

Cornell Prison Education Program

AGREEMENT ON OPERATING PRINCIPLES AND PROCEDURES

I. PREAMBLE

1. **The Parties Hereto.** The parties to this Agreement are: (i) the Cornell Prison Education Program (CPEP), which is a non-degree-granting administrative and academic unit of Cornell University (the "University"); (ii) the CPEP Advisory Board, which has the primary responsibilities for review and endorsement of the Executive Director's annual plan and budget, programmatic operations and projections, and consultation with the Executive Director on strategic planning and issues of scope; and (iii) the University's Vice Provost for Engagement and Land Grant Affairs (hereafter called the Vice Provost), which has ultimate administrative oversight over CPEP. CPEP also coordinates with and is supported by various relationships with Cornell Alumni Affairs and Development (AA&D), as well as several partnerships with colleges and universities which offer programming in the prisons served by CPEP.
2. **CPEP Mission.** CPEP's mission is as follows: *to provide courses leading to college degrees for people incarcerated in upstate NYS prisons; to help CPEP students build meaningful lives inside prison as well as prepare for successful re-entry into civic life; and to inform thought and action on social justice issues among past and present CPEP students, volunteers, and the wider public.*
3. **Purpose of this Agreement.** The purpose of this Agreement is to set forth the understanding among CPEP, the Advisory Board, and the Provost's Office in connection with the operating principles and procedures for CPEP.
4. **Effective Date.** This agreement shall be effective as of 6 December 2018.

II. STRUCTURE, PERSONNEL, AND REPORTING RELATIONSHIPS

1. **Overview.** CPEP is an administrative entity with responsibility to the educational mission of Cornell University through its commitments to provide educational programming in the New York Department of Corrections and Community

Supervision (NY-DOCCS). CPEP's mission and programmatic activities are consistent with the land grant mission of the Provost's Office and as such CPEP is within the administrative responsibility of the Provost's Office. CPEP staff and volunteers are beholden to follow the rules that govern the conduct of volunteers and volunteer organizations within the NY-DOCCS.

2. **Kennedy Hall.** CPEP is headquartered on the third floor of Kennedy Hall, in association with the Engaged Cornell Hub.
3. **Advisory Board.** The composition of the advisory board and its relationship to the CPEP mission and programmatic staff are outlined in the Bylaws of the Advisory Board of the Cornell Prison Education Program document.
4. **Personnel and Reporting Relationships**
 - (a) **Executive Director.**
 - (i) **Appointment.** The Executive Director shall be appointed by the Vice Provost upon the recommendation of the CPEP Advisory Board as outlined in the Bylaws.
 - (ii) **Reappointment.** The Executive Director initially shall be appointed for a three-year term; this appointment is renewable by the Vice Provost in consultation with the Advisory Board. The Board's review of the Executive Director shall include input from CPEP staff, instructors, and board members.
 - (iii) **Reporting.** The Executive Director reports directly to the Vice Provost for Engagement and Land Grant Affairs.
 - (b) **Associate Director of Curriculum and Programming.**
 - (i) **Appointment.** The Executive Director will chair a search committee in consultation with the Vice Provost and the Advisory Board
 - (ii) **Reappointment.** The ADCP initially shall be appointed based on funding and performance; this appointment is renewable by the Executive Director upon consultation with the Vice Provost and the Advisory Board Chair.
 - (iii) **Reporting.** The Associate Director of Curriculum and Programming reports directly to the Executive Director.

(c) **Program Coordinators.**

- (i) **Appointment.** The Executive Director shall chair a search committee which includes the ADCP in consultation with the Advisory Board Chair.
- (ii) **Reappointment.** Reappointment of the Program Coordinators is based on funding and performance; this appointment is renewable by the Executive Director.
- (iii) **Reporting.** The Program Coordinators report directly to the Executive Director and the Associate Director of Curriculum and Programming.

(d) **Administrative Assistant.**

- (i) **Appointment.** Appointment of the Administrative Assistant is the responsibility of the Executive Director.
- (ii) **Reappointment.** Reappointment of the Administrative Assistant is based on funding and performance; this appointment is renewable by the Executive Director.
- (iii) **Reporting.** The Administrative Assistant reports directly to the Executive Director.

- (e) **Other Personnel.** As needed, the Executive Director may appoint individuals to temporary positions to fulfill specific responsibilities in the CPEP program.

III. **RESPONSIBILITIES OF CPEP PERSONNEL**

1. **Executive Director.**

- (a) **CPEP Staff and Operations.** The Executive Director (ED) is responsible for hiring, supervising and directing the work of all full-time staff and all part-time non-teaching staff, and is responsible for the day-to-day operation of CPEP. The ED is also responsible for the overall budgeting and management of the space in Kennedy Hall available within its agreements with Engaged Cornell.
- (b) **Advisory Board.** The ED shall submit an annual plan, budget, and annual report to the Advisory Board for discussion and endorsement at their annual meeting, as well as consult with the Advisory Board on matters

related to the programmatic operations, projections, and issues of scope (as per the Bylaws Section 2.2a). Addition of new staff positions must be made in consultation with the Advisory Board.

- (c) **NY-DOCCS.** The ED oversees and delegates the interaction of CPEP with NY-DOCCS, in particular with the DOCCS Elmira Hub Volunteer Services Coordinator, the Director of Education (based out of Albany), and administrative personnel such as the Deputy Superintendents at the various DOCCS Correctional Facilities for which CPEP provides educational programming.
- (d) **Cornell Human Resources.** The Executive Director is responsible for interactions with Human Resources for the filling of staff vacancies and new positions (after consultation with the Advisory Board).
- (e) **Engaged Cornell.** The Executive Director is responsible for interactions related to CPEP office space, facilities management, budgeting, and programmatic operations. The Executive Director shall be responsible for the overall budgeting and management of the space in Kennedy Hall available within its agreements with Engaged Cornell.
- (f) **Grants and Gifts.** The Executive Director interacts with individual gift officers in Alumni Affairs and Development and the Vice Provost's Office for gifts and donations from individuals affiliated with Cornell. Interaction with appropriate Grants and Contracts offices in the Office of Sponsored Programs with respect to grants awarded to CPEP.
- (g) **Collaborating Institutions.** The Executive Director is responsible for discussions with other institutions with respect to degrees offered, financial interactions, and instruction; responsible for negotiating Memoranda of Understanding in consultation with the Advisory Board.
- (h) **Public Communication.** The Executive Director serves as primary media contact and provides oversight of all media representations of the program, its students, staff, instructors, and partner programs. It is also the responsibility of the ED to provide regular information about program developments to the CPEP community (former Board members, former TAs/instructors, donors, interested alums and relevant university faculty, administrators and staff).
- (i) **Interaction with Faculty and Instructors.** The Executive Director discusses and brainstorms with Board members, faculty and instructors with respect to courses, new initiatives, fundraising ideas, and other relevant topics.

2. **Associate Director of Curriculum and Programming.**

- (a) **Curriculum.** The ADCP: (i) is a permanent, non-voting member of the Curriculum Committee of the Advisory Board; (ii) serves as the liaison between the Curriculum Committee and the Program Coordinators; (iii) directs the coordination and standardization of courses and curriculum among the Correctional Facilities where CPEP offers instruction and between the other academic institutions and programs that CPEP collaborates with; (iv) is responsible for the review of CPEP courses and curriculum and/or appointing individual Program Coordinators to conduct such reviews; interacts with the Curriculum Committee of the Advisory Board, College and Departmental Curriculum Committees, and individual instructors to get CPEP courses approved and rostered; (v) is expected to stay current with pedagogy associated with teaching and learning.
- (b) **Instructor Recruitment and Mentoring.** The ADCP is responsible for: (i) the recruitment of new CPEP instructors including faculty, post-doctoral associates, and graduate students; (ii) mentoring of instructors who are new to CPEP and/or new to teaching.
- (c) **Assessment.** The ADCP is responsible for coordinating the collection of instructor and course assessments, analysis of assessment information and reporting this analysis to the Executive Director and the Advisory Board.
- (d) **Substituting for and Interacting with the Executive Director.** In the absence of an Executive Director, the ADCP shall serve as the interim acting Executive Director (pro tempore) for all aspects of the Executive Directors responsibilities. The ADCP may substitute for the Executive Director at Advisory Board meeting with prior notification to the Advisory Board Chair. The ADCP reports to and consults with the Executive Director on all matters with respect to the Program Coordinators.
- (e) **Relationships with Continuing Education and College Registrars.** The ADCP is responsible for oversight of planning and implementation of new courses that are rostered through Cornell.
- (f) **Interactions with CPEP Staff.** The ADCP is responsible for: (i) integration among the Program Coordinators with respect to curriculum and volunteers; (ii) training of new Program Coordinators and appropriate temporary staff.

- (g) **Interactions with DOCCS.** The ADCP is responsible for: (i) issues at the Correctional Facilities that have been elevated above the level of the Program Coordinators; (ii) receiving reports on the daily operations of the Correctional Facilities; (iii) evaluating the content of courses and reading materials prior to submitting them to the individual Correctional Facilities for review.
- (h) **CPEJ Minor.** The ADCP is the point person for interactions with the staff and programs of the Minor in Corrections, Prisons, Education, and Justice Minor offered through the Government Department.

3. Program Coordinators.

- (a) **Coordination with the Associate Director of Curriculum and Programming (ADCP).** Each of the Program Coordinators shall work closely with the ADCP and the other Program Coordinators to coordinate programs among their respective facilities.
- (b) **DOCCS.** The Program Coordinators are the primary contact between CPEP and their respective Correctional Facilities for the day-to-day operations of CPEP. This coordination involves interactions with the Deputy Superintendent of Programs, the Educational Supervisor and Supervisor of Volunteer Services and includes
 - (i) Scheduling courses
 - (ii) Course material approval
 - (iii) Callouts and gate passes
 - (iv) Special events such as guest presenters and graduation ceremonies.
- (c) **Cayuga Community College (CCC) and other Collaborating Institutions.** The Program Coordinators shall interface with the appointed contacts at CCC to
 - (i) Facilitate approval/hiring of instructors for CCC rostered courses in accord with the CCC-CPEP Memorandum of Understanding
 - (ii) Register CCC courses from the CCC Course Catalog
 - (iii) Process course approval, syllabi revisions, learning plans for CCC courses in coordination with the appointed CCC contacts
 - (iv) Assist with degree audits for all of CPEP's incarcerated students.

In addition, the Program Coordinators shall be responsible for similar interactions with appropriate individuals at other academic institutions which are offering classes through the auspices of CPEP.

- (d) **Interactions with CPEP's Incarcerated Students.** The Program Coordinators: (i) serve as the academic advisor for CPEP's incarcerated students; (ii) are responsible for degree tracking and management for each incarcerated student in their respective program(s); (iii) track future course needs at each facility and informing the ADCP of these needs; (iv) administer entrance exams and coordinate grading of those exams by CPEP instructors, board members, and friends; and (v) maintain all student records including unofficial transcripts and reporting of grades to the appropriate Cornell registrar or officials at other institutions that are offering courses through CPEP.
- (e) **Continuing Education, College and University Registrars.** At the direction of the ADCP, the Program Coordinators shall work with the College of Continuing Education as well as individual College registrars and Departments to roster all Cornell courses. They shall also work with the University Registrar to obtain completed Cornell transcripts for our incarcerated students.
- (f) **Teaching Assistants.** In coordination with the ADCP, the Program Coordinators are responsible for vetting and placing of graduate and undergraduate teaching assistants in both courses and learning lab/tutorials. In addition, the day-to-day supervision of instructors and teaching assistants as DOCCS volunteers is the responsibility of the Program Coordinators.
- (g) **Tutorials/Learning Lab.** The Program Coordinators shall facilitate the weekly tutorial or Learning Lab sessions offered at their respective facilities as well as coordinate the teaching assistants assigned to those sessions.
- (h) **Other responsibilities.** Additional responsibilities of the Program Coordinators include: (i) planning and coordinating any extra-curricular activities at their facilities including but not limited to Writer's Bloc, Guest Lecture Series, Debate Team; (ii) assisting the ADCP with the implementation of the Cornell Certificate in the Liberal Arts program; and (iii) taking the lead in planning and executing graduation ceremonies at the correctional facilities.

4. Administrative Assistant.

- (a) **Interactions with the Executive Director and other CPEP staff.** The Administrative Assistant is directly responsible to the Executive Director but supports all of the CPEP staff as needed and within reason. Duties of the Administrative Assistant are ultimately determined by the Executive Director.
- (b) **Ordering and Tracking of Class Materials.** The Administrative Assistant is responsible for all aspects of ordering materials for classes including: (i) creating book orders by facility (including books required, videos required, readers required, tracking books ordered and received); (ii) ordering a copy of requested texts for approval by DOCCS before main order of books; (iii) ordering of books and supplies for all CPEP classes and students; (iv) sort and label boxes of books by class and facility; (v) create individual packets for each student depending on the classes they are enrolled in; (vi) deliver books and supplies to the facilities as necessary including Dictionaries, Thesauruses, and writing guides.
- (c) **Financial Accounting.** The Administrative Assistant is responsible for: (i) completion of all required financial reports; (ii) tracking monthly costs for each CPEP account; processing of Purchasing Card transactions through the Kualu system; (iv) completing IWant documents not covered by Purchasing Card transactions using Kualu; tracking charges associated with but not limited to GED copies, transcripts from other colleges, high school transcripts, purchases, hotel and transportation receipts, mileage reimbursement, and per diem; (v) work with Human Resources and BSC to provide stipends for graduate student and post-doc instructors.
- (d) **Student Records.** The Administrative Assistant has the primary responsibility of creating and maintaining academic records for all of CPEP's incarcerated students, including: (i) creating files and unofficial transcripts for all new CPEP students; (ii) assisting Program Coordinators in assembly, maintenance, and appropriate distribution of student information.
- (e) **Communication.** Communication duties include but are not limited to: (i) answering CPEP phones and handling requests from the calls; (ii) answering questions from walk-ins to the CPEP office; (iii) answering letters from incarcerated individuals about CPEP; (iv) addressing and mailing seasonal donation requests.
- (f) **Other Duties.** Other duties of the Administrative Assistant include but are not limited to: (i) handling supplies and repairs for the CPEP printer; (ii) coordinating and scanning instructor and teaching assistant applications, creating a file of all applicant's data and highlighting missing

information; (iii) combining instructor evaluations and providing the file for review by the instructor, ADCP, and Program Coordinator; (iv) ordering books for re-entry students.

Approved on 6 December 2018 by the Advisory Board of the Cornell Prison Education Program.

Jan Zeserson date
Advisory Board Chair, CPEP

Robert Scott date
Executive Director, CPEP

Katherine McComas date
Vice Provost for Engagement and Land-Grant Affairs, Cornell University