REAP: Reforming Mass Incarceration and the Role of Business
B8584 (Half Block Week Course)

Friday, 09/07/18: Half Day (PM)
Uris 332

Saturday, 09/08/18: Full Day
Calder Lounge (Uris 107)

Saturday, 09/15/18: Full Day
Uris 332

INSTRUCTOR
Damon J. Phillips (717 Uris Hall; diphillips@columbia.edu) is the Lambert Family Professor of Social Enterprise and the Co-Director of the Tamer Center for Social Enterprise at Columbia Business School. In addition to teaching this course, he also teaches entrepreneurship at the MBA and undergraduate level, PhD coursework, and executive education. His research includes work on career mobility and how one’s background affects entrepreneurial success. His pre-academia experience includes working as an engineer, teaching GED math, and helping to lead a family high tech manufacturing business whose employees included people with criminal records. He has a BS from Morehouse, master’s degrees from MIT and Stanford, and a PhD from Stanford.

COURSE TA
Kylie Hwang: PhD Candidate in Management, Columbia Business School jhwang20@gsb.columbia.edu
Before graduate school she worked for Lexus Nexis with their criminal background check product. Her academic focus is innovation and entrepreneurship, including research on the impact of a criminal record on entrepreneurship.

COURSE OVERVIEW:

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<th>Friday, September 7th: Half Day (PM)</th>
<th>Saturday, September 8th: Full Day</th>
<th>Saturday, September 15th: Full Day</th>
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<tbody>
<tr>
<td>The Societal Cost of Mass Incarceration &amp; the Role of Profit</td>
<td>Transitioning Back to Society Exploring Challenges and Solutions</td>
<td>How to Hire Someone with a Criminal Record</td>
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<td>The Role of Intermediaries in Bridging the Incarceration–Employment Gap</td>
<td>Entrepreneurship Opportunities for Formerly Incarcerated People</td>
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GRADING

<table>
<thead>
<tr>
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<th>Weight</th>
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<tr>
<td>30% class participation</td>
<td>30%</td>
<td>Contributes to and improves the class discussion.</td>
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<tr>
<td>10% reading/class discussion questions</td>
<td>10%</td>
<td>A set of one paragraph answers to 5 class discussion questions.</td>
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<tr>
<td>30% personal reflections</td>
<td>30%</td>
<td>Two 1-page reflections.</td>
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<tr>
<td>30% final take home</td>
<td>30%</td>
<td>A 5-page plan written to your future (or current) employer about what they can do to help with mass incarceration and reentry. The plan should be realistic and specific to that employer.</td>
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Description of Friday, September 7th (afternoon)

This 1st half day involves the most intensive preparation on your part as we cover material that sets the stage for the entire course. We begin with a deep dive into the causes of mass incarceration in the U.S. and its relationship to poverty and race. To prepare you will need to watch a documentary (“13th”), read the most cited book in this area (“Just Mercy”), consider a 4-page counter-argument (“Why Ending Mass Incarceration Means Locking Up Fewer Violent Criminals”), read a 6-page report (“Prisons of Poverty”), and read a 5-page guide on the best use of language when talking about people with criminal records. All of this is an investment that pays off: at the end of this first session you will be more informed than at least 90% of the country on this particular issue. But this is just the beginning. The 2nd session, “The Societal Cost of Mass Incarceration and the Role of Profit,” continues by focusing on the financial and human cost of mass incarceration. This will give you a sense of why a growing coalition is forming around the problem of mass incarceration, including members of the business community. We will also get a sense of one of the challenges: the fact that mass incarceration is interwoven into our economy. As members of the business community, this session will help prepare us to consider how we can promote solutions.

Description of Saturday, September 8th: Full Day

On this day we focus on the transition back home from prison. The first session in the morning (“What is it like when you get out of prison?”), you will be put in the shoes of someone returning from prison to get a better sense of the complex challenges one can face. The early afternoon will give us time to explore “Transitioning Back to Society” through the video and readings that you will have read before class, as well as a panel of formerly incarcerated people. We will also consider some of the unique challenges that women face. The final session of the day focuses on “reentry organizations,” who play a critical role in helping with some of the challenges we talk about in the morning session. The pre-readings in this session focus on how these organizations work to help someone returning from prison get a job. We will end the day with a wrap-up to give us time to review the day and write personal reflections.

Description of Saturday, September 15th: Full Day

This last day focuses on employment and entrepreneurship. The two morning sessions are employer-focused. We begin with examining the perspectives that employers have around hiring formerly incarcerated people, as well as the business case for hiring from this talent pool. We follow this session with a workshop focused on how a hiring manager should evaluate candidates with criminal records. After lunch we will have our last session of the course, which focused on entrepreneurship opportunities for formerly incarcerated people. Especially given the challenges around employment, entrepreneurship is an option that many formerly incarcerated people consider pursuing. In addition to covering your pre-readings, we will share some of the research Kylie (the TA) and I are doing on how a criminal record influences entrepreneurship. We will also hear from an entrepreneur who was formerly incarcerated. We will end with a wrap-up where we review the course, discuss the final assignment, and do personal reflections on what we have learned.
Friday, September 7th (afternoon)

1:00p – 4:00p  How Did We Get Here? – Causes of Mass Incarceration & the Role of Poverty

- Watch Before Class (Allow 1 hr and 45 min to watch):
  - 13th 1hr 40 mins. (Ava DuVernay 2016). An award-winning documentary available on Netflix.

- Read Before Class (Allow ~6 hours to read):
  - *We Are People: Resources for Humanizing Language* 5 pages. (Osborne Association 2015).

4:00 – 4:30p  Coffee Break

4:30 – 6:00p  The Societal Cost of Mass Incarceration and the Role of Profit

- Read Before Class (Allow ~30 min to read):
  - *The High Costs of Over-Incarceration* 2 pages. (Timothy Head and Grover Norquist 2015)
  - *Prison Industrial Complex: Mapping Private Sector Players*. (CAP 2018). Read the intro and note from the authors (2 pages) and skim the data.

- Listen to Before Class (Allow ~11 min to listen):
  - *Who Benefits When A Private Prison Comes To Town?* 11 min. (NPR 2011)

- Speaker: Bianca Tylek (*Corrections Accountability Project*)
### Saturday, September 8\textsuperscript{th}: Full Day

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>9:00a – noon</td>
<td><strong>What is it Like When You Get Out of Prison?</strong></td>
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<td>• Reentry Simulation (<a href="http://www.reinventingreentry.org/reentry-simulation.html">http://www.reinventingreentry.org/reentry-simulation.html</a>)</td>
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<tr>
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<td>• Break</td>
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<td>• Simulation Discussion featuring Sue Ellen Allen (<a href="http://www.reinventingreentry.org">reinventingreentry.org</a>) and members of the Directly impacted members of the Columbia community.</td>
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<tr>
<th>Noon – 1:00p</th>
<th><strong>LUNCH</strong></th>
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<td>1:00p – 3:00p</td>
<td><strong>Transitioning Back to Society: Exploring Challenges &amp; Solutions</strong></td>
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<td>• Watch Before Class (~30 min total of viewing):</td>
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<td>• <em>The Outside</em>: Episode 1 7 min. (Dodson 2017).</td>
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<td>• <em>Life in the Year after Prison</em> – Vera Institute 15 min. (Western 2018).</td>
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<td>• Read Before Class (Allow ~20 min to read):</td>
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<td>• <em>The Challenges of Prisoner Re-Entry into Society</em> 6 pages. (Simmons 2016).</td>
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<td>• <em>Out of Prison and Out of Work</em> 4 pages. (Prison Policy Initiative, 2018)</td>
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<td>• Panel on the Challenges of Transitioning (Donna Hylton, A Little Piece of Light; David Thorpe, CUNY John Jay College Prisoner Reentry Institute; Bruce Western, Columbia University)</td>
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| 3:00p – 3:30p | **Coffee Break**                                                         |

| 3:30p – 5:00p | **Role of Intermediaries in Bridging the Incarceration–Employment Gap** |
|               | • Read Before Class (Allow ~15 min to read/view):                        |
|               |   • Barriers to Getting Work After Prison Remain 1 page with 6 min embedded video. (Bussanich 2015). |
|               |   • Inside Rikers Island: Getting out and staying out, 1 page with 5 min embedded video. (Mannarino 2016) |
|               | • Panel Discussion Featuring Key Reentry Organizations in NYC (Gyasi Headen, Osborne Association; Alessandra Rose, Wise Oak Strategies). |

| 5:15 – 6:00   | **WRAP-UP**                                                              |
|               | • Write Personal Reflections                                              |
|               | • Recap of First Day and a Half                                           |
|               |   • What have we learned thus far? What questions to we have?             |

### Saturday, September 15\textsuperscript{th}: Full Day

<table>
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<tr>
<th>Time</th>
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<tr>
<td>9:00a – 10:30a</td>
<td><strong>Understanding Employer Mindsets and the Business Case for Hiring People with Criminal Records</strong></td>
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<td>• Read Before Class (Allow ~45 min to read):</td>
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- Employer Surveys Regarding Employment of People with Criminal Histories 13 pages. (The IPS Employment Center at The Rockville Institute, Revised 8/17. Original 3/10)
- In Search of the Felon-Friendly Workplace 5 pages. (Obbie 2016)
- Speaker: Employer Perspective (Vikrant Reddy, Koch Institute)

10:30a - noon

How to Hire Someone with a Criminal Record (Fair Chance Hiring Workshop led by Toney Earl, Jr.)

- Read Before Class (Allow 3-5 min to read):
  - Evaluating Job Applicants with Criminal Histories 2 pages. (Nagele-Piazza 2017)

Noon – 1:00p

Lunch

1:00p – 3:00p

Entrepreneurship Opportunities for Formerly Incarcerated People

- Listen to Before Class (Allow ~25 min to listen):
  - I Started a Catering Company After Prison 3 min. (BuzzFeed News 2017).
  - Getting out of prison it's hard to find a job. Why not help ex-prisoners start their own businesses? 5 min. (PRI 2016)
  - The Prisoner’s Solution 17 min. (NPR’s Planet Money 2015)

- Read Before Class (Allow ~20 min to read):
  - Prison to Proprietor: Entrepreneurship as a Re-Entry Strategy 15 pages. (Klien and Mohan 2016)

- Panel: Entrepreneurship for Formerly Incarcerated People (Coss Marte, Conbody; Sharon Richardson, Just Soul Catering)

3:00 – 4:30p

WRAP-UP

- Write Personal Reflections
- Recap of Entire Course
  - What have we learned overall? Where do we go from here?
- Discuss Take Home Final Assignment (due one week from today on Sept 22nd).
- Evaluations and Other Final Housekeeping
APPENDIX: For Those Looking to Further Educate Yourselves, I Provided a Reading List Organized by The Topics We Cover in this Course. If you know of or find something that should be added to this list, please let me know!

Causes of Mass Incarceration & the Role of Poverty

Videos/Podcasts
- Debtor's Prisons: Life Inside America's For-Profit Justice System (Part 1/2) – VICE 2016
- Debtor's Prisons: Life Inside America's For-Profit Justice System (Part 2/2) – VICE 2016
- To Prison for Poverty (Brave New Films 2015)
- New Jersey Bails Out (Planet Money Podcast, July 12 2017, 19m).

Articles/Chapters/Books
- Escaping from the Standard Story: Why the Conventional Wisdom on Prison Growth is Wrong, and Where We Can Go From Here (Pfaff 2014)
- Louisiana Incarcerated: How We Build the World's Prison Capital (The Times-Picayune 2012)
- The Untold Story of Mass Incarceration (Weaver 2017).
- Debtor’s Prisons, Then and Now FAQ (Eli Hager 2015)
- The Bail Trap (Nick Pinto 2015)
- Go Ahead, Jail People Because They're Poor (NYT, Bains)
- Being Poor Can Mean Losing a Driver’s License. Not Anymore in Tennessee. (Appel 2018 in NYT)
- The Economist Magazine has a Series on the American Prison System. Here are a few articles in that series:
  - “The moral failures of America’s prison-industrial complex”
  - “A problem with sentences: Locking up more people does not reduce crime”
  - “Prisons: Too many prisons make bad people worse. There is a better way”
  - “Crackdown: A plan to put more Americans in prison”
  - “The incarcerated workforce: Prison labour is a billion-dollar industry, with uncertain returns for inmates”

Research Reports
- Big Prisons, Small Towns: Prison Economics in Rural America (King et al, 2003)
- The Bureau of Justice Statistics on Recidivism
- Criminal Justice Policy Program at Harvard Law School 50-State Criminal Justice Debt Reform Builder

The Societal Cost of Mass Incarceration and the Role of Profit

Articles/Chapters/Books
- The New Jim Crow: Mass Incarceration in the Age of Colorblindness, p142-165 (Alexander 2010)
- Babies behind bars: Should moms do time with their newborns? (Long 2016)
- Arresting Citizenship: The Democratic Consequences of American Crime Control (Lerner and Weaver 2014)
- Aging Prison Populations Drive Up Costs (McKillop and Boucher 2018)
- I Was A Slave Working Under The California Department Of Corrections (Forbes 2017)

Research Reports
- Too Big to Succeed (Columbia Criminal Justice Lab 2018)
- Who Pays? The True Cost of Incarcerations on Families (Ella Baker Center 2015)
- The Price of Prisons (Vera Institute 2015)
- The Cost of Private Bail (Stringer 2018)
- The Prison Industrial Complex: Mapping Private Sector Players (Corrections Accountability Project 2018)
Transitioning Back to Society Exploring Challenges & Solutions

Articles/Chapters/Books

- Becoming Ms. Burton: From Prison to Recovery to Leading the Fight for Incarcerated Women (Burton & Lynn 2017)

Research Reports and Guides

- Criminal Stigma, Race, Gender and Employment: An Expanded Assessment of the Consequences of Imprisonment for Employment (Decker et al. 2015).
- From Jail to a Job: A Step-by-Step Guide (Mayo 2014)
- Identifying Effective Prisoner Reentry Strategies (Cherry and Gatta 2017)
- Employment after Prison: A Longitudinal Study of Releasees in Three States (Visher, Debus, and Yahner 2008)

Understanding Employer Mindsets and the Business Case for Hiring People with Criminal Records

Articles/Chapters

- Letter from Howard Schultz to U.S. Senator Cory Booker (Shultz 2015)
- Stop Pretending Candidates With Criminal Records Are Dangerous (McDowell 2017)
- Explaining a Felony Conviction to an Employer (Adapted from the U.S. Department of Labor publication)
- Should a Jail Record Be an Employer’s First Impression? This is a 2016 debate in the New York Times where they invite six people to write about the use of criminal records on the application or during the hiring process.
- Brief Fact Sheets on Two New York State Incentives to Hire Formerly Incarcerated Employees: Federal Bonding Program fact sheet and Tax Credit fact sheet. (Tax credit resources for other states are available from the National H.I.R.E network’s clearinghouse site.)
- The Fair Chance / Ban the Box Toolkit (Rodriguez and Christman 2015)

Research Reports

- Connecticut Employer Survey (Malta 2016)
- Back to Business: How Hiring Formerly Incarcerated Job Seekers Benefits Your Company (Trone Center 2017)

How to Hire Someone with a Criminal Record

- An Employer’s Guide to Compliance with New York Correction Law, Article 23-A

Entrepreneurship Opportunities for Formerly Incarcerated People

- Think Outside the Cell: An Entrepreneur’s Guide for the Incarcerated and Formerly Incarcerated (Robinson 2007)
- The Prison Entrepreneurship Program
- D.C. missed another opportunity to help ex-offenders (Smith and Nelson 2017)