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**MANAGING HOPE: AN EDUCATIONAL MANAGEMENT MODEL  
FOR COLLEGE EDUCATION BEHIND BARS**

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**ABSTRACT**

Education has been widely recognized as an influential mechanism in correctional settings, yet limited attention has been given to how educational programs behind bars are managed to sustain hope, motivation, and personal change among incarcerated individuals. This study examined the College Education Behind Bars Program implemented at the Davao City Jail, with the aim of developing an educational management model that supports inmates' holistic transformation. Using a qualitative research design, data were gathered through focused group discussions and in-depth interviews with incarcerated learners who participated in the program. Thematic analysis identified five major themes describing the inmates' lived experiences: access to education as a source of restored purpose; learning as a way to self-worth and discipline; supportive instructional and administrative practices; difficulties within the correctional learning environment; and education as preparation for social reintegration.

Based on the results, the Managing Hope Educational Management Model was developed, highlighting the interconnected roles of leadership, instructional support, learner engagement, and institutional collaboration in sustaining hope and promoting significant change among incarcerated students. The model reinforces education not only as an academic

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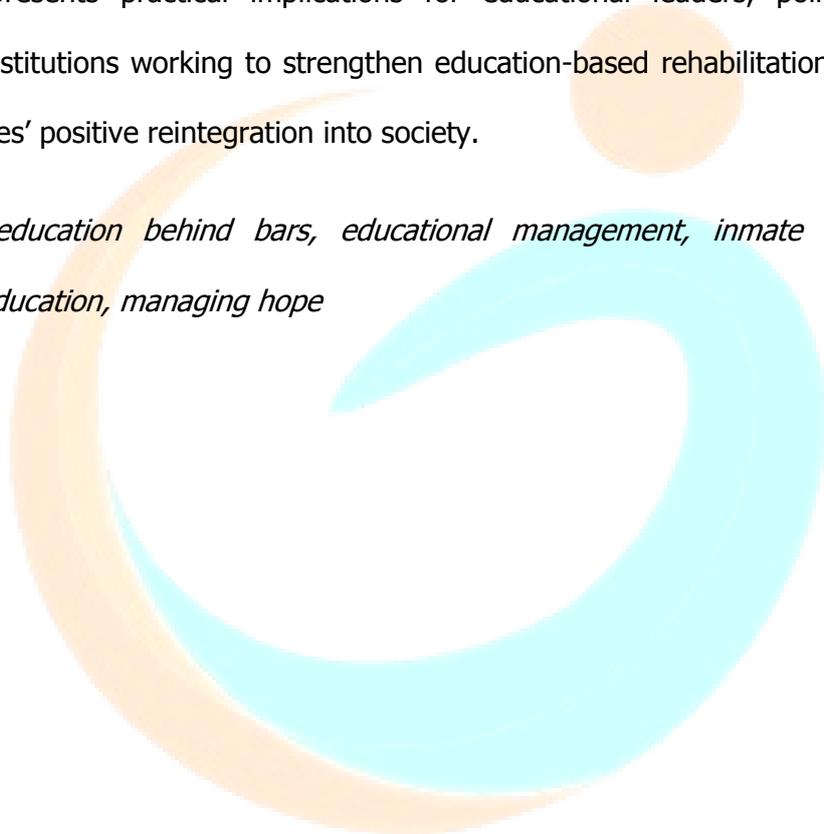


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endeavour but as a management process that cultivates resilience, responsibility, and future orientation.

The study adds to educational management and correctional education literature by providing a contextualized framework for managing college-level programs in custodial settings. It presents practical implications for educational leaders, policymakers, and correctional institutions working to strengthen education-based rehabilitation initiatives and support inmates' positive reintegration into society.

**Keywords:** *education behind bars, educational management, inmate transformation, correctional education, managing hope*



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