554	556	557	549	550	570	568	549	547	547
Other Violent Crime Inmates	171	177	176	172	163	167	170	165	158	162
Property Crime Inmates	273	276	270	252	261	267	267	237	244	252
Drug Offense Inmates	349	339	332	333	347	321	324	334	341	339
Other Public Order Offense Inmates	131	134	132	141	137	125	124	155	149	147
Inmate Demographics										
Average Inmate Age	35.50	35.56	35.70	35.75	35.62	35.77	35.78	35.84	35.73	35.71
Male Inmates	1,309	1,313	1,303	1,292	1,298	1,294	1,296	1,292	1,295	1,304
Female Inmates	169	169	164	155	160	156	157	148	144	143
White Inmates	964	965	937	924	934	931	929	911	902	905
Black Inmates	91	84	89	91	92	89	87	89	98	100
Native Hawaiian or Pacific Islander Inmates	0	0	0	0	0	0	0	0	0	0
American/Alaskan Native Inmates	341	346	353	349	348	350	358	364	365	366
Hispanic or Latino Inmates	76	80	80	77	77	74	74	70	68	71
Asian Inmates	4	5	5	4	5	4	4	5	5	4
Other Race/Ethnicity Inmates	2	2	3	2	2	2	1	1	1	1
Inmates With Unknown/Missing Race/Ethnicity	0	0	0	0	0	0	0	0	0	0
Inmates Non-Citizens	11	9	9	8	8	6	8	8	8	7

http://www.nd.gov/docr/media/stats.html

ROOTS

By: Gaylene Massey, Director of Education

ROOTS was the theme for this year's Education Department's all-staff fall in-service held at the ND Youth Correctional Center on August 21 and 22. When we think of roots we might think of family roots, feeding tree roots to enhance the tree's growth, or perhaps the novel "Roots" which captured a family history that was steeped in challenges and culture.

Not unlike any of those thoughts the Education Division continues to embrace challenges as growth opportunities and to nurture a positive culture creating a learning environment of progress for the DOCR students. Thus ROOTS became the acronym for "Recognizing Opportunities for Others Talents and Strengths" foundation for the fall in-service.

The Division of Juvenile Services' (DJS) teachers met the first day for a full day of preparation for a new Junior High and High School term. This included review of several policies and procedures, receiving resources, and learning about a new block schedule which was implemented this year. A guest speaker, Aimee Copas, Intern Vice Chancellor of North Dakota University System, addressed the group regarding the common core initiative. Time was also spent reviewing student plans to best prepare teachers to effectively meet each student's specific needs.

The following day the Division of Adult Services' (DAS) teachers joined the DJS staff to address common topics for both adult and youth education. Several policies and procedures were reviewed; specific teachers shared program changes and improvements from updated English Language Learners action plans to the development of a career readiness curriculum. A group of youth teachers shared the expansion of the STEM (Science, Technology, Engineering and Math) class to implement this year STEM-LAH which adds language arts and history to the previous curriculum.

STEM-LAH offers a comprehensive, hands-on experience for students to dig deeper into a specific topic considering how all of the individual courses interrelate and answers much of the "why?" students so often have about the importance of learning. STEM has had much National attention and we are pleased to take the additional step to include the other two core curriculum areas of Language Arts and Social Studies.

Information was shared about the upcoming rollout of the GED 2014. It is important for the message to be delivered to all adult education students that by January 1, 2014, a new battery of tests will be put into operation. This is critical information because if a student has started GED 2002 they must complete that battery of five tests prior to 2014 or forfeit the opportunity to graduate and begin the new series.

A highlight of the In-service was an address "A Challenge of Biblical Proportions!!" by Dr. Larry Skogen, President of Bismarck State College. He explained that today's teachers are facing challenges unlike no others before us. We can hardly prepare our students for an unknown future. What we teach and train today is obsolete tomorrow. Dr. Skogen described the Internet as another continent. A continent which offers everyone an immediate global resource. Students today do not need to wait for anything;

(continue on page 12)

(ROOTS... continued from page 11)

they literally have instantaneous answers to questions on absolutely any topic. He also suggested that we need to move away from thinking of education attainment as earning a degree and rather think of skills attainment. A four year degree has long been held in high esteem, however, today's workforce needs to be prepared with technical skills at every level. We can no longer teach facts to be recalled, but instead, we must prepare our students in the skills to problem solve through higher order thinking to insure that our students can compete in this new global market.

The ROOTS analogy was accomplished in this year's fall in-service which was rich with strength building resources to address challenges and opportunities for all participants to grow personally and professionally.

(Correctional Practice... continued from page 6)

may not be getting the most out your meetings and reflexively, not applying your skills to offender interactions. To that end, we are evaluating our original plan and investigating ways to increase REAL skill practice and coaching on the job. We are developing a plan to ensure staff get more feedback on their skill delivery and more reinforcement when they do a job well done.

Implementing Correctional Practices requires a significant investment of time and resources, but the outcome is worth the investment to make our facilities operate smoothly, to increase staff satisfaction in their work, and to keep offenders from returning to our system once released.

Parole Board Members

Parole Board Members are appointed by the Governor for a three-year term. The Parole Board Members are listed as follows:

Members	Location
Duane Houdek, Chairman	Bismarck
Ronald Goodman	Oakes
Norman Anderson	Fargo
Robert Udland	Fargo
Sheri Baker	Bismarck
Jennifer Thompson	Fargo

Pardon Advisory Board Members

Pardon Advisory Board Members are appointed by the Governor for an open ended term to include the attorney general, two members of the parole board, and 2 citizens/residents of the state. The Pardon Board Members are listed as follows:

Members	Location
Duane Dekrey, Chairman	Pettibone
Wayne Stenehjem	Bismarck
Beverley Adams	Fargo
Ronald Goodman	Oakes
Duane Houdek	Bismarck

Parole Board Meeting Dates for 2012

January	8-9
February	6-7
March	4-5
April	1-2
May	6-7
June	3-4
July	8-9
August	5-6
September	9-10
October	7-8
November	4-5
December	2-3

Pardon Advisory Board Dates for 2012

April 3 November 13

Our Vision...*A safer North Dakota through effective correctional services.*

Our Mission...*To enhance public safety, to reduce the risk of future criminal behavior by holding adult and juvenile offenders accountable, and to provide opportunities for change.*