12° OF FREEDOM

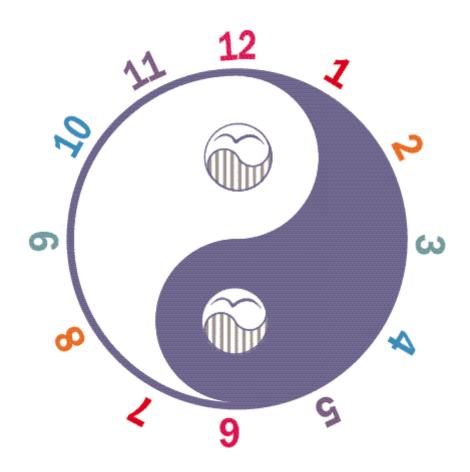
Synergetics and the 12 Steps to Recovery

A MANUSCRIPT IN TWO VOLUMES

Integrating Synergetics, Accelerated Learning Techniques, 12 Steps to Recovery and 5 Steps to Decision Making, in an approach to the treatment of offenders incarcerated as a result of crimes related to drug and alcohol abuse.

- By CHERYL LIRETTE CLARK

VOLUME I - THEORETICAL MODEL



12° OF FREEDOM SYNERGETICS AND THE 12 STEPS TO RECOVERY

VOLUME I - THEORETICAL MODEL

BY
CHERYL LIRETTE CLARK

12° OF FREEDOM SYNERGETICS AND THE 12 STEPS TO RECOVERY

A MANUSCRIPT SUBMITTED TO THE FACULTY OF THE SCHOOL OF HEALTH AND HUMAN SERVICES OF COLUMBIA COMMONWEALTH UNIVERSITY IN CANDIDACY FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

BY CHERYL LIRETTE CLARK

DECLARATION OF AUTHENTICITY

I declare that all material presented to Columbia Commonwealth University is my own work, or fully and specifically acknowledged wherever adapted from other sources. I understand that if, at any time it is shown that I have significantly misrepresented material presented to the University, any degree or credits awarded to me on the basis of that material may be revoked.

Cheryl L. Clark	 Date
Izola Dixon-Floyd, Faculty Mentor	
Dean Walter J. Rollin, HHS	
Member, Academic Council	
Member, Academic Council	
Member, Academic Council	

School of Health and Human Services 127 East Main, Missoula, MT 59802

DEDICATION

It is with deepest gratitude and much love that I dedicate this work to my mother, Eileen Sloan Lirette Coghill. A young war widow, just shy of 18 when I was born, she sacrificed much to ensure that I would have the means to a good education. Very often she did without things for herself so that she could save the small monthly allowance she was allotted from the government as a "War Orphan's" benefit for me,—even though her widow's benefit was cancelled because she made more than \$50 per month from her clerical jobs. She did this to ensure there would be money set aside to pay for my college education, a dream she held for me from before I was born. Her love for all her children knows no bounds and I am proud to be her first, the one she "practiced" on.

She also proofed every word of this document, checking my still creative spelling and typing, about which she once asked when I was in undergraduate school and she carefully re-typed my papers, corrected my grammar and made sense of my writing, "How can you be in college when you can't spell or type?"

My reply, "You can."

Thanks, Mom, for so much, always.

VOLUME I - THEORETICAL MODEL

TABLE OF CONTENTS

Abstract	XIII
Who is Buckminster Fuller? - From the BFI Website Geodesic Dome, Montreal Expo, United States Pavilion Dymaxion Map The Whole World as 100 People The Buckminster Fuller Institute	
CHAPTER I: REVIEW OF LITERATURE AND "EXPERIENCE BASED KNOWLEDGE"	1
A Review of the Components Influencing the Development of Total Learning Environments™ in Correctional Facilities and <u>DOING LIFE! A Life Skills Program for Recovery from Addictions</u>	
Introduction	3
Synergetics - Fuller, Applewhite, Edmondson, Kuromiya Universal Principles - "six basic motions in Universe active and passive" 1. Spin 2. Orbit 3. Expansion/Contraction 4. Torque 5. Inside/Out 6. Precession 12° of Freedom The Tetrahedron - "The minimum structural system in Universe." Astronavigation Tools, Industrialization Design, Operations Ballistics	10
The Impact of Crowd Psychology on Crime and Corrections "Three Strikes And You're Out!"	18
Philosophical Foundation Failure is a Key to Learning	20
Alcoholics Anonymous and Narcotics Anonymous - Bill W. & Dr. Bob The Twelve Steps to Recovery	23

Game Analysis: Victim, Rescuer, Persecutor Script Analysis Asklepieion/Groder Octahedron	
Imaginal Education - Burglass, Duffy, Rogers 5 Steps to Decisions Thresholds Curriculum Artform Process	14
Control Theory - Glasser, Nye, Hirschi Social Controls Moral Development Total Learning Environments™	52
Neuro-Linguistic Programming - Bandler and Grinder, Robbins, Laborde 6	60
Family Therapy - Dr. Virginia Satir 7	73
Accelerated Learning - de Bono, Deporter, Thurber, Jensen Thresholds - Burglass, Duffy Money & You - Thurber Secrets of Powerful Presentations - Thurber Burklyn Business School - Thurber, DePorter, Cordova SuperCamp™ - DePorter "Learning Styles Inventory"- Gregorc, LeTellier Suggestopedia - Lozanov	19
Bodymind Connection - Desai, Ray, Orr, Mandel 9	96
Holistic Health and Wellness - Chopra, Epstein 10)1
DOING LIFE! A Synergetic Approach to Recovery - Clark, Matheson, Bogan)4
Footnotes 11	0
CHAPTER II: EVERY DAY IN AMERICA 12	25
A Discussion of the Nature Vs. Nurture Debate In Theories of Addiction and Criminal Behavior	
The Crisis 12	27
The Cost Rising Prison Population "Children In America's Schools" - Bill Moyers, Jonathan Kozol "Drug Abusing Employees Cost U.S. Businesses Billions of Dollars"	31

The Devastation of Addiction National Corrections Conference On Substance Abuse Testing, Sanctions and Treatment	136
"Nature" Or "Nurture": Is That The Question? Mad Bear Speaks The Bell Curve - Herrnstein and Murray The XYY Factor and Twin Studies	139
The Bell Curve Debate Suburban Youth vs. Inner-city Children Cultural Changes and Incarceration Demographics	154
Poverty And Crime One In Four Children In America In Poverty	163
"It's In The Genes"	170
"Your I Will Is More Important Than Your I.Q."	181
A Synergetic Approach To Integration: "Nature" and "Nurture" Tools, DNA, Physical Domain, "I Do" Design, Operations, Mental Domain, "I Think" Ballistics, Emotional Domain, "I Will" Astronavigation, Spiritual Domain, "I Am"	186
"Good" and "Bad"	196
Whose Responsibility Is It? Rolling Thunder	210
Footnotes	212
CHAPTER III: 12° OF FREEDOM	221
A discussion of Synergetics as applied to the treatment of addicts and offenders	
Thinking Outside of the Box Theoretical Assumptions	223
12° Of Freedom Who, What When Where, Why, How 1. Axial Rotation 2. Orbital Rotation 3. Expansion—Contraction 4. Torque 5. Inside/Outing 6. Precession 12 Steps To Recovery	229

The Tetrahedron: Minimum Structural System In Universe Navy Yard Industrialization	258
Fleet Operation and Ship Design	
Astronavigation	
Ballistics	
The Tetrahedron as the Basis of a Holistic Approach to Treatment	262
Physical, Tools	
Mental, Plans	
Spiritual, Vision Emotional, Feelings	
Emotional, reenings	
12 Steps to Recovery	264
12° of Freedom in the 12 Steps to Recovery	266
"minimum number in Universe is two" - Fuller	
"six positive and six negative degrees of freedom	
God As Universal Principle	268
Spiritual Principles	
"A Power greater than ourselves"	
Synergetics in Treatment	278
"Synergy means behavior of whole systems"	
"What Works?" - Martinson	
"Treatment Destruction Techniques" - Gottfredson	
Human Organisms Are Systems <u>DOING LIFE! A Life Skills Program for Recovery from Addictions</u> - Clark, Bogan, Matheson	
DOING LIFE! A LITE SKITS Program for Recovery from Addictions - Clark, Boyan, Matheson	
12 Stages of Healing - Epstein	282
Total Learning Environments™ in Prison	284
Footnotes	288

TABLE OF ILLUSTRATIONS

VOLUME I

Α	bs	tr	a	C.

R. Buckminster Fuller	xvi
Geodesic Dome	xvii
Dymaxion Map	xviii
Review Of Literature	1
The Tetrahedron	13
Operating Image	22
The 12 Steps to Recovery	33
Structural Analysis of Ego States	35
The Drama Triangle	37
Groder Octahedron	43
5 Steps to Decisions	45
Thresholds	47
Artform Questions	49
I Am Accepted	51
Control Theory on the Tetrahedron	55
Shock Philosophy	59
NLP - See It, Say It, Do It	61
Influence in Communication	63
The Five Finger Pointers	69
Quantum Learning	85
Learning Styles	89
Learning Styles on the Tetrahedron	91
Mind Mapping	95
The BodyMind Connection	97
Relax - Breathe - Focus	99
The 12 Stages of Healing	103
Taking 12 Steps to the Future	105
Expansion - Contraction	107
SMART Choices! Are	109

Every Day In America	125
DENIAL	179
IQ On The Tetrahedron: A Synergetic Hypothesis	187
DNA	193
Precession	195
Cosmic Plurality	207
12° Of Freedom	221
DOING LIFE! A Life Skills Approach to Recovery from Addictions	231
Six Positive and Six Negative Degrees Of Freedom In Universe	235
Step 1: Admit the Truth	237
Step 7: Humbly Ask	239
Trust The Dance	241
Step 8: "We made a list of the people we H.I.T."	243
The Whole Complex of Omni-Interaccommodative Generalized Principles	245
Ever Rethinking The Lord's Prayer	247
Step 4: A Searching and Fearless Moral Inventory	249
Step 10: And When Wrong Promptly Admitted It	251
Yin-Yang As Two	253
Universe	255
Precession	257
The Four Cornered Tetrahedron	259
The Combined Sciences of Navigation and Ballistics	261
A Holistic Approach To Treatment	263
12 Steps to Recovery	265
12 ° Of Freedom In 12 Steps to Recovery	267
"God As We Understood Him"	269
Ever Rethinking The Lord's Prayer	271
Ever Rethinking The Lord's Prayer Continued	273
Body, Mind, Spirit	275
Universal Principles In Healing	283
Total Learning Environments™	285

VOLUME II - APPLICATION AND RESULTS

TABLE OF CONTENTS

CHAPTER IV: ENVIRONMENT IS STRONGER THAN WILL	297
A Comprehensivist's Approach to Structuring Environments for Success Synergetics in Total Learning Environments™: Purpose, Methods, Results	
A Comprehensivist's Approach To Treatment "Environment Is Stronger Than Will"	299
Specialization Leads To Extinction Foster Care Children of Prisoners Racial Factors	302
"From Plantations, To Projects, to Prisons" Sister Souljah	307
Environments For Change In Prisons Community Standards Network Total Learning Environments™	316
Treatment Models Physical/Behavioral Mental/Cognitive Emotional/Affective Spiritual/Wholistic	320
A Wholistic Approach Astronavigation, Vision Design, Operations Tools Ballistics	326
"Keep Hope Alive" Release Planning 90 Meetings In 90 Days Prigogiene's Theory of Dissipative Structures Perturbation	345
Gangs To Graduates Compliance - 10 General Orders Identification - Role Models	352

12° of Freedom Volume II: Application and Results

Internalization - Beliefs and Values Autonomy - Integrity	
From Compliance To Autonomy Breaking Old Patterns	370
Graduation From Prison	382
Results Unpredicted By the Behavior of Individual Components Alone Monterey S.I.C.F. Summit S.I.C.F. Moriah S.I.C.F. Lakeview S.I.C.F. Willard DTC	388
Shock Success Rates Return Rates for Shock Graduates and Comparison Groups Cost Savings Community Service Projects High School Equivalency Program AfterShock and AfterCare	391
Footnotes	403
Staff Training Schedule	412
CHAPTER V: DOING LIFE! SYNERGETICS IN THE 12 STEPS TO RECOVERY The Integration of Synergetics and Accelerated Learning Techniques Into A Comprehensive Approach to Addictions	413
About <u>DOING LIFE!</u> Synergetics Applied to Treatment The P.E.P.S.I. Challenge Generalized Principles	415
The 12 Steps in <u>DOING LIFE</u> Internal and External, Positive and Negative Principles	419
DOING LIFE! A Brain-Based Curriculum For Recovery 5 Steps to Decisions 12 Steps to Recovery	420
Structure And Format 13 Individual Workbooks Key Ideas, Content/Exercises	424

Words Are Tools	426
Language Is Key 5 Steps to Decisions	428
The 12 Steps To Recovery in DOING LIFE! Step 1 - Admit the Truth Step 2 - Sanity Step 3 - G.O.D. Step 4 - Moral Inventory Step 5 - Admit the Truth Step 6 - Entirely Ready Step 7 - Humility Step 8 - Willingness Step 9 - Direct Amends Step 10 - Take Responsibility Step 11 - Prayer and Meditation Step 12 - Practice the Principles	436
Each Day a New Beginning Touch The Earth - McLuhan Black Elk Speaks, Song of the Seer - Short Bull 12° Of Freedom - Edmondson and Fuller	478
Footnotes	488
CHAPTER VI: SUMMARY "RAISE THE CURTAIN ON A NEW ERA" Summary, Conclusions And Implications For Addictions Treatment And Corrections In The 21st Century	499
Summary Questions Addressed Generalized Principles Key Components	501
Chapter I: Review Of Literature and "Experienced Based Knowlwdge"	502
Chapter II: Every Day In America Who Becomes Addicted? Who goes to prison? Why? How do offenders and addicts differ from those who do not go to prison or become addict Are addiction and incarceration related to learning difficulties? If so, can these learning difficulties be corrected effectively? How?	504 ted?
Chapter III: 12° Of Freedom What does the discipline of Synergetics have to contribute to the treatment of addicts and offenders? How does Synergetics relate to the 12 Steps to Recovery of Alcoholics Anonymous and Narcotics Anonymous? "six positive and six negative degrees of freedom in Universe" God as Generalized Principle	510

Chapter IV: Environment Is Stronger Than Will How is this discipline applied in an addictions treatment program, in prison or in any treatment setting? How does one establish a Total Learning Environment™ in prison? What results can be expected from a treatment approach based in Synergetics?	517
Chapter V: <u>DOING LIFE!</u> : 12° Of Freedom In 12 Steps To Recovery How is this discipline applied in an addictions treatment program? How does one establish a Total Learning Environment™ in prison? Twelve Steps and Twelve Traditions Design Science approach of <u>DOING LIFE!</u> 12 Steps to Recovery and 5 Steps to Decisions "Principles interaugment one another"	524
Findings and Implications for Corrections and Addictions Treatment Results Achieved	530
Recommendations Wholistic Approach S.M.A.R.T. Action Plan	534
Footnotes	544
BIBLIOGRAPHY	549
References used in the development of the TLE™, <u>DOING LIFE!</u> and this Manuscript	
TABLE OF ILLUSTRATIONS	
Environment Is Stronger Than Will 297	
Environment Supports Will 317	
Models Of Treatment 321	
A Wholistic Approach To Treatment 327	
Shock Incarceration Program Schedule 333	
Sample Daily Schedule For The Total Learning Environments™ 337	
Point Values For Evaluations 343	
Operating Image 351	
Control Theory on the Tetrahedron 353	
"Most People Change When They Feel The Heat" 365	
Running in the Morning Sun, Marching to Evening Classes 367	
Integration of Four Models of Change 369	
Orientation for New Arrivals - Lakeview Reception Unit (Males) 375	
Scenes from Shock Incarceration 377	
Horticulture Program and Santa's Helpers 397	

399

Learning Is Taking Place

DOING LIFE! Synergetics Applied To The 12 Steps to Recovery	417
The P.E.P.S.I. Challenge	421
DOING LIFE! Integrates	423
Taking 12 Steps To The Future	425
Keep It Simple and S.M.A.R.T.	427
DOING LIFE! A Life Skills Approach to Recovery from Addictions	429
DOING LIFE® International Incorporated Logo	435
5 Steps To Decisions	437
Rolling Thunder Says	439
Step 1: D.E.N.I.A.L.	441
See Your Situation Clearly	443
Step 2: Insanity Cycle	445
Mistakes Are The Key to Learning	447
Step 3: Good Orderly Direction	449
Know What You Want	451
Step 4: Operating Image	453
Expand Possibilities	455
Step 5: False Expectations Appearing Real	457
Evaluate And Decide About Possibilities	459
Step 6: Defects Of Character	461
Creating a Plan for Action	463
Step 7: It's OK To Ask For Help	465
Attitude Determines Altitude	467
Step 8: Make Amends To Those On My H.I.T. List	469
How I H.I.T. On The Drama Triangle	471
Step 9: Make Amends, With My T.E.M.P.T.	473
Making Direct Amends - The 12 Promises	475
Step 10: H.A.L.T.	477
Expanding Your Possibilities For Operating Effectively In Life	479
Step 11: Prayer and Meditation	481
Prayer and Meditation Open The D.O.O.R . to Recovery	483
Step 12: One Day At A Time	485
The Circle Of Life	489
"Raise The Curtain On A New Era"	499
A Synergetic Hypothesis Of Human Intelligence	509
12° Of Freedom: A Program Planning Guide	511
12° Of Freedom	513
Elements Of A Total Learning Environment™	521
Triangular Distribution in the TLE™	523
Integration Of Principles in <u>DOING LIFE!</u>	529
A Design Science Approach To Planned Change	535
Bibliography	549

ACKNOWLEDGEMENTS

As with any work of this scope, there are many who deserve heartfelt thanks and praise for their contributions. First, I must extend my deepest gratitude to Dr. Carmen Cornute, my first mentor for this project, who believed I could do this before I did. She was followed by Dr. Izola Dixon-Floyd, who continued to guide and cheer me on throughout the writing and completion of this manuscript. Obviously, I am deeply grateful to my mother for her proof-reading.

Lisa Matheson is most responsible for convincing me I could write and for making me do it. She structured <u>DOING LIFE! A Life Skills Program for Recovery from Addictions</u> and insisted that I record the lessons I had developed and taught in the corrections system. Her relentless support created the space for me to write, and through that process, discover the *special case truths* of the *generalized principles* explained here. She took rough illustrations and turned them into beautiful graphics, made vague ideas reality, and held me to deadlines. She made it possible for me to explore and apply these concepts in practical ways, resulting in this manuscript. Mary Bogan had also encouraged me to write and worked with Lisa and me on <u>DOING LIFE!</u>. She contributed to the writing, illustrations and presentation of that series. Michael Healey supported our work throughout the writing of <u>DOING LIFE!</u> and has continued to do so. Michael tests this model in other arenas, particularly in business and organizational development. His questions, feedback and insights during this process have been invaluable.

Ron Moscicki consistently holds the space to allow me to test my ideas. "Mr. Ballistics" is the reason Shock Incarceration has worked so well and consistently since we began that TLE^{TM} in 1987. He is the essence of integrity in leadership, a standard for all in the programs.

Father Stephen Chinlund made the Network Program possible through his support in countless practical and creative ways. Dr. Peter Vamos coached me through the challenging times in the beginning and Dennis Thompson got staff to listen and get the job done. Long before he was Reverend Perry, Ron was the first correction officer to take up the challenge of making the Network Program work. Dr. Virginia Satir taught me about healing with love, joy, compassion and the power of "juicy" words. She exemplified grace in all she did.

Bill Gard, Tom Coughlin, Phil Coombe and Glenn Goord are key leaders who made it possible for me to implement the various TLE™ in the corrections system. Dr. Dave Aziz (Dr. Data) supervised and prepared our research that "proves" that this isn't such a far out idea, and in fact, *works*, even with populations that people tend to give up on, the inmates in our prisons. C.S.M. (retired) Joshua Perry is a source of ongoing inspiration and support. As Course Manager for RTIC, his dedication to youth and commitment to doing all he can to help programs like the ones described here work effectively, are inspirational.

Marilyn Haliski and Linda Gilbert have steadfastly sustained, supported and nurtured me as I worked on this and many other projects over the years. Donald Gilbert worked with me to develop and deliver the first series of training programs for staff in the criminal justice system and in private practice, and has continued as friend and anchor. John and Joyce Chupka keep me laughing and continue to teach me about the joy and freedom of forgiveness. Elizabeth Dunn adds her beautiful voice to the chorus of support that enriches my life in so many ways. Kathryn and Mary Florence Sullivan challenge my thinking with their stimulating questions. Reverend Penny Donovan has taught me the power of surrender.

Many others have contributed greatly to my learning journey. Robert Mitchell, Ken Windes, Fanita English, Richard Erskine and Rebecca Trautmann were the most important of those who taught me the skills of Transactional Analysis. Ken named the Total Learning Environments™ and encouraged me to begin them. Dr. Milton Burglass, Mary Grace Duffy, Jane Taylor and Penny Rogers were key to my learning the strategies of Imaginal Education in Thresholds. Rob Evans' creativity, enthusiasm, talent and wit were and are, sources of delight. He designed some of the original graphics and mind maps, and contributed many ideas for teaching the decision making steps.

All of the **GUARD**ian angels with whom I have worked in Network and Shock Incarceration have supported, tested and enhanced the model offered here since 1979. So many enriched the model with their ideas and have passed on the principles to thousands of people, in all kinds of settings: schools, training workshops, prisons, businesses and organizations. It would be impossible to name them all here. In addition to Jane Taylor, Marilyn Folger, JoAnn O'Keeffe, Ruth Crandell, Curtis Clark, Gene Blanton, Pete McMillan, Yvonne Cuffey and Leroy Fields were the first to pilot the original programs.

Marshall Thurber taught me how to understand and apply the Universal Principles discovered by R. Buckminster Fuller, to celebrate my mistakes and to welcome them with excitement for what I was learning from them. I am, of course, ever grateful to Bucky for his genius and for his willingness to surrender to the will of *the cosmic integrity and absolute wisdom* governing Universe and for sharing the power of the *generalized principles* with all of us.

Robert and Kim Kiyosaki, Blair Singer and D.C. Cordova Harrison continue to demonstrate these principles in their exciting books and seminars. D.C. introduced me to Sondra Ray and the Loving Relationships Training, another powerful transformational tool that has added much value to my life. Sondra, and Bob and Mallie Mandel coached me in these skills in the series of workshops that followed.

Bobbi DePorter was Marshall Thurber's partner in the Burklyn Business School where I learned so much about accelerated learning and Synergetics in 1983. Bobbi's books, seminars and accelerated learning program for kids, *SuperCamp*, contributed greatly to my understanding of the learning process and got me thinking about Synergetics in new ways. Keith "Big Dog" Cunningham, Jerry Winerth and Randy Craft are my coaches, helping me understand the practical applications of Synergetics with great humor and skill. Amy Edmondson clarified much of my confusion and fuzzy thinking in her seminars and with her first book.

All of my "Global Buds" who do so much to spread the principles throughout the planet have my deepest gratitude for their enthusiastic support of me and my work. In addition to those already mentioned here, Judith Anderson, Julie Belden, Jaime Danforth, Diane Dean, Rob and Di Downie, Peter Meisen, Wayne and Lynn Morgan, Judith Orloff, Rolf Parta and Nick Rudd have believed in me and cheered me on. Luis Machado's generosity and enthusiasm in sharing his ideas was an extraordinary gift.

Yogi Desai and Swami Kripaluvanand taught me about holistic health and wellness through the science of yoga and meditation. Leaders of the Kripalu Holistic Health Center have taught me much about the joy of service. Bo and Sita Lozoff are the essence of Human Kindness. Their work in prisons is a great blessing.

Anthony Robbins and the developers of Neuro-Linguistic Programming expanded my repertoire of skills as a therapist and teacher. Tony is truly a master at what he does, modeling how to overcome F.E.A.R. through outrageous humor and generate the energy to accomplish any goal you desire. Dr. William Glasser's <u>Reality Therapy</u> and <u>Control Theory</u> are other key resources. His seminars were exciting opportunities to learn and grow on many levels.

Jerry Gillis continues to lead the team who make Shock Incarceration possible in the institutions. Phil Simiele, John Passmore, Jim Ratliff, Sandi Polakow, Paulette and Alan Strong, Cal and Dan West, Frank Benedetto, Bob Brown, Brian Carroll, Sue Gasiewicz, Dave Gray, Pat Harrity, Bruce Jarvis, Kevin Kallin, Wayne Lewis, Kim Longo, Guilio Manino, Barney Mikulski, Paul Pape, Jerry Peters, Vic Sorrento, Larry Sterns, Bill Wyant and Bill and Mike Wright, "walk point" for Shock, leading the way for many who have cheerfully taken up the standard. They set the tone for excellence in all they do. Carolyn Colunio, Lori Cullinan, Terri Koeppel, Perk Newell, Linda Olsen and Ginny Pezzula provide cheerful, practical support.

Doug Millar and Stacia Murphy were the first to "stand and deliver" by taking this work into the community in *AfterShock*. Their work has been invaluable in sustaining graduates post-release and in encouraging others to follow their lead.

Bill Beers was the first to introduce the TLE™ to the West Coast and continues to uphold the standard as Superintendent of the SUMMIT program in Oregon. Chris Duval enthusiastically supported this work and inspired the "H.I.T. List". C. Martin Lensing, Warden *Extraordinaire*, has contributed greatly to the success of the TLE™ through his leadership of the IMPACT Program in Louisiana. Frank Gripp, Juan Rivera and Walter Lau are the standard bearers in New Jersey.

Carmella Betts, Joe Hanrahan, Lisa Kelsey, Kathy Lavarnway, Patti Lorenzetti, Tom Margeit, Brenda Post, Doug Ricci, Janice Smith and Betty Valerio were among those who supported Superintendent Passmore and Deputy Superintendents Bogan and West as they implemented the newest variation of the model at Willard DTC. Gloria "*The Incredible*" Hultz was a staunch supporter long before she arrived at Willard and has promoted the TLE™ and DOING LIFE! all over the world. Diane Geiman made sure the *American Correctional Association* recognized the value of our work.

My family, both immediate and extended: brothers, Tom and Steve Coghill, sisters Bridget Fico, Dr. Beverley Wemple and Melanie Tacosa, their spouses and children, my terrific nieces and nephews: Catherine, Jamie, Alex, Kimberly, Kerry and Liam; Auntie and Unkie; my "*cuzzins*", especially Mary, Ted, and most of all Joél Frierson, who coached me through many disasters and nightmares with QuarkXPress™ (that I created) and gives so generously always, to all of us. To all my beloved family who have given so much and taught me the importance and value of family, thank you for being mine and for your constant love and support.

To the thousands of graduates of the TLE™, particularly the leaders, Yolanda, Ed, Michael, Cheryl and Keith, who continue to carry the message and "Keep Hope Alive", thank you for all you do to demonstrate the success of the work discussed here.

I am certain that I have left out many important people who have contributed to my now more than 35-year learning journey. Please accept my heartfelt gratitude and apology if your name escaped me as I wrote this.

I am deeply grateful to all of my teachers and supporters and continue to look to them for inspiration. Please be aware that while they taught me much, none of them are to blame for my interpretations of what they shared with me. All mistakes and errors in thinking are my own. There is nothing more valuable to me in all the world than the support I have received from all mentioned here and others who have so generously given of their time and energy.