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**Strategic Plan for Correctional  
Education and Vocational  
Programming in New Hampshire**  
**2026 – 2028**

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### Acknowledgments

Thanks are in order for Jane Graham and Peggy Hayes for their communications support at New Hampshire Department of Corrections (NHDOC) and the New England Board of Higher Education (NEBHE), respectively. Gratitude goes to Natalie Pangaro Design for bringing this plan to life and being unflappable in the face of the various delays and tight timelines involved in finalizing this kind of coalition-driven, public-facing document.

Sarah Kuczynski, Director of the New England Prison Education Collaborative (NEPEC), would like to thank the members of her small but mighty team—Zeia Fawaz and Quinn Barton—for their significant contributions to the success of this inaugural NEPEC state strategic planning process; she would also like to thank the NEBHE Board of Delegates, for their continued interest in and passion for this grant-funded initiative, and Molly Lasagna, Senior Strategy Officer at Ascendium Education Group, for supporting the NEPEC team through the ups and downs of this kind of statewide systems change work.

Finally, this plan would not be in front of readers right now without the sustained commitment of planning group members, who dedicated many hours of their packed workdays to come to 64 South Street to strategize, over boxed lunches, about how to expand access to postsecondary and vocational programming across NHDOC facilities. It is their dedication to this work that formed this plan, and it will be their dedication to this work that will push all involved forward to meet the goals outlined here.

## About NEBHE

Higher education is New England's most critical sustainable resource. The region's governors knew that over 70 years ago when they founded the New England Board of Higher Education (NEBHE). Today, NEBHE promotes greater education opportunities and services for the residents of New England and its more than 250 colleges and universities. Its mission is to advance postsecondary outcomes through convening, research and programs for students, institution leaders and policymakers. NEBHE's vision is that everyone in New England will have lifelong access to affordable, high-value postsecondary education.

## About NEPEC

The New England Prison Education Collaborative (NEPEC) is a regional initiative directed by the New England Board of Higher Education (NEBHE). In February 2024, NEBHE was awarded five years of grant funding from Ascendium Education Group to establish NEPEC in an effort to build upon the recommendations of the 2023 New England Commission on the Future of Higher Education in Prison, a nine-month regional convening of leaders from across multiple sectors aimed at preparing the region for the reinstatement of federal Pell Grant eligibility for all currently incarcerated learners.

Through NEPEC, NEBHE seeks to accelerate, support, and collaborate to realize a future in which every incarcerated person in New England has access to high-quality, workforce-aligned postsecondary opportunities with a diverse range of educational pathways.

## About Ascendium Education Group

Ascendium Education Group® is a 501(c)(3) nonprofit organization driven by the belief that learning after high school gives people the power to build better futures. Our national philanthropy focuses on increasing opportunities for learners from low-income backgrounds to achieve upward mobility through postsecondary education and workforce training. We partner with organizations whose objectives align with our core strategies to expand opportunity, support learner success, and connect and align systems. Our grantees include postsecondary education and workforce training providers, intermediaries, researchers, and media organizations from across the U.S. To learn more, visit [ascendiumphilanthropy.org](https://ascendiumphilanthropy.org).

On behalf of the Corrections Education and Vocational Planning Group (CEVPG), we are pleased to present this three-year Strategic Plan for Correctional Education and Vocational Programming in New Hampshire. This plan is intended to serve as a practical roadmap for strengthening educational access, workforce preparation, and reentry outcomes across the state's correctional system through deliberate, phased implementation.

The value of education and training in correctional settings is well established. High-quality programming improves institutional safety, supports successful reentry, reduces recidivism, and delivers measurable returns on public investment. For New Hampshire, this work is not only about individual opportunity, but also about building safer communities, meeting workforce needs, and using limited public resources more effectively.

Over the past year, the CEVPG conducted a comprehensive assessment of the state's correctional education and vocational landscape. That work highlighted both strong momentum and clear constraints. Dedicated staff and partners have built programs that are already producing results, even in the absence of modern infrastructure and with limited staffing capacity. At the same time, the assessment made clear that making sustained progress on the CEVPG's vision and goals will require intentional investment in technology, clearer educational pathways, stronger alignment with workforce and reentry systems, and coordinated policy and budget strategies.

This strategic plan responds directly to those findings. **Year 1 focuses on laying the groundwork:** securing braided funding for educational technology pilots, initiating infrastructure partnerships, advancing postsecondary credentials at select facilities, strengthening staff capacity, and aligning budget and policy planning with emerging program costs. **Year 2 emphasizes expansion and refinement,** including scaling technology, extending Pell-eligible postsecondary programming across facilities, deepening employer and workforce partnerships, and establishing comprehensive reentry support for program graduates. **Year 3 concentrates on sustainability and statewide integration,** demonstrating outcomes, expanding successful models to additional sites, formalizing career pathways, and securing long-term funding and policy alignment.

Across all three years, the plan prioritizes coordination among state agencies, higher education institutions, workforce partners, and community-based organizations. It recognizes the operational realities facing the Department of Corrections and its partners and emphasizes incremental, evidence-based action that balances ambition with feasibility. Crucially, the plan treats technology, education, workforce preparation, and reentry not as separate initiatives but as interconnected components of a coherent system.

The CEVPG is committed to transparency and accountability in moving this plan forward. The group will actively monitor progress, support efforts to keep goals on track, and provide annual reports to the governor and legislature. As needed, the CEVPG will reassess and refine goals in response to emerging challenges, opportunities, and lessons learned, while continuing to share progress updates and engage stakeholders in strengthening this work over time. Thank you for your continued interest in and support of correctional education and vocational programming in New Hampshire. Through sustained collaboration and strategic investment, this plan aims to build a system that expands opportunity, supports successful reentry, and delivers enduring benefits to individuals, communities, and the state as a whole.



**Nicholas Duffy**  
Chair, CEVPG  
*Director of Rehabilitative Services*  
New Hampshire Department of Corrections

# Executive Summary

The Corrections Education and Vocational Planning Group (CEVPG) was created by legislation that passed with bipartisan support in the General Court of New Hampshire and was signed into law by then-Governor Sununu in June 2024. This cross-state-agency planning group was charged with assessing and improving educational and vocational programs within New Hampshire's State Correctional system and making an annual report on their activities to the governor and the legislature. This legislation emerged from New Hampshire's participation in the New England Commission on the Future of Higher Education in Prison, a regional effort focused on maximizing the benefits of the reinstatement of federal Pell Grant eligibility for incarcerated learners after almost 30 years without that resource. The emphasis on leveraging this restored federal funding was a practical one, informed by compelling evidence that providing postsecondary programming to those who are incarcerated has tangible benefits including to facility safety and community safety post-release.

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## Background

As its inaugural annual report chronicles, the CEVPG voted in November 2024 to partner with the New England Board of Higher Education (NEBHE) to receive targeted support for a year-long strategic planning process, which commenced in March 2025. Through its grant-funded initiative — the New England Prison Education Collaborative (NEPEC) — NEBHE is equipped to support all six New England states through a year-long strategic planning process that brings together relevant state agency leads and stakeholder groups.

Over a ten-month period the group met for nine monthly meetings at the New Hampshire Department of Corrections (NHDOC) headquarters in Concord, with a virtual option provided for members unable to attend on-site. Manchester-based Cookson Communications was engaged to support facilitation of strategic planning activities—from initial sessions focused on articulating a shared vision for this work to later meetings

concerned with conducting a strengths, weaknesses, opportunities, and threats analysis and subsequent sessions organized around workshopping goals for this strategic plan. The legislation that established the CEVPG instructed the group to examine “access to technology and computer equipment, within safety protocols” as part of a needs inventory. Group members emphasized the potential for improved technological infrastructure to support increased efficiency in delivery of programming and increased opportunities for those incarcerated to engage in meaningful workforce-aligned programs to improve outcomes post-release. Unlocked Labs, a Missouri-based nonprofit organization that supports correctional stakeholders in developing the infrastructure required to expand access to education and rehabilitation programs, was engaged to carry out an assessment and make recommendations to the planning group. The latter informed the development of multiple goals in this plan.

## Vision Statement

In their work solidifying goals, planning group members were guided by the following shared vision:

***We envision students thriving in an educational system within the New Hampshire Department of Corrections through access to a wide range of educational programs, career pathways, and critical supports that empowers individuals with the skills and confidence leading to successful reintegration into the workforce and their communities.***

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## Goals Summary

The planning group crafted three years of goals to be addressed by the end of the calendar year in 2026, 2027, and 2028, respectively. Within each year, the goals are organized under five topical headings: 1) Technology and Infrastructure; 2) Budgeting, Policies, and Advocacy; 3) Postsecondary Programming; 4) Adult Basic Education and Career and Technical Education; and 5) Reentry and Employment. CEVPG members have committed

to submitting this strategic plan to Governor Ayotte and the legislature, as an addendum to the second annual report that was submitted to the same parties, in fulfillment of the statutory requirement, in Fall 2025. The CEVPG is expected to review the annual goals at the conclusion of each calendar year and update them as appropriate. Those updates will be woven into subsequent annual reports to the governor and the legislature.

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## Next Steps

The work outlined in this report will require ongoing collaborative effort to achieve. Staffing and budget challenges across NHDOC and other state agencies and state-supported entities could curtail forward motion on some of these goals. However, the benefits of even modest investments in prison education are clear. Society benefits from decreased recidivism rates and enhanced community safety. Individuals and their families benefit from higher rates of employment post-incarceration and higher incomes. Businesses and taxpayers benefit due to these shifts, leading to more widespread economic benefits.

Despite a clear-eyed recognition of the constraints presented by limited resources, momentum coming out of this year-long planning cycle is strong. Indeed, there is a deep commitment among planning group members to build upon recent milestones including the inaugural college graduation behind the walls in the

Granite State, which took place in May 2025 in the Northern New Hampshire Correctional Facility (NNHCF) in Berlin. Moreover, many of the goals outlined in this plan are either directly aligned with the recommendations made in the December 2025 Chairmen’s Report of the NH Commission on Government Efficiency (COGE) or would be supportive of the COGE recommendations, if accomplished. For example, the CEVPG has furthered collaboration across New Hampshire Department of Education (NH ED), the Community College System of New Hampshire, and NHDOC—resulting in goals to expand workforce-aligned training over the next three years, a specific action directly called for in the COGE report. Improvements to facility safety that might be achieved through programming expansion could likewise bolster recruitment and staffing efforts in line with a recommendation elsewhere in the report.

# Strategic Plan Contributors

Numerous individuals contributed to this strategic plan—including formal members of the CEVPG, supplemental invited members, and consultants who the group engaged. The three lists below detail each segment of contributors.

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## **Under Revised Statutes Annotated-A:22-b Corrections Education and Vocational Planning Group the following individuals are considered formal CEVPG members:**

### **Commissioner of the Department of Corrections, or designee, who will serve as chair.**

- Nicholas Duffy (designee) Director of Rehabilitative Services

### **Chancellor for the University System of New Hampshire, or designee.**

- Tara Payne (designee) Vice President, Enrollment Management and Marketing
- Todd Slover (designee) Institutional Effectiveness & Compliance Specialist

### **Chancellor for the Community College System of New Hampshire, or designee.**

- Mark Rubinstein, Chancellor

### **Director of rehabilitative services, Department of Corrections or designee**

- Laurie Foster (designee) Deputy Director Division of Rehabilitative Services
- Laura Hardwick (designee) Education Director

### **Commissioner of the Department of Employment Security, or designee**

- Tom Whittemore (designee) New Hampshire Employment Security

### **Commissioner of the Department of Business and Economic Affairs, or designee**

- Joe Doiron (designee) Director, Workforce Opportunity

### **Director of the Division of Learner Support, Department of Education\***

- Sarah Wheeler (designee) Office of Adult Education Administrator (*retired*)
- Chrissy Vander Hook (designee) Bureau of Career Development Administrator (*joined as of August 10, 2025, meeting*)

### **President of the New England Board of Higher Education or designee**

- Sarah Kuczynski (designee) Director New England Prison Education Collaborative and Transfer Initiatives

### **A formerly incarcerated person, appointed by the director of rehabilitative services, NHDOC**

- Eenor Pineda, Intervention Programming Coordinator, Manchester Police Athletic League

### **Executive Director of New Hampshire Office of Professional Licensure and Certification or designee**

- Deanna Jurius, Executive Director
- Erica Lamy (designee) Director of Licensing and Board Administration
- Ashley Czechowicz, Office of Professional Licensure and Certification

### **The following individuals were invited to attend CEVPG meetings at various phases throughout the strategic planning process to provide supplemental expertise and insights:**

- Gregory Magoon, New Hampshire Department of Corrections
- Leah Maciejewski, White Mountains Community College (*as of March 6, 2025*)

- Kathy Taylor, NHTI-Concord's Community College (*as of March 6, 2025*)
- Anne Banks, Community College System of New Hampshire (*as of September 16, 2025*)

### **In addition to the individuals who regularly attended the CEVPG meetings, other individuals who contributed to and/or supported the work that went into this report include:**

- Senator David Watters (authored NH Senate Bill 376, which established the CEVPG)
- Matt Cookson, Cookson Communications (*contracted strategic planning support*)
- Charlotte Ulrich, Cookson Communications (*contracted strategic planning support*)
- Commissioner Richard Lavers, Department of Employment Security
- Commissioner William Ryan Hart, Jr., Department of Corrections
- Andria Nelson Roberts, Unlocked Labs (*contracted for technological infrastructure assessment*)
- Michael Dintaman, Unlocked Labs (*contracted for technological infrastructure assessment*)

\* This language has been updated to reflect the precise division being referenced.

# Situational Analysis

There will be those who read this plan who are not familiar with the relevant context for each of the goals articulated here. As New Hampshire is the first state of the six in New England to complete this year-long cross-state-agency strategic planning process with the support of the New England Board of Higher Education (NEBHE), there will likely be interested readers from other states in the region. In a different vein, many readers who call the Granite State home will nevertheless be unfamiliar with the complexities of the current state of education and vocational programming within New Hampshire's State Correctional system. For the benefit of both groups of readers, this section contains an introduction to the relevant context for each of the five topical areas for the goals.

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## Technology and Infrastructure

To meet the needs of the Corrections Education and Vocational Planning Group (CEVPG), which was tasked with inventorying facility needs including access to technology and computers, NEBHE supported Unlocked Labs in conducting a technological infrastructure assessment and producing recommendations for consideration by the planning group and eventual review by the Commissioner of Corrections. Through site visits to state correctional facilities and meetings with higher education partners, as well as New Hampshire Department

of Corrections (NHDOC) leadership, Information Technology staff, and other education partners, Unlocked Labs produced a robust report outlining the current state of technology within NHDOC facilities. The report included a roadmap for a potential pilot to build a secure, reliable technological ecosystem for efficient, sustainable infrastructure that will increase success in education, employment, and community reintegration for those incarcerated in the Granite State.

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## Budgeting, Policies, and Advocacy

Budgeting, policies, and advocacy are critical to the long-term success and sustainability of correctional education and vocational programming. Aligning funding strategies, policy decisions, and stakeholder engagement is essential to support consistent program delivery, respond to changing costs, and

demonstrate the value of these investments to policymakers and the public. Through coordinated advocacy and data-informed budgeting, this plan seeks to ensure that educational and workforce initiatives are not only launched but maintained and strengthened over time.

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## Postsecondary Programming

A number of the goals in this strategic plan concern expansion of opportunities for postsecondary programming; therefore, it is helpful for readers to understand how many people currently incarcerated in the state's three prisons might be eligible for coursework. As of Fall 2025, data indicate that approximately 1,217 incarcerated individuals out of a total population of the 2,004 incarcerated at the NHDOC, currently meet the basic eligibility requirements for postsecondary education, having earned a verified high school diploma, General Education Diploma, or High School Equivalency Test (HiSET). This means that roughly 60 percent of the incarcerated population could be immediately eligible to participate in postsecondary educational programming within the state's correctional institutions. This level of readiness underscores the significant opportunity to expand access to college-level education and training across New Hampshire's correctional system. In addition, population

movement within the NHDOC suggests sustained demand for such programming: in calendar year 2025, an average of 58 individuals were admitted to New Hampshire state correctional facilities each month, while the average monthly release count was 54. With an average length of incarceration between three and five years, many individuals have sufficient time to complete a postsecondary credential of value during their sentence.

### Community College System of New Hampshire (CCSNH)

CCSNH has a statewide reach that includes seven colleges and three learning centers. New Hampshire's three state prisons are located near the colleges in Berlin and Concord. In alignment with their mission, CCSNH has taken the lead in building out and running postsecondary education programs for incarcerated individuals. >>>

In March 2023, White Mountains Community College (WMCC) began offering liberal arts and business administration associate degree programs at Northern New Hampshire Correctional Facility (NNHCF) in Berlin. Courses are taught onsite by WMCC instructors using the same curriculum offered at the college. 16 students in the first cohort earned an associate degree with 14 participating in the inaugural NNHCF graduation ceremony, which was attended by over 100 individuals.

At the time of this plan's release, there are three cohorts running with 35 students total. The next graduation ceremony is expected to take place in May 2026. Goals of the program include helping to prepare participants for life and employment post-release, but are also centered on rehabilitation, reducing recidivism, and enhancing facility safety. The WMCC NHDOC Prison Education Program model is also the basis for a planned expansion of the program in Concord in coordination with NHTI.

In August 2025, WMCC was one of five New England institutions to receive a competitive \$100,000 New England Prison Education Collaborative (NEPEC) Accelerator Grant to expand access to

postsecondary programming in prisons and support reentry after incarceration. In November 2025, WMCC hired a Prison Education Program Coordinator to support the expansion efforts.

### **University System of New Hampshire (USNH)**

Efforts to build upon WMCC's associate degree programs to create a 2+2 bachelor's degree have been a high priority for the planning group. There is a particular need for additional programming because, as of May 2025, there are graduates from the WMCC prison education program who could meaningfully advance to the next phase of postsecondary learning if an opportunity were available. Faculty at the University of New Hampshire (UNH) have developed a curriculum pathway for WMCC grads to complete their bachelor's degree through its College of Professional Studies. A group of faculty and administrators at UNH have identified a structure for funding the first cohort at NNHCF. Upon successful launch of the cohort, UNH will consider feasibility of alternative funding sources (including federal financial aid) for any future cohorts.

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## **Adult Basic Education and Career and Technical Education**

For incarcerated individuals who are not currently eligible for postsecondary education, NHDOC plays a large role in providing opportunities for the completion of high school coursework and also offers an array of career and technical education opportunities.

### **NHDOC Corrections Special School District (CSSD)**

With a mission to reduce recidivism by providing safe, humane supervision and evidence-based rehabilitation to enhance public safety in New Hampshire, the CSSD was established through an Interagency Agreement between the New Hampshire Department of Education (NH ED) and the NHDOC and operates within the New Hampshire State Correctional System under Revised Statutes Annotated 194:60. The CSSD functions within New Hampshire State Prison for Men, New Hampshire Correctional Facility for Women (NHCFW), Northern New Hampshire Correctional Facility (NNCHF), and the Transitional Work Center.

The district includes Granite State High School (GSHS) and the Career and Technical Education Center (CTEC). GSHS offers students the opportunity to earn a high school diploma with required areas of study in English, Mathematics, Science, Social Studies, and Interdisciplinary Studies. Alternately, GSHS can support completion of a high school equivalency credential through the HiSET exam. The high school also provides special education services for incarcerated youth (ages 18-22) under the Individuals with Disabilities Education Act. Requirements for all GSHS programming follows policies of the NH ED and the Office of Adult Education.

Through the CTEC, CSSD offers career and technical education in 11 areas—with the goal of preparing individuals with workforce-aligned skills to make use of within the community post-release. In select instances, those enrolled in this programming have the opportunity to earn a workforce certificate, as is indicated in parentheses in the list below:

- Automotive Mechanics
- Barbering (State Board Exam eligible)
- Building Trades
- Business Education
- Computer Education
- Cosmetology (State Board Exam eligible)
- Culinary Arts (ServSafe Certified)
- Graphic Design
- Information Technology
- Manufacturing & Machining
- Nail Technician (State Board Exam eligible)

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## Reentry and Employment

While there are in-facility individual and collective benefits to increasing programming opportunities, the return on investments in postsecondary education are often most marked in the post-release period. Reentry services to prepare individuals for the challenging months immediately post-release are a crucial part of realizing the individual and community benefits to programming.

### NHDOC Reentry Services

Reentry represents a critical phase in the journey of individuals who are incarcerated, marking the transition from confinement back into society and encompassing the complex social, economic, and psychological adjustments required to rebuild their lives, reconnect with families and communities, and navigate systems that often present significant barriers to stability, opportunity, and long-term success. Successful reentry requires comprehensive support that addresses employment, housing, community services, faith-based programs, healthcare, mental health, education, workforce readiness, and family stability. While NHDOC provides extensive reentry services, including case management, educational and workforce programming, medical and behavioral health care, and faith-based supports, gaps remain, particularly in post-release services and ongoing community support systems.

Programs such as Family Connections Centers help maintain parent-child relationships and strengthen family bonds by offering parenting education, guidance on legal and child support matters, and opportunities for meaningful engagement. When combined with case management and transitional programs like the Transitional Work Center and Transitional Housing Units,

these services work to reduce barriers to successful reintegration, promote rehabilitation, and enhance public safety. Expanding and strengthening these supports is essential to ensure that individuals leaving incarceration are prepared to rejoin their communities, maintain employment, and contribute positively to their families and neighborhoods.

### New Hampshire Employment Security (NHES)

Critical reintegration and reentry services are offered by the NHES and the Workforce Innovation and Opportunity Act, including career navigation, job training, and support services for formerly incarcerated individuals. Industry growth sectors are identified through Economic and Labor Market Information data to target high-demand sectors, which factors into the training and educational opportunities that are made available. NHES manages a job match system that now has the ability to track organizations with a stated willingness to hire formerly incarcerated individuals.

NHES also operates the WorkNowNH program that provides individuals with paid training and guidance and connections to employers and is available through 12 offices across the state. This program is available to those enrolled in Medicaid, Expanded Medicaid, Supplemental Nutrition Assistance Program, or Temporary Assistance for Needy Families and formerly incarcerated individuals can therefore enroll, if space allows. NHES leadership have noted that they continue to face many challenges in supporting this population, challenges that could be improved by increases in technological experience prior to release and also the capacity extension that technology access could facilitate when it comes to NHES staffing.

## Goals By Year

2026

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2027

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2028

# Year 1 Goals To Be Addressed By December 31, 2026

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## Technology and Infrastructure

**Goal:** Secure multi-source/braided funding for technology infrastructure pilots at Northern New Hampshire Correctional Facility in Berlin and New Hampshire Correctional Facility for Women in Concord.

**Goal:** Contingent upon securing the investments described above and necessary approval(s), begin work to secure outsource partners to put in place network technology for pilot infrastructure projects at Northern New Hampshire Correctional Facility and New Hampshire Correctional Facility for Women – including a Managed Service Provider.

**Goal:** Develop multi-year funding strategy for technology infrastructure investments including network, hardware, software, and staffing capacity extension through the Managed Service Provider.

➔ **Sub-goal:** Identify local partners that could meet infrastructure implementation needs.

## Budgeting, Policies, and Advocacy

**Goal:** Based on what is secured in braided funding from grants, work with the New Hampshire Commissioner of Corrections on the next biennial budget to ensure that what gets submitted by December 2026 reflects ongoing programming costs.

➔ **Sub-goal:** Build in a request, into the second year of the biennial budget, for a postsecondary and apprenticeship coordinator position whose duties would include interfacing with employers and other workforce development resources.

**Goal:** Begin regular review of grant opportunities for additional sources of funding that can also help to make the case for a biennial budget request.

## Postsecondary Programming

**Goal:** Pending approval from the U.S. Department of Education, establish a Pell-eligible associate degree program at the New Hampshire Correctional Facility for Women in Concord, and lay the regulatory and operational groundwork for multi-site expansion.

➔ **Sub-goal:** Develop and execute Memoranda of Understanding for additional locations, submit a New England Commission of Higher Education substantive change request and prepare for New England Commission of Higher Education visit at Northern New Hampshire Correctional Facility and complete a Best Interest Determination evaluation.

**Goal:** Recruit and provide training to new and existing staff supported by handbooks and trauma informed practices and establish systems for managing enrollment, financial aid and advising for current White Mountains Community College students.

**Goal:** Pending New England Commission of Higher Education approval, White Mountains Community College expands postsecondary offerings across all sites (e.g., to include Behavioral Science certificate).

**Goal:** The University of New Hampshire will execute planning to support and deliver a bachelor's degree completion pathway for White Mountains Community College graduates at Northern New Hampshire Correctional Facility by Fall 2026.

➔ **Sub-goal:** Develop and execute a Memorandum of Understanding for an additional location, submit a New England Commission on Higher Education substantive change request, and prepare for New England Commission on Higher Education visit at Northern New Hampshire Correctional Facility and to complete a Best Interest Determination evaluation in 2027.

➔ **Sub-goal:** The University of New Hampshire will hire, train, and support faculty. The University of New Hampshire will ensure alignment of modality for delivery of courses, student support (including advising and tutoring), enrollment support, community standards, and admissions processes.

## Adult Basic Education and Career and Technical Education

**Goal:** Based on interest, map out current mechanisms for connections to employers, including those with fair chance policies, for those who complete postsecondary and workforce training programming in New Hampshire state facilities.

➔ **Sub-goal:** Develop and implement mechanisms for generating student interest.

## Reentry and Employment

**Goal:** Define the scope of practice of community partners and state agencies related to reentry services and identify any gaps.

**Goal:** Use Economic and Labor Market Information, survey data and release data from New Hampshire Department of Corrections to identify in-demand career pathways and entry points for employers in the geographic areas where individuals are releasing.

# Year 2 Goals To Be Addressed By December 31, 2027

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## Technology and Infrastructure

**Goal:** Expand educational programming capacity and accessibility through scaled device deployment, enhanced network infrastructure, and integration of credentialing pathways across both pilot sites.

**Goal:** Establish data-driven program management infrastructure including integration with internal and external education program data and refinement of operational cost models based on actual utilization patterns (including modality of instructional use).

**Goal:** Strengthen operational sustainability through documentation of evidence-based practices, updated standard operating procedures informed by pilot implementation feedback, and expanded engagement opportunities with legislators, policymakers, and funding partners.

## Budgeting, Policies, and Advocacy

**Goal:** Develop success spotlights demonstrating the impact of this work for state investments in workforce development programming and infrastructure during Year 1 of the biennial budget. Emphasize engagement of policymakers including business and industry organizations and collaboration with NH Works Consortium, including the New Hampshire Department of Employment Security, New Hampshire Department of Education, New Hampshire Department of Labor, New Hampshire Department of Health and Human Services and Community College System of New Hampshire.

**Goal:** During Year 2 of the biennial budget (July 1, 2026-June 30, 2027), make efforts to gauge and update equipment expenses including increasing subscription costs. This would include updating the funding model and looking at the next biennial budget.

## Postsecondary Programming

**Goal:** Pending approval from the U.S. Department of Education, Community College System of New Hampshire establishes Pell-eligible postsecondary programming in all New Hampshire state and federal carceral facilities.

➔ **Sub-goal:** Finalize Memoranda of Understanding, submit additional New England Commission of Higher Education substantive change request, and add approved locations through the U.S. Department of Education, including full expansion to New Hampshire State Prison for Men in Concord.

**Goal:** Evaluate and refine staff training process and secure funding for continuation of coordinator position.

**Goal:** As part of the expansion of White Mountains Community College's advisory board and peer-to-peer mentor program, formalize involvement of justice-impacted individuals across all facilities.

**Goal:** The University of New Hampshire continues to teach undergraduate courses at Northern New Hampshire Correctional Facility to support bachelor's completion for White Mountains Community College graduates (Class of 2025).

**Goal:** The University of New Hampshire explores other funding sources, including federal financial aid, for future cohorts.

## Adult Basic Education and Career and Technical Education

**Goal:** Secure industry partnership to enhance development of employment pathways.

**Goal:** Evaluate and consider adding higher-need workforce programs based on available staffing and space.

## Reentry and Employment

**Goal:** Establish reentry services and a process for all graduates seeking to continue education and/or enter the workforce.

➔ **Sub-goal:** Formalize a process for New Hampshire Department of Corrections handoff and data sharing when students/alumni exit the facility and identify community partners to address their physical and recovery needs.

➔ **Sub-goal:** Secure resources to provide access to workforce development programs and apprenticeship opportunities for second-chance employers and continue to collaborate with WorkReadyNH and registered apprenticeships.

# Year 3 Goals To Be Addressed By December 31, 2028

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## Technology and Infrastructure

**Goal:** Progress made towards statewide implementation of integrated educational technology infrastructure through facility expansion, complete program migration, and establishment of sustainable refresh and support cycles to ensure consistent service delivery and appropriate technology updates across all New Hampshire Department of Corrections sites.

**Goal:** Expand pilot to any sites that have not been deployed to date.

**Goal:** Demonstrate program outcomes and long-term programmatic viability through dedicated legislative engagement to secure ongoing state budget funding.

## Budgeting, Policies, and Advocacy

**Goal:** Utilize demonstrated outcomes and interagency partnerships to implement a sustainability strategy that focuses on (1) advocating for incorporation of core program costs into the New Hampshire Department of Corrections and interagency partner operating budgets for the subsequent biennium and (2) actively pursuing additional state, federal, and private grant funding to supplement public investment, support program enhancements, and ensure long-term financial resilience beyond the three years covered in the strategic plan.

## Postsecondary Programming

**Goal:** Building on statewide Pell-eligible programming, develop and implement articulated career pathways across multiple correctional locations that align postsecondary education with workforce training and provide both short-term credentials (e.g., certificate programs) and longer-term academic options (e.g., associate degrees), including White Mountains Community College's Human Services associate and certificate pathways.

**Goal:** Make continual progress towards having a fully staffed education environment for learning improvements as it pertains to the learning environment rather than learning outcomes.

➔ **Sub-goal:** Expand and enhance staff training programs.

**Goal:** The University of New Hampshire graduates first cohort at Northern New Hampshire Correctional Facility through its bachelor's completion program pilot.

**Goal:** The University of New Hampshire determines feasibility of funding and operationalizing degree completion for future cohorts of incarcerated learners.

## Adult Basic Education and Career and Technical Education

**Goal:** Continue efforts introduced in the previous year of the plan.

## Reentry and Employment

**Goal:** Continue efforts introduced in the previous year of the plan.

# Abbreviation and Acronym Guide

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**CCSNH:** Community College System of New Hampshire

**CEVPG:** Corrections Education and Vocational Planning Group

**CSSD:** Corrections Special School District

**CTEC:** Career and Technical Education Center

**GSHS:** Granite State High School

**HiSET:** High School Equivalency Test

**NEBHE:** New England Board of Higher Education

**NEPEC:** New England Prison Education Collaborative

**NHCFW:** New Hampshire Correctional Facility for Women

**NHDOC:** New Hampshire Department of Corrections

**NH ED:** New Hampshire Department of Education

**NHES:** New Hampshire Employment Security

**NNHCF:** Northern New Hampshire Correctional Facility

**UNH:** University of New Hampshire

**USNH:** University System of New Hampshire

**WMCC:** White Mountains Community College



