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

Monday, 08/26/19: Full Day  
Uris 142

Tuesday, 08/27/19: Full Day  
Hepburn Lounge (am)  
Uris 142 (pm)

Wednesday, 08/28/19: Half Day  
Uris 142

INSTRUCTOR
Damon J. Phillips (717 Uris Hall; djphillips@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  
award winning research is on employment and entrepreneurship opportunities of people who have been  
incarcerated.

COURSE OVERVIEW:

<table>
<thead>
<tr>
<th>Monday, August 26th: Full Day</th>
<th>Tuesday, August 27th: Full Day</th>
<th>Wednesday, August 28th: Half Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview of the U.S. Criminal Justice System</td>
<td>Transitioning Back to Society Exploring Challenges and Solutions</td>
<td></td>
</tr>
<tr>
<td>The Societal Cost of Mass Incarceration &amp; the Role of Profit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

GRADING

<table>
<thead>
<tr>
<th>Weight</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>30% class participation</td>
<td>30%</td>
</tr>
<tr>
<td>30% class participation it also can include online discussions through the Canvas course page.</td>
<td></td>
</tr>
<tr>
<td>10% reading/class discussion questions</td>
<td>10%</td>
</tr>
<tr>
<td>A set of one paragraph answers to 5 class discussion questions.</td>
<td></td>
</tr>
<tr>
<td>30% personal reflections</td>
<td>30%</td>
</tr>
<tr>
<td>Two 1-page reflections.</td>
<td></td>
</tr>
<tr>
<td>30% final take home</td>
<td>30%</td>
</tr>
<tr>
<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>
<td></td>
</tr>
</tbody>
</table>
Description of Monday, August 26\textsuperscript{th}: Full Day
This 1\textsuperscript{st} day involves the most intensive preparation on your part, but it is an important investment that will pay off. 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 (“13\textsuperscript{th}”), 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”), a 2 page article on the health care costs in prison (“Steep Costs of Medical Co-Pays in Prison”) and read a guide on the importance of language when talking about people with criminal records. All of this is an investment that pays off: at the end of this morning session you will be more informed than at least 90\% of the country on this particular issue.

After lunch we will educate ourselves on the criminal justice system, such as the difference between jails and prisons, as well as probation and parole. Each of these are important components of the criminal justice system. We will also discuss the First Step Act, the recent bipartisan attempt by the federal government at criminal justice reform.

The final session of the day, “The Societal Cost of Mass Incarceration and the Role of Profit,” continues by focusing on the financial aspects 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 Tuesday, August 27\textsuperscript{th}: Full Day
On this day we focus on the transition back home from prison. In 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 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 and “reentry organizations” who play a critical role in helping with some of the challenges. We will also consider some of the unique challenges that women face. The pre-readings in the afternoon session focus on reentry into society and the role of having a criminal record. We will also have a panel discussion will also serve as a transition to our last day with a discussion of employment and entrepreneurship for formerly incarcerated people.

Description of Wednesday, August 28\textsuperscript{th}: Half Day
This last day focuses on employment and entrepreneurship. 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. This discussion will incorporate the perspective of reformers across the political spectrum. We will end with a panel of employers and entrepreneurs, then have a short wrap-up where we review the course, discuss the final assignment, and reflect on what we have learned.
MONDAY, August 26th: Full Day  (~8 hrs 45 min of preparation needed)

9:00a – noon  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):
  - Just Mercy 328 pages. (Bryan Stevenson 2015).
  - The Steep Costs of Medical Co-Pays in Prison 2 pages. (Sawyer 2017)
  - We Are People: Resources for Humanizing Language 5 pages. (Osborne Association 2015).
- Speaker Liz Gaynes, President and CEO of the Osborne Association

Noon – 1:00p  LUNCH

1:00p – 3:30p  An Overview of the U.S. Criminal Justice System  
- Read Before Class (Allow ~20 min to read):
  - Criminal Justice System Interactive Flowchart (Bureau of Justice Statistics 2019). This detailed chart has a lot of information. I would advise spending 5-10 minutes on it, and having it as a reference afterwards. Our focus is on the path associated with prison but few people, even US citizens, understand the complexities of our criminal justice system.
  - The First Step Act Overview. The document is 24 pages, but just read the one page Overview that precedes the table of contents.
- Speaker: Prof. Brett Dignam, Columbia Law School

3:30 – 3:45p  Coffee Break

3:45 – 5:30p  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)
- Health Costs
  - Incarceration Shortens Life Expectancy 1 page. (Widra 2017)
  - What to Expect as a New Correctional Officer 3 pages. (Whitehead 2018)
- The Role of Profit
  - Making Profits on the Captive Prison Market 3 pages. (Markowitz 2016)
  - Prison Industrial Complex: Mapping Private Sector Players. (Worth Rises 2019). This is an overview of a much longer report. At least read the sections: (1) “About Work Rises”, (2) “Introduction”, and (3) “A Note From The Authors”. These three sections are about 2.5 pages of reading.
Columbia Business School

- 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 (Worth Rises)

5:30 – 5:45 WRAP-UP
- Recap of the Day
  - What have we learned thus far? What questions do we have?
- Personal Reflections

TUESDAY, August 27th: Full Day  (~85 min of preparation needed)

9:00a – noon What is it Like When You Get Out of Prison?
- Reentry Simulation (http://www.reinventingreentry.org/reentry-simulation.html)
  - Simulation Discussion featuring Sue Ellen Allen (reinventingreentry.org) and members of the directly impacted members of the Columbia community.

Noon – 1:00p LUNCH

1:00p – 2:00p Reentry Simulation Debrief

2:00p – 3:00p Transitioning Back to Society (Part 1)
- Watch Before Class (~30 min total of viewing):
  - “Mother’s Day” 8 min. (Lo 2017).
  - The Outside: Episode 1 4 min. (Dodson 2017).
  - Life in the Year after Prison – Vera Institute 15 min. (Western 2018).
- Read Before Class (Allow ~30 min to read):
  - The Challenges of Prisoner Re-Entry into Society 6 pages. (Simmons 2016).
  - The following readings are on criminal records and how they relate to background checks. This is key to understanding the employment of formerly incarcerated people.
    - What is a Criminal Record? 1 page. (Root and Rebound 2019)
    - The Problem of Rap Sheet Errors 7 pages. (Legal Action Center)
    - How Does the Background Check Process Work? You either read the text or watch the 5 min video. (Checkr 2019). Checkr is considered among the most reputable background check companies. Consider this a best practices approach.

3:00p – 3:30p Coffee Break

3:30p – 4:30p Transitioning Back to Society (Part 2)
- 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)
- Expert Panel on the Challenges of Transitioning (Aisha Elliot, Columbia University; Toney Earl, Jr., M.A.D.E. Transitions; Alessandra Rose, Wise Oak Strategies)

4:30 – 5:00 WRAP-UP
- Recap of First Two Days
  - What have we learned thus far? What questions do we have?
- Personal Reflections

WEDNESDAY, August 28th: Half Day (~75 min of preparation needed)

9:00a – 11:00a Understanding Employer Mindsets and the Business Case for Hiring People with Criminal Records
- Read Before Class (Allow ~45 min to read):
  - 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)
- Speaker: Employer Perspective (Vikrant Reddy, Koch Institute)

11:00a – 12:00 Employer/Entrepreneurship Panel
- Read Before Class (Allow 5-10 min to read and watch the embedded video):
  - Maryland Retail, Restaurant Industries Join National Push to Hire Former Inmates. 3 pages. (Maribella 2019)
- Listen to Before Class (Allow ~25 min to listen):
  - I Started a Catering Company After Prison 3 min. (BuzzFeed News 2017).
  - The Prisoner’s Solution 17 min. (NPR’s Planet Money 2015)
- Expert Panel: Employment and Entrepreneurship for Formerly Incarcerated People (Coss Marte, Conbody; Michelle Cirocco, Televerde; Dan Driscoll, Columbia University)

Noon – 12:30p WRAP-UP
- Recap of Entire Course, Discuss Take Home Final Assignment (due on Friday Sept 13th), 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 Built 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)
- Punishment Rate Measures Prison Use Relative to Crime (Pew Trust Research 2016)
- 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

An Overview of the Criminal Justice System
- Are Prisons Necessary? (Rachel Kushner 2019)

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)
- The economics of the American prison system, 6 pages. (Brian Kincade 2018)
- 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)
• On the Outside (Harding, Morenoff, Wyse 2019)

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)
• In Search of the Felon-Friendly Workplace 5 pages. (Obbie 2016)

Research Reports

• Connecticut Employer Survey (Malta 2016)
• Back to Business: How Hiring Formerly Incarcerated Job Seekers Benefits Your Company (Trone Center 2017)
• Integrated Reentry and Employment Strategies: Reducing Recidivism and Promoting Job Readiness (The Council of State Governments Justice Center 2013)

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)