



The Correctional Trainer

Fall 2018

FOR THE INTERNATIONAL ASSOCIATION OF CORRECTIONAL
TRAINING PERSONNEL

Joe Bouchard | Editor | September 2018

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The articles featured in *The Correctional Trainer* reflect the opinions of each author and do not necessarily reflect those of the IACTP or the organization for which they are employed. Those agencies are not responsible for content or accuracy.

President's address

From the President's Desk

Welcome to the Fall Edition of the Correctional Trainer. As 2018 is winding down, IACTP is preparing for its 34th Annual Training and Performance Conference to be held in Nashville Tennessee. The home of country music offers many opportunities for participants to take in a little bit of history, southern cuisine and soulful tunes. We are very excited to be partnering with the Tennessee Department of Corrections, who is hosting this year's event. Check out the Association's website www.iactp.org, to register for the conference, make hotel reservations and catching a glimpse of the many activities planned for this year's conference.

One of the advantages of being a member of a professional organization comes in the way of the networking through other individuals in the industry. IACTP has long been affiliate partners with the American Jail Association, and with AJA, offers members the opportunity to become certified correctional trainers. Each year during the conference, a silent auction is conducted with the proceeds going towards a scholarship to off-set the cost of taking the certification exam. Having this level of credential, further demonstrates ones' capabilities in the profession of corrections training. IACTP is excited to be pursuing other new opportunities for its members in collaboration with AJA. Stay tuned for more information following the IACTP conference!



IACTP BOARD MEMBER TERRY SATTERFIELD, AJA EXECUTIVE DIRECTOR ROBERT J. KASABIAN, AND IACTP PRESIDENT DR. TRACY REVEAL, COLLABORATING AT THE 2018 ACA CONFERENCE IN MINNEAPOLIS MINNESOTA.

With the Executive Board’s business meeting during the annual fall conference of 2018, I will conclude my two-year term as your president. I’ve enjoyed being a part of the Association’s revitalization and redirection. Over the past two years, the Board has worked steadily to reengineer the way it does business from the manner in which we organize ourselves to the way in which we communicate with you, our members and customers. The work that remains is to refine the scope of those goals by further enhancing and increasing services. Not only have we increased workshop offerings during conferences, but we have made sure that those workshops meet the needs of those who work in the corrections training industry. We recognize the specificity of the field within which we work, and yet appreciate the broad scope of skills for which we must be accountable. Offering more webinars and on-site training on relevant topics are just a couple ways the Association plans to continue to expand services and meet your needs. We want you to find this organization valuable. We know there are talents within this organization that make that possible. We hope you enjoy the Correctional Trainers and other resources available as part of your membership. Don’t hesitate to suggest ideas to your Board if there is something else you think could be done to make your membership even better. That is the beauty of having so many different agencies and personnel involved from across the country; with a diversity of representatives, this organization should be one of the most beneficial ones to which you are involved!

As I meet with the Board for my final address, I will be charging them to continue our efforts of transparency in communication, while constantly being relevant in the field of corrections training. Finally, it is important that this association have value – that is the piece that I believe our Members must contribute to as equally as our Board. I’m relying on the Members of this association to share their thoughts and opinions freely so as to help inform the Board what you would like to see in the way of not only Member benefits, but also webinar offerings, on-site training offerings, etc. Make contributions to the newly created online resource library so that your colleagues across the country will have the benefit of new ideas and creativity, while expanding program opportunities. Your connection to this organization offers limitless opportunities; explore through networking, explore other programs and simply see what else exists outside the confines of your respective jurisdiction. There truly is ‘another world’ out there with endless information awaiting you.

Until we meet again, may you find passion in your work and be motivated through your involvement with this Association.



Tracy L. Reveal, Ph.D.

A handwritten signature in black ink, which appears to read "Tracy L. Reveal". The signature is written in a cursive style.

IACTP President

“The reward of a thing well done is having done it.”

Ralph Waldo Emerson

A note from the Editor

Dear IACTP Readers:

Caution! This contains some emoting from your truly. Please be advised of my sincerity in that which follows.

There is some change going on in the life of Joe Bouchard. I have retired after 25 years employed at a State Maximum Security Prison as a Librarian. I strongly believe that corrections and I were a great fit. I have no regrets about serving in the field and following our noble mission. However, it is in leaving great colleagues that I feel a bit of a sting.

And that brings me to IACTP. I have been with this wonderful association for 14 years. Eight of those years I served as the Editor of this wonderful journal. I am stepping down from this, as it is simply time to move on. I am indebted to Editors who preceded me. I also thank my successors in advance for their service to IACTP. And like leaving corrections, stepping back from IACTP is a bit painful.

This is because IACTP was a wonderful experience for me:

- *I was mentored*
- *I was challenged intellectually*
- *Many colleagues became friends for life*
- *I was able to write articles and icebreakers and stretch the limits of my creativity.*
- *I was able to enjoy and apply so many meaningful workshops, articles and concepts.*

Thank you, IACTP. You took a quirky grapho-maniacal librarian under your collective wing and made him feel welcome.

Very sincerely,

~ Joe Bouchard



ATTENTION IACTP MEMBERS

SUPER POWERS NEEDED!

Ask yourself these questions: Do you have the power of the pen? Can you marvel at the wisdom of words? Do you possess the potency of presentation? Have you ever craved to create?

The Correctional Trainer wants to hear from you. Share your stories, techniques and experiences with other correctional training personnel. Articles may be accepted from line trainers, administrators, academia and other interested parties.

Articles may include, but are not limited to:

- Summaries of curriculum
- Instructional strategies
- Criminal Justice (adult and juvenile) topics
- Training tips
- Training evaluation and organizational impact
- Use of technology in training
- Topic Specific Case Studies
- Book reviews
- Video reviews
- Summaries of recent court cases
- News items of general use to IACTP members
- Agency Spotlight
- Icebreakers and classroom exercises



Submit an article today to IACTP!

THE LEADER IN YOU



Susan Jones, PhD

Scenario Based training – Role Playing

As a trainer, you are a leader. Presenting a class in lecture-discussion format is takes skill and preparation. Presenting a course that includes scenario-based training such as role playing takes more preparation and skill. The goal of role play scenarios in training can be misunderstood by the participants and even some of the instructors. I was once told that we were doing role play scenarios just to fill time. Others believe that role playing gives the instructor a break from teaching. Neither of these two explanations are accurate.

While role playing takes more time than lecture and can be used to emphasize key points, the act of teaching is perhaps more important. The role play scenario must be planned, documented, and delivered with key instructional objectives in mind. Furthermore, the “answer” to the role play must be included in the curriculum and documented effectively. The absence of this type of documentation does a dis-service to the consistency of the training. If each instructor has a different idea about the “correct” way to respond to the scenario then the message delivered to support the training objectives may be confusing and may even be wrong.

During any scenario the instructors must be present and engaged in student learning. I have witnessed instances where one of the two instructors will actually leave the room during this part of training to attend to other matters. The fact is that any type of scenario practice takes more instructor presence, not less. It is best to have at least two instructors watching and providing feedback to all players in the role play scenario in order to gain full advantage of the technique.

The role of the audience (other students) is also a critical feature of this type of training approach. Asking other students what they thought of the responses to the scenario is a good way to gauge the message received by the entire class and to provide possible other options to the solution. In fact, this type of approach may be one of the best ways to evaluate the students understanding of the material. The thoughtful completion of a task,

given certain expectations, provides information that go beyond an evaluation through any type of written exam.

The leadership needed to create appropriate role play scenarios and then to implement them is something that is often overlooked. The trainer must be in control of the entire process to ensure that the training objectives are met. The trainer must also be prepared to model the expected ethical and practical actions that are needed to successfully complete the scenario. The trainer is the leader in this teaching environment. The trainer is you!!



Dr. Jones retired after working for 31 years in Colorado corrections. Dr. Jones began her career in corrections in 1981 as a Community Corrections Counselor. In 1985 she entered the Department of Corrections as a Correctional Officer at the Fremont Correctional Facility. She then moved up through the ranks as a Sergeant, Lieutenant, Administrative Manager, Associate Warden until her appointment as Warden. During her career she has worked with male and female inmates and at all custody levels. Her assignments included training, programs, custody/control, administration, and case management. You can reach her at sjjcanoncity@gmail.com.

Check it out!

Brand new from IACTP and Joe Bouchard

ICEBREAKER 101 – Volume X:

How Do You Like Them Apples?



This is a book of corrections icebreakers created by Joe Bouchard. This is a compilation of over 100 classroom exercises designed specifically for corrections settings.

Some of them are:

- Are you cautious or paranoid?
- Thumbs up
- Wax on, wax off
- Why we secure our vehicles
- The colossal chocolate coin conspiracy
- Of creeps and jerks
- And many more...



Do not forget to check out the first nine icebreaker books. All materials that appear in icebreaker works published by IACTP may be reproduced for educational/training activities.

Training Tip

By Ed Pauzer

TRAINING TIP 13: Making Eye Connect

Public speaking is bad enough for many people, but to have to make eye contact with their audience can be brutal. That is when the eyes shift more and the speaker's eyes begin to dart around even more looking for an avenue of escape rather than contact with the audience. The audience will notice that discomfort and become uncomfortable themselves, and the vicious cycle will continue.

Some feel that they can avoid the problem and fool their audience by looking over their heads or at the clock in the back of the room, but to the audience it only looks like you are looking over their heads or at the clock in the back of the room.

Some presenters and facilitators also have a favorite side. That means that they simply prefer looking left or looking to the right. Make sure that you look at all the audience with your body, not just your head otherwise you might look like you're on auto-robot.

There is only one way to overcome this problem and succeed at the same time. Make "eye connect" with everyone, or as many as you can. As soon as the participant you are looking at makes eye contact with you, disengage and look at another person. This shows that you are not willing to leave anyone out, and you are not staring. You are letting each person know that they are a part of your audience or class.



What follows are my current top five contraband control concepts:

1. **Safety first** – Act like contraband will harm you. Ask yourself if it is sharp. Will it cause infection? It is true that finding dangerous contraband is great for the safety of the facility. But the searchers need to consider their own safety first. Please see two related classroom exercises below: Gross! Wash your Hands and Time to Take off the Gloves.
2. **Employ the overt search or covert search as necessary** – Do you want prisoners to observe that you are searching? Is your intent to project to offenders that there are searches going on in order to dissuade concealing of contraband. Or should it be a hidden search in which the searcher does not wish to tip the hand?
3. **Information can be contraband** – Contraband does not have to hurt you directly to be dangerous. Information can bring harm if it inspires fear or has tradeable value. This sort of intangible contraband is found in private information of staff such as social security numbers. Other instances of information as contraband are plans to the prison design and computer passwords.
4. **Search me!** Do not forget to ensure that you are keeping personal items that may be deemed as contraband outside the secure perimeter. Self shake and comply to all searches at the gate and inside the facility. Do not supply contraband opportunities through your own negligence. Please see related classroom exercise below Why We Secure Our Vehicles.
5. **Reassess your process** – If it seems like there is less contraband in the facility, perhaps trade has tapered off. However, it may be that prisoners are used to the search methods employed and hiding things here the search is being neglected. Whether it is poor timing, clever concealment, or any other factor, it is wise to look at your search techniques and strategies and modify.

One should never doubt the importance of contraband control instruction. Although it is taught in the classroom in many styles, the practices are best applied and improved in the facility itself. The payoff is when the training becomes effective when it improves the safety of staff, offenders and the public.



The Twenty Minute Trainer

By

Lt. Gary F. Cornelius (retired)

Social Media and the Professional CO

Recently I have been asked to present training by several corrections organizations in Virginia on correctional officers (COs) and mistakes on social media. And if someone wants to derail their career, a sure-fire way is to not be smart when it comes to posting photos and comments on line. Here are two examples:

□ In 2018, the Canadian Ministry of Justice reported that jail workers at Saskatchewan jails were disciplined for posting inappropriate comments on social media sites. In answering a Facebook group question that asked: “Name something you never thought you’d have to say to another person until you got into corrections?” Answers that were posted included ‘Who’s that guy that got raped with a plunger?’ to ‘Hey buddy did you just use a toothbrush to cut your throat? Let me cuff you and help you with that’. These were minor comments and in response to a question and were posted over a year ago. But-they do look unprofessional, and do not appear very mature, especially after the news media found out about them. If the Ministry had not stepped in, how far would they have gone? Would there have been sexual or racist comments or photos posted? Luckily for the COs-no one got fired. But having something like this in their personnel file did not help their career, either (Fraser, 2018).

□ In 2014, a Tennessee correctional officer was charged with having sex with an inmate. Follow up investigations revealed that she was friends with several inmates through postings on Facebook and Instagram. One of these ‘friends’ was a state prison inmate had his own Facebook page and posted pictures of himself eating pizza and ‘rapping’. The CO posted a photo of herself to another inmate, who reposted it on his social media timeline (Finley, 2014). Obviously, she did not think this through-did she think that her correspondence with these inmates was private? Really? What was she thinking??

Social media can be a great way to connect and communicate with friends and family. It is now one of the primary methods that we use to keep communicating. But-COs are public service employees. Agency policies dictate the boundaries of law

enforcement officers using social media. If you misuse social media and embarrass the agency or cast any negative light on the facility or the profession of corrections, you can be disciplined. And that includes being fired. There are common sense guidelines that all staff-civilian and sworn-should be aware of.

Here is a list from Police One contributor Dr. Richard Weinblatt. It is a good list and should be included in employee orientation (civilian and sworn), training, and department policies and procedures. Professional law enforcement officers and personnel are held to a higher standard than the average citizen. These guidelines are:

- Do not glorify guns. The tax paying citizen is not happy with COs engaging in funny ‘gunplay’. I was told early in my career that the service weapon on my hip was a powerful thing-the power in some circumstances to take a life. Treat firearms with respect.
- No alcohol: As we learn in life, alcohol has the result of bringing out stupidity in some people. Photos of officers at parties, drunk and carousing, is opposite of a professional image.
- Be careful with comments: Comments, when posted, are out there for all to see. Comments can show bias, bigotry and immaturity. Also, on line comments can be used against you in a court proceeding, especially when they are biased against racial groups and inmates.
- Avoid bashing, complaining about and criticizing the department: Working inside a correctional facility requires officers to believe in the mission of the agency and be a team player. If you complain about supervisors, shifts, etc., you will kill your chances for advancement. Supervisors won’t like it.
- Be restrictive in personal information and your privacy settings: It is advisable to restrict access to selected family and friends. Also-be careful about personal information posted on line. Social media sites are a tool for people to find out more about you. Inmates and their families and friends will also use them to find out about you. And-the inmate manipulator will use that information in order to be your ‘friend’ and persuade you to drop your guard. By sharing too much, you are leaving yourself wide open.
- Highlight accomplishments: Social media sites like Linked In and Facebook are types of electronic resumes. Tell the world about what you have accomplished-and make sure it this looks professional. Leave out scores, etc. You want to ‘shine’-but in the right way to the right people.
- Choose photos carefully: Photos showing partying, playing with guns, alcohol, sexy ‘fun’, etc., will be frowned upon by your agency. Use common sense-be mature and professional.

□ When in doubt, leave it out: An old but wise saying. Ask yourself: would I want my family, mother, father, spouse, children, best friends, etc., seeing this? If your 'gut' says no, do not post it! Remember-once it is in cyberspace-it is gone forever. You have no control as to where a statement or photo may end up.

In summary, social media can be fun. It can be interesting. But law enforcement personnel, including those in corrections, are held to a higher standard. Do not kill your career for a few minutes of fun on line. The First Amendment does guarantee freedom of speech. You have heard that freedom of speech does not allow you to yell 'FIRE!' in a crowded theatre. And-social media when you are a public safety employee does not allow you to post anything you want. Be careful-use common sense! There are consequences.

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Lt. Gary F. Cornelius (deputy sheriff, retired) is a long time member of IACTP and presents training in a wide range of correctional issues. He is also an author, and his latest book *The Correctional Officer: A Practical Guide, Third Edition* (2017) is available from Carolina Academic Press. His other works include *The Art of the Con: Avoiding Offender Manipulation, Second Edition*, (2009) from the American Correctional Association. He can be reached at adjinstructor@hotmail.com and at 571-233-0912.



Training Tip

By Ed Pauzer

TRAINING TIP 43: The Magic of Role Play

Created by psychiatrists in the 1940's, the role play was designed to have patients bring their feelings and behavior to the surface when faced with situations or real life scenarios. It was adapted to training, but unfortunately is not used very often.

It is easy to create because it doesn't demand a script. It is also versatile and requires participant involvement. It is not always easy to observe in larger classes. It is often used in Customer Service Skills training where representatives are exposed to the harsher realities of abusive customers and the trainer can evaluate how the representative reacts.

The evaluator can also be an observer as part of a three-person role play. This three-person role play can also become a round-robin role play where the three are exposed to each role. This is also possible in two-person role plays with the participants in reverse roles, surprisingly referred to as reverse role play.

A debriefing should follow that incorporates the participants' actions, reactions, dialogue and behaviors.

That's the magic of role play.



Corrections Directions

By Joe Bouchard

The last foundation: One Corrections Professional's thoughts about retirement

Good bye, prison. I'll be going now. It was truly a unique experience working here. As I write this, I am fifteen weeks away from my last day of work in corrections. I remember my very first day inside like it were a meal ago. Yet, the twenty-five years following it evaporated like an ice cube on the sidewalk in mid-summer.

Reactions to retirement vary and are quite individual. Retirement scares some while it excites others. I have had both of those emotions and many more as I ponder my post-corrections future.

For many months, I have revisited the topic of retiring from the profession. What follows is a blend of introspection and advice from colleagues and loved ones. Conventional wisdom about retirement is also featured. As a disclaimer, I make known that I am not a life coach. Quite simply, these are my opinions.

I believe that planning a retirement is like building a foundation for a dwelling. If we suppose that retirement is like a standard four-sided foundation, it would feature four cornerstones. They are, activity, financial, physical and emotional.

It is better to have a well-conceived foundation so that all that is built upon it later is stable. This can be done by asking questions about each cornerstone.

Activity Cornerstone – The activities cornerstone is all about how time will be spent.

Will you work at another job when you retire?

Do you have hobbies? If not, have you made a list of things you would like to do?

Must you conduct activities that you find meaningful or are you content with anything to keep active? For example, are you comfortable with digging a hole and filling it the next day just to stay busy? Or does the activity need a deeper reason than just finishing a task?

Will you try new things?

Financial Cornerstone - The financial cornerstone is about how you will pay for your post-corrections existence.

Have you attended retirement seminars?

Have you conducted a thorough and realistic financial self-assessment?

Did you assess your financial needs by looking ahead?

Are you one who is driven by purchasing new items?

Do you have contingency plans?

How long can you tighten your belt?

Will you need to work at a part-time job?

Physical Cornerstone –

How is the overall state of your current health?

Have you sought a physician's assessment?

Do you have a plan for diet and exercise?

How does your family history look in terms of health?

DO you possess willpower and fortitude?

Have you honestly looked at your healthy and unhealthy influences?

Emotional Cornerstone –

Will you miss the rush, stress and adrenaline of corrections?

Do you have de-stressing tactics?

How much of your identity is intertwined into corrections?

How can you substitute feelings of accomplishment that you may have felt while on the job?

The four cornerstones are not merely sequential. That is to say, it is not a simple conceptual walk around the structure, looking at each cornerstone one at a time. There is an interconnectivity between all cornerstones. They are related to and buttress one another.

For example, if you are inactive you may become depressed. This the activities cornerstone may impact the emotional cornerstone. If you are financially insolvent, you may not be able to engage in activities.

Here are some my thoughts on planning for retirement from corrections:

- Start planning early
- Ask questions ask around
- Attend seminars
- Know yourself
- Change plans as needed. You need not be locked into details that seemed to work early in the planning.
- Be realistic

Twenty-five years as a corrections professional involves a lot of work with plenty of stress. I think that it is enough time in the field. But it is something that I certainly do not regret. I will eventually see how well my planning fits my needs.

I also acknowledge that retirement is a very personal decision. And you, Dear Reader, may embrace the advice, sample parts, or reject it as a whole. Whatever your course of action, as a fellow corrections professional, I wish you the best in retirement You have earned it. May your last foundation be sturdy and just right for you.

ATTENTION: NERDS NEEDED!



IACTP requests your help. We need Contraband Nerds to submit articles to IACTP's Correctional Trainer.

- Are you a contraband nerd?
- Are you a professional devoted to teaching others about contraband control?
- Do you have what it takes to enhance safety and save lives in the corrections profession?
- Do you possess experience in training in contraband control?
- Can you put pen to paper in a clear and entertaining manner?

If you answered yes to any of these questions, you should write for "The Contraband Nerd" - - The new column for IACTP's The Correctional Trainer



Icebreaker 101

Take note: I love you to pieces

What does the note say?

Is it a love note?

Does it have escape plans?

Is it written in code?

Information is power. And contraband can come in the form of what seems to be a simple note passed from one prisoner to the next. However, the note that you intercept may be a matter of life or death. Is it ever as simple as finding a note and showing it to the Inspector? Not always.

Prisoners know that information is power, too. In fact, the task of relaying written information to other prisoners under the collective nose of staff is not easy. That is why offenders utilize codes, misdirection and camouflage. Whatever their motivation to relay information, it is likely that the more important the message, the more likely it will be hidden.

In Take note: I Love You to Pieces, the facilitator follows these steps:

1. Read the following scenario – As an officer in the education building, you see a prisoner who leaves the classroom and goes to the restroom. The next prisoner to use the bathroom is from the library. Then the same prisoner from the classroom appears again in the restroom. You know that these prisoners are from different units and are unlikely to intermingle. You believe that the bathroom is a drop and pass location. When the restroom is empty, you don a pair of gloves and commence a search.

2. The instructor had created a note prior to the exercise and ripped it up into a dozen pieces or do. See below for sample notes.

3. Instruct one gloved student to retrieve the fragments of a note (or notes) in the waste paper basket in the classroom.
4. The instructor selects a team of three and give that team a roll of tape.
5. The instructor says, put together that puzzle and send it to the inspector. Participants must wear gloves when assembling the scraps of paper.
6. The instructor appoints an Inspector. The Inspector judges the merit of the intel delivered.

Some sample letters to print;

Sample 1 –

Dear Sherlock:

Elusive! Sometimes you look for something and it is not there. Just because a note is torn up and is place in a trash receptacle does not mean that there is anything of consequence on the note. It could be a ruse. It could be a test. It could be a note written out of boredom.

While you are wasting valuable staff time and frustrating yourself reconstructing this, another message, this time an important one, is being passes to another's hands. The crucial message that spells chaos for staff is not in the hands of a mover and shaker who will get the nefarious deed done.

So, Colombo, finish your puzzle and pat yourself on the back for finding nothing. (Where's your crown, King Nothing?) You can look everywhere, at once, but you will not see everything well. It is like you went duck hunting and shot the decoy.

Subterfuge! Misdirection! Made you look! Does a note always have to contain a crucial piece of information?

Love and kisses, your nemesis Chaos

Sample 2-

Congratulations!

You discovered information that prisoners did not want you to find. You went the extra mile and with gloved hands pulled out this note. Sure, it was in the bathroom trash. Certainly, no one knows what sort of infection it may harbor. Yet, you diligently reconstructed this missive with tape, patience, and logic. The bad deed that was intended can now be thwarted. Because of this, staff, prisoners, and the public will be safer.

Follow facility operating procedures when relaying information. This is some general advice:

Show the letter to the inspector;

Show the letter to staff who may know different handwriting;

Record this with time, date, and prisoners involved;

Write a misconduct report if there is good evidence;

Keep vigilant.

Bear in mind that you will not always find something significant. But when you do, it pays off in safety.



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YOU can be published in *The Correctional Trainer*!!!!

The Correctional Trainer is the official publication of the International Association of Correctional Training Personnel (IACTP). The magazine is published quarterly in digital format and is available to all members via the IACTP website www.iactp.org. All members are encouraged to solicit or write articles of interest in the criminal justice field.

Articles of any length are welcome. Please submit articles in Microsoft Word 2003 or 2007 or higher (Times New Roman, 10 pt. font, single spaced) via email to the editor at IACTP. All artwork, photos, or graphics must be saved as a .jpg, .tif or .png file at a minimum of 300 dpi to 600 dpi format.

IACTP's focus is on the practitioner in the correctional training field. We want to hear from you and what is of interest to you. Articles may be accepted from line trainers, administrators, academia and other interested parties. Articles may include, but are not limited to:

- Summaries of curriculum
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- Topic Specific Case Studies
- Book reviews
- Video reviews
- Summaries of recent court cases
- News items of general use to IACTP members
- Agency Spotlight

Selected articles are peer reviewed at request of author

The editor will evaluate articles submitted to *The Correctional Trainer*. Articles will be evaluated for originality, style, organization, readability, documentation, relevance and overall impression. The editor may make changes prior to publication. The authors in consultation with the editor will typically make any major changes.

Submission

Deadlines

February 1

May 1

August 1

November 1