

## American Hero Headlines NAAWS Training

By Cathy Fontenot, NAAWS Sgt-At-Arms

There exist people among us who serve as beacons of light when our world seems to be at its darkest. There are leaders who pave a path of hope through seemingly insurmountable obstacles. There are those among us who are able to lift others as they rise to overcome impossible challenges. Fortunately, there are heroes among us.

The planning committee for the upcoming 2011 NAAWS Conference is excited about welcoming our distinguished fellow members to Baton Rouge, Louisiana. The conference theme focuses on effective leadership during times of hardship. We know as corrections professionals that budgets often times more than not, have a direct impact on our ability to ensure institutional safety, security and successful re-entry. We are challenged daily to fulfill our mission of public safety as well as to meet our responsibility of creating environments that inspire moral rehabilitation. In times of dwindling budgets, we often find that the greatest and most dependable resource we have is that which can be found inside each other.

Those planning to attend this April will hear from an expert on effective leadership during crises. Recent Inductee to the Louisiana Justice Hall of Fame, Retired Lieutenant General Russel Honoré, Louisiana's own Ragin Cajun and a recognized national hero, has been locked in as our keynote speaker. Most people remember General Honoré for his awe inspiring ability to get people moving during a period of time when most everyone remained paralyzed in a state of shock and disbelief. Former New Orleans Mayor Ray Nagin said, "...and I give the president some credit on this—he sent one John Wayne dude down here that can get some stuff done, and his name is Gen. Honoré. And he came off the doggone chopper, and he started cussing and people started moving. And he's getting some stuff done."

We, leaders in the field of corrections and public safety, know that we need

more than ever to be "smart" on crime, rather than simply "hard" on crime. Our prestigious keynote speaker gained national attention when he was quoted as telling a reporter to not get "stuck on stupid" in reference to a question about the federal Hurricane Katrina response. It is apparent that General Honoré is the perfect embodiment of our theme – a figure like most of us, charged with doing more with less while still maintaining expectations of excellence. We anticipate hearing his stories of coordinating the

military relief efforts in response to the flooding at USAF bases in Korea during monsoon season, the BP Oil Spill in the Gulf of Mexico, Hurricane Katrina, as well as the help and compassionate response of the building of a monument of tribute and remembrance for two young girls killed during a training mission in South Korea.

Book your reservations now! Don't wait to register for this must-see occasion. We look forward to hosting you all at what is turning out to be the most thought provoking conference yet. Brochures summarizing the workshop content and highlighting the special events (Wildest Show in the South: the Angola Prison Rodeo followed by a barbeque dinner on the grounds of the historic Louisiana State Penitentiary and an authentic crawfish boil with live Cajun music on the pool deck of the 1920s restoration Hilton which overlooks the Father of Waters, the Mighty Mississippi) will be mailed to you



*Lt. General Russell L. Honoré, (Ret.)—Commander, Joint Task Force Katrina and visionary leader*

shortly. Don't miss your chance to shake hands with a true American hero. Plan to come down and see us, we guarantee an experience you'll not soon forget, if ever!!!

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# Hospitality Suite

## Grand Hyatt San Antonio, Texas

Ask for NAAWS—  
Art Leonardo

Saturday, January 29 ~ 6:00 PM

Sunday, January 30 ~ 5:00 PM

Monday, January 31 ~ 6:00 PM

Tuesday, February 1 ~ 6:00 PM

*Your Board of Directors wish you all the  
best of the Holiday Season!*

# President's Message

By Mel Williams, NAAWS President

In our business often we have to respond to pressures outside of our control. With November elections, came new politicians with new perceived mandates. In speaking with a few of the heads of State Correction Departments this fall, all are being challenged by lack of funds. This election saw voters demanding change, especially less government spending. Correction Departments already straining with deep cuts have been asked to do more. When I spoke to Secretary LeBlanc in Louisiana he had just received direction to cut more. With one of the lowest costs per inmate, more cuts will be difficult. Commissioner Fischer in New York, even after finally getting the go ahead to close some smaller unused prisons has to look for additional significant cuts. Commissioner Epps in Mississippi is still attempting to fund staff training but he relates it is more difficult than ever. Secretary Cate in California relates that his state is in terrible debt and his department has one of the biggest budgets so more cuts are coming. Ohio, Michigan, and all the other Correction heads including Private Corrections, are facing the same dilemma. So what are the Wardens to do? I believe we are at a time when we must admit that doing more with less is not the answer. I was pleased to speak at the South Carolina State Correction Conference and the Mississippi Correction Conference where I related that we must do less with less. With diminished resources appropriate cuts will have to be made. We, as Wardens, must take a hard look at our local operations to see what works and what doesn't.

In touring San Quentin in November I was pleased to see the smooth operation, staff control and cleanliness. I was surprised to see what I felt was diminished

staff in some areas like the yard, but they are making it work. Imagine processing in 70-80 new inmates a day and also operating a death house holding over 600 condemned inmates. In Louisiana I saw Warden Tanner at Raybourne Correctional Facility where staff have been very creative. In pushing for more security they developed a staff and inmate swipe card system. This is not new to some states but they did not send their staff down to Radio Shack like Warden Tanner did and built a system for a few hundred dollars. Innovation in tough times has always been Correction's trademark.

I was fortunate to talk to the California Wardens and reminded them that it is always about staff. This past year saw huge cuts in their program areas which they are now trying to address. I listened as the Wardens spoke about how they could get things done with some flexibility.

It is difficult when now it comes down to releasing staff and cutting secure posts. Layoffs after furloughs is something no one wants to speak about but it is a challenge that some states are already facing. Prisons will continue to run but it is the Wardens' responsibility to make the best of what is offered. This challenge will be met as the challenges have been met in the past, with hard work and positive leadership.

NAAWS and the *Grapevine* can be used for a forum for sharing ideas amongst Wardens from different states to show how they are meeting this new challenge. Hey, if you are doing something creative that is getting the job done for less, then why not share it with the rest of us; we might be able to use it!

I hope that many of you are planning on coming to our annual conference this coming year which will be in Baton Rouge,



Louisiana. There will of course be great training, and the Rodeo at Angola Prison. You may have to pay your own way, but why not make it a vacation and bring your spouse. There will be many great things to do! Go to our web site for more information, [www.corrections.com/NAAWS/](http://www.corrections.com/NAAWS/).

I was excited to hear from our Executive Director Art Leonardo about the successful partnership in "Warden Peer Training" with Sam Houston University in Texas. Art relates that it was great training and new members have signed up from several states. Dan Craig from Iowa met with the Midwest Wardens Association and has started a dialogue with them. At least 2 of their Officers will be joining us in Baton Rouge. ACA will be offering a great conference in a special city that we have not been in a while, San Antonio. Remember Tommy Norris is looking for workshops and presenters from us. What better way to get our name out there, present quality training and perhaps get the trip funded. Email Tommy at BOPTOM@AOL.COM.

I am pleased to inform all those who worked on and supported our original "Make A Smile" sites that in September I visited all 3 parks in the Katrina struck area. All of them looked great, even better than when we left them! The communities and their citizens have taken over the park maintenance. In New Orleans I sat with Shirley and her grandson Mike. She related that the reconstruction of the park revitalized the whole community!

What I have noticed in my travels around the country is that everywhere fiscal times are tough but attitudes remain positive. Great leaders distinguish themselves by leading and managing their facilities and caring for their staff.

In these difficult times please remember those who are less fortunate than us. To each of you and your families: Merry Christmas, Happy Holidays, and all the best of what the New Year has to offer!!!



*North American Association  
Of Wardens and Superintendents*



**PAST PRESIDENTS**

1946-47	L. F. Utecht	Minnesota
1947-48	G. Norton Jameston	South Dakota
1948-49	Joseph L. Ragen	Illinois
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1950-51	George Alexander	Oregon
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1981-84	Jim O'Sullivan	Canada
1984-85	George Sumner	California
1985-87	Gene Scroggy	Kentucky
1987-88	Tom Barry	New York
1988-89	Lester Beard	Texas
1989-91	Jim O'Sullivan	Canada
1991-92	Sharon Johnson	New Mexico
1992-93	H. L. "Hal" Whitley	Arizona
1993-94	Everett Perrin, Jr.	Florida
1994-95	Art Leonardo	New York
1995-96	Robert Hannigan	Kansas
1996-97	Melody Turner	Ohio
1997-99	Patrick Keohane	Federal Bureau of Prisons
1999-00	Patricia Caruso	Michigan
2000	Joe Booker	Federal Bureau of Prisons
2001-03	Burl Cain	Louisiana
2003-05	Victor Herbert	Florida, New York
2005-07	Luella Burke	Michigan
2007-09	Mark H. Saunders	Ohio

*Wardens of the Year*

1979-80	Roger Crist	Montana
1980-81	George Sumner	California
1981-82	Carl Robinson	Connecticut
1982-83	Phillip Coombe, Jr.	New York
1983-84	Pierre Viau	Canada
1984-85	Bobby D. Morgan	Texas
1985-86	Thomas R. Barry	New York
1986-87	Dale E. Foltz	Michigan
1987-88	Hilton Butler	Louisiana
1988-89	Wayne Estelle	California
1989-90	Judy Anderson	South Carolina
1990-91	Gene Scroggy	Georgia
1991-92	Jerry Peterson	Texas
1992-93	Jim O'Sullivan	Canada
1993-94	Patrick Keohane	Missouri (FBP)
1994-95	Robert Hannigan	Kansas
1995-96	H. L. "Hal" Whitley	Arizona
1996-97	Everett Perrin	Florida
1997-98	Tim Schuetzle	North Dakota
1998-99	Walt Kelly	New York
1999-00	Ron Edwards	Ohio
2000-01	Pam Withrow	Michigan
2001-02	Emmitt Sparkman	Mississippi
2002-03	Burl Cain	Louisiana
2003-04	Dale A. Brown	Texas (Cornell)
2004-05	Fredric A. Rosemeyer	Pennsylvania
2005-06	Mike Samberg	CCA
2006-07	Brian Fischer	New York
2007-08	James Le Blanc	Louisiana
2008-09	Millicent D. Warren	Michigan
2009-10	Ralph Kemp	CCA—Georgia

❖ The Executive Director's cell phone (518) 429-1923 is provided by LAW, Louisiana Association of Wardens, and Burl Cain. ❖

# Vernon Housewright Memorial Scholarship



With more than forty years of management experience in the prison systems of four states, Mr. Vernon Housewright was truly one of the founding fathers of modern corrections and correctional health care. His service as director of the Arkansas and Nevada state departments of corrections earned him honors from governors, state senates, and multiple industry organizations.

Vern's selflessness and dedication to corrections also earned him an eternal place in the memories and hearts of those who knew him.

To honor his memory, and to continue Vern's life-long efforts to promote the continuing education of correctional line staff, Wexford Health has partnered with the North American Association of Wardens and Superintendents (NAAWS) to establish the Vernon Housewright Memorial Scholarship.

Starting in 2010, this scholarship will be awarded each year to one or more correctional line staff to support travel, accommodations, and registration for the NAAWS Training Conference. In this way, Wexford Health and NAAWS will make critically important educational opportunities available to correctional staff who might not otherwise be able to take advantage of NAAWS training events.

To apply for the April 2011 Scholarship, please submit a memo to NAAWS at P.O. Box 11037, Albany, New York, 12211. Preference will be given to less experienced applicants who have never attended a NAAWS conference, and who will benefit from the management development experience. **Submission deadline is February 10, 2011.** Please contact Art Leonardo (NAAWS) at [ELART26@aol.com](mailto:ELART26@aol.com) or Wendelyn Pekich at [WPEKICH@wexfordhealth.com](mailto:WPEKICH@wexfordhealth.com) with any questions.

## News from Silent Victims of Crime

By Paulette Pfeiffer

### Prison Fellowship

*Changing Lives, Minds and Communities through the Good News of Jesus Christ*

**“The good news of Jesus Christ—in the process of preparing prisoners to live productive lives”**



On any given day, within any given year, a tally of inmates occupying America's state prisons will show 1,403,091 individuals. When that number is combined with the number of inmates housed in jails across the country, the number balloons to 2,304,115.

Each year as many as 700,000 of them return to their communities to start over but are often ill equipped to sustain lives free from the cyclical patterns of crime and imprisonment. In fact many of them — 66 percent — are re-arrested within three years of their release. Since its founding in 1976 by Chuck Colson, Prison Fellowship, a national organization, has employed one basic and unchanging tool to reverse this trend — the good news of Jesus Christ.

In the process, prisoners become prepared to live productive lives and undergo a radical transformation of the mind and heart.

With the help of local churches, a cadre of community partners, and trained volunteers, Prison Fellowship ushers the Gospel of Jesus Christ into prisons across the country through prison ministry

and Bible study. The result has been a recidivism rate of 66 percent, a solid testament to the effectiveness of the program, which hinges on in-prison mentoring, in-prison educational training, in-prison biblical training, and post-prison assistance.

Prisoners receive re-entry resources such as employment tools, housing options and help to attain their education goals. This bevy of support greatly decreases their chances of re-offending.

Crime has many victims including the families of prisoners and imprisonment wages a heavy blow to family relationships. Imprisonment is particularly difficult on the children of prisoners.

An estimated 1.7 million children have a parent who is behind bars. That's why Prison Fellowship is so deeply committed to transforming prisoners' lives and also the lives of their families — especially the children.



For more information on Prison Fellowship or any of its programs, visit [www.prisonfellowship.org](http://www.prisonfellowship.org).

**Article by: Jelenny Hernandez**  
**Chief Editor of Silent Victims of Crime**

### For the Children

One of the vehicles Prison Fellowship uses to do that is through its Angel Tree program. Angel Tree is a ministry of Prison Fellowship that reaches more than 400,000 American children of prisoners and their families every year with the transforming message of Jesus Christ.

This unique program gives churches an opportunity to share Christ's love by helping to meet the physical, emotional, and spiritual needs of the families of prisoners. Part of Angel Tree is its Angel Tree Christmas program, which works by connecting parents in prison with their children through the delivery of Christmas gifts.

Every Christmas, thousands of churches help brighten the lives of countless children by purchasing, wrapping and delivering gifts on behalf of their incarcerated parent. But Angel Tree Christmas is only part of the story.

Angel Tree offers the opportunity for an ongoing relationship with children and their families through mentoring and also opportunities to send children to a local Christian summer camp. Since its founding in 1982, Angel Tree has reached 4.5 million children.

### Changing Communities

Prison Fellowship also has nationwide initiatives to encourage the organic growth of community support and engagement. Programs such as Operation Starting Line rely on Communities of Care to help released prisoners succeed with new skills, while InnerChange Freedom Initiative (IFI) provides programming for prisoners to help them convert their lives and re-enter society successfully.



**Registration: Rollin on the River**  
**With the "Wildest Show in the South"**  
**April 16-20, 2011 ~ Baton Rouge, Louisiana**  
 North American Association of Wardens & Superintendents Conference

**Conference:** To register for the conference, mail this form to Cheryl Dees, Human Resources, Louisiana Department of Public Safety and Corrections, P.O. Box 94304, Baton Rouge, LA 70804  
 Phone: 225-342-2214 ~ Fax: 225-342-6018 ~ email: [cdees@corrections.state.la.us](mailto:cdees@corrections.state.la.us)

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
 Agency: \_\_\_\_\_ Facility: \_\_\_\_\_  
 Work Address: \_\_\_\_\_  
 City/State/Zip: \_\_\_\_\_  
 Day Phone #: \_\_\_\_\_ Fax #: \_\_\_\_\_  
 Email Address: \_\_\_\_\_

<b>Member Registration:</b>	By February 1, 2011	\$195	\$ _____
	<i>(Must be postmarked by this date)</i>		
	After February 1, 2011	\$225	\$ _____

*Optional Registration of a spouse or family member is available. This allows them access to: 2 Receptions (an Authentic Cajun Crawfish Boil & Post-Rodeo Lakeside Blowout) and the world famous Angola Prison Rodeo on Sunday, April 17, 2011.*

Spouse/Family Member Registration	by February 1, 2011	\$75	\$ _____
	After February 2, 2011	\$100	\$ _____

**Rodeo Only:** Come out to the wildest show in the South on the excursion by bus to the famous Angola Prison Rodeo on Sunday April 17, 2011:

Member Registration	\$15	\$ _____
Spouse/Family Member Registration (included in optional fee above)		<input type="checkbox"/> Yes <input type="checkbox"/> No

**NO CREDIT CARDS ACCEPTED**

Check or Money Order: Made Payable to **NAAWS**

*You will receive confirmation by email when your payment is received. Receipts will be in registration packets.*

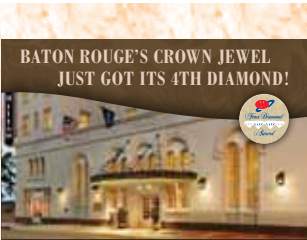
**Hotel:** We are happy to host all of our friends at the historic, restored to its 1920s grandeur, Hilton Baton Rouge Capitol City overlooking the mighty Mississippi River. To make your reservations: Call 877-862-9800 or visit them on-line at [hiltoncapitolcenter.com](http://hiltoncapitolcenter.com). Conference room rates are **\$101/night**. Make sure you mention the NAAWS Conference when making your reservations. Rooms available at this rate are limited so book yours TODAY!  
**If you have any questions, please contact the conference chairperson: Assistant Warden Cathy Fontenot, CCE, Louisiana State Penitentiary, Angola, LA 70712. Phone: 225-200-2022 Fax: 225-655-2790**  
**Email: [cathyfontenot@corrections.state.la.us](mailto:cathyfontenot@corrections.state.la.us)**



*For transportation to and/or from the airport: Please provide the following flight information: AIRPORT: \_\_\_\_\_*

Arrival Date: \_\_\_\_\_ Arrival Time: \_\_\_\_\_ Airline & Flight Number: \_\_\_\_\_

Departure Date: \_\_\_\_\_ Departure Time: \_\_\_\_\_ Airline & Flight Number: \_\_\_\_\_



**Our Main Attraction**  
will be the  
**Sunday Rodeo**  
**at Angola**  
*The Wildest Show in the South...*



ending with  
a BBQ at  
Angola's  
Lake Killarney  
**All Transportation will be provided**



# Attention Vendors

**ANNUAL NAAWS CONFERENCE**  
**April 17<sup>th</sup> — April 20<sup>th</sup>, 2011**  
**Baton Rouge, LA**

**HILTON BATON ROUGE  
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A "Four Diamond" Property  
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**Vendor Reception Sunday Evening  
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**April 16-19, 2011**  
NAAWS  
Training Conference

***Exhibitor FEES  
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*We expect a heavy  
attendance by State  
and Local Facilities*

**Contact: Pat Keohane**  
714 Meramec Lane, Nixa, MO 65714  
Phone: 417-725-8328 • Cell: 417-459-9494  
Pat.Keohane@att.net

## System-wide Staff/Career Mentoring Programs in Adult Corrections

By Leonard I Morgenbesser PhD

Recently the concept of staff/career mentoring programs has attracted growing interest. Besides some longstanding programs for mentoring new employees such as first-year correction officers, along with experienced wardens mentoring new wardens, there have been at least two systems which have experience implementing system-wide programs for staff/career mentoring. These programs are distinct from other leadership development programs in adult corrections which have mentoring embedded within their particular training program structure.

Part of the growing interest emanates from constrained state budgets, turnover in the ranks due to retirements, and the linkage involving succession management and developing employee careers for eventual staff development

The national system-wide program at the Federal Bureau of Prisons was developed during the administration of then Director/Dr Katharine Sawyer and first implemented during January 1995. Operational for 16 years, this is the longest standing staff/career mentoring program in American adult corrections. An on-line Program Statement (29 March 2002) is available, and is under current revision by the Bureau. Noting the importance of employees having voluntary opportunities to "enhance their personal growth and professional development", the Program Statement goes on to note the following:

"Participation in this program as a protégé should create opportunities to improve one's knowledge, skills and abilities; however, program participation does not establish any promotion eligibility or guarantee any future promotions.

Mentors receive four hours of training prior to beginning the mentoring relationship with their respective protégés; such training is received from the various Facility Employee Development Managers.

The program is currently coordinated nationally out of the Office of the Training Director of the Bureau. It is available system-wide at all BOP institutions, training centers, regional offices, and Central Office/Washington. Further information is available from the Office of the Director (Harley Lappin) of the Federal Bureau of Prisons-Washington

The only known state-level system-wide staff/career mentoring program is one established during 2007 by the Pennsylvania Department of Corrections under then Commissioner Jeffrey Beard PhD; an on-line Directive from October 2, 2007 is available.

The Department defines mentoring "as a deliberate pairing of a more skilled or experienced person with a lesser skilled or experienced one, with the agreed upon goal of having the lesser skilled person grow and develop specific competencies".

The Statewide Mentoring Program Coordinator is a Warden within the Pennsylvania system who coordinates as part of his overall Department duties.

Each Facility has a Mentoring Subcommittee which is part of the Facility's Empowerment Committee, which in turn is linked to the Statewide Empowerment Committee—whose role is "to promote the professional and personal growth for Department employees and recognize and appreciate their diversity"

Training is provided to Local Mentoring Coordinators at the various Facilities, who in turn provide four hours of mentor training at the Facilities.

Further information is available from the Office of the Secretary, Shirely Moore Smeal, at the Pennsylvania Department of Corrections-Camp Hill PA

Staff/career mentoring programs hold great promise for adult corrections in these challenging times for the profession. It is this writer's hope that The National Institute of Corrections may come to play a leadership role in facilitating knowledge about corrections-based mentoring programs-including but not limited to outcome program evaluations, so that wardens and system administrators may be encouraged to implement such evidence-based programs to further develop their employees. Useful initiatives might include a National Academy of Corrections course for correctional administrators in the nuts-and-bolts of developing, implementing, coordinating and evaluating system-wide staff/career mentoring programs.

*Editor's Note. Leonard I Morgenbesser PhD is in his 36th service year at Central Office-NYSDOCS (NY State Correctional Services) in various Federal Grant development and program evaluation capacities. He is also adjunct faculty (P/T) with State University of NY/Empire State College and was recently named National Corrections Outreach contact with the National P.O.L.I.C.E. Suicide Foundation. His PhD thesis has been the only known study of the work attitudes of first-line supervisors of state correction officers Contact: LMorgenbesser@verizon.net, 518.408.5774. Views expressed in this article are those of the author.*



*Happy Holidays*



**AMERICAN CORRECTIONAL ASSOCIATION**

2011 Winter Conference  
January 28 - February 2, 2011  
Henry B. Gonzalez Convention Center

*San Antonio, Texas*

Save the Date

**April 16-20 at noon, 2011  
Baton Rouge,  
Louisiana**

**Hilton Baton Rouge Capitol Center**

To reserve your room call 225.344.5866 and mention NAAWS or go to [www.hiltoncapitolcenter.com](http://www.hiltoncapitolcenter.com) and enter NAW as the convention code to get the rate of \$101 per night



**NAAWS**

**2011 North American  
Association of Wardens &  
Superintendents Conference**



For more information please contact:

Cathy Fontenot, Assistant Warden at LSP  
at 225.200.2022 or

[cathyfontenot@corrections.state.la.us](mailto:cathyfontenot@corrections.state.la.us)

**Three EASY ways to  
reserve a room for the  
Baton Rouge conference:**

- Call 1-877-862-9800 (mention NAAWS for the \$101 rate.)
- Call 225-344-5866 (mention NAAWS for the \$101 rate.)
- On-Line: [hiltoncapitolcenter.com](http://hiltoncapitolcenter.com) (enter NAW as the convention code to get the \$101 rate.)

## Need A Ride?

When registering for the Baton Rouge conference, and if you need transportation, please note the space for Airport and flight number on the bottom of the registration form.

The Louisiana Host will accommodate you at both the New Orleans and Baton Rouge airports.

## Tour the Hilton Baton Rouge Capitol Center

A virtual tour of the Hilton Baton Rouge Capitol Center is available at: [hiltoncapitolcenter.com](http://hiltoncapitolcenter.com).

- After intro, click on book a room.
- Then, click on "Tour the Hotel"
- View 43 great pictures of this Historic/Four Star Hotel on the mighty Mississippi River.

## *A Model of Correctional Leadership: The Career of Norman A. Carlson*

Clemens Bartollas, Ph.D. ©2010. American Correctional Association: Alexandria, VA.

233 pages. \$25.00 plus shipping and handling. To order call: (800) 222-5646 ext. 0129.

This is the first biography of Norman A. Carlson, the exemplary leader of the Federal Bureau of Prisons from 1970-1987. It concentrates on Carlson's impact on corrections throughout his life and uses his life as a model for others who wish to make a contribution to corrections. It explores the personal traits that enabled Carlson to be effective and has implications for others who wish to emulate his success. This book identifies how Carlson was able to work with staff, inmates, Congress, and the judiciary. It explains how he handled riots, training (including the establishment of the National Institute of Corrections), the Witness Protection Program, and mentoring future leaders, and the ways in his retirement he still is playing a role in shaping the professionalization of corrections.

As Kathleen Hawk Sawyer, former head of the Bureau of Prisons, noted: "Norm possessed an incredible array of characteristics which made him an exceptional leader. First and foremost, Norm's strength of character and his integrity were unquestioned. No one could be more honest, candid and direct in their role as leader. His vast knowledge of the field of correc-

tions and his clear picture of where the Bureau of Prisons fit in the federal criminal justice arena, enabled him to approach all situations with a 'big picture' view that caused the rest of us to marvel at his ability. He communicated his direction and expectations with such clarity that there was little doubt as to what was to be done. His commitment to ensuring the Bureau of Prisons remained a policy driven organization was critical in ensuring a consistent, cohesive agency as the Bureau of Prisons grew so dramatically over the years."

The biography is a virtual who's who in corrections with more than fifty individuals interviewed. Those who worked with Norm will want to read this work to see how others viewed him and see his legacy on the profession. Those who did not know him, can profitably read this and see how one individual can make a difference and become inspired in their own career.

Alice Heiserman  
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(800) 222-5646 ext. 0194 or (703) 224-0194  
Fax (703) 224-0179

**From the desk of ...**

*The Executive Director*



**Arthur Leonardo**

The week before THANKSGIVING I represented NAAWS at the National Wardens Peer Interaction Program co-sponsored by the Correctional Management Institute of Texas (CMIT) and NAAWS.

Thirty-five (35) Wardens were in attendance and they represented ten (10) state jurisdictions, military corrections, the Federal BOP and three private companies.

All of the participants received our MANUAL, "A View From the Trenches" and a one year membership in NAAWS.

Topics included Staff Turnover, Building Positive Labor Management Relationships, Reductions in Funding and Corruption in Penal Institutions.

The leadership for the Conference (held twice yearly) was CMIT'S Director Doug Dretke. The facilitators were Richard Stalder and myself.

The conference is designed to bring Wardens in from around the country to share their experiences, challenges and solutions. As SECRETARY STALDER pointed out, "Wardens traditionally respect and trust other Wardens. Throughout the week they learn from each other. If they look at each initiative, they can

pick and choose from a menu of programs and see what works best in their institutions."

The program is held on the location of the most impressive School of Criminal Justice in the US. It is supported by timely and thought-provoking visits to Texas facilities. Meals were held in a relaxed manner and hosted by CMIT, the County Sheriff and TDCJ.

All participants are housed in a small hotel which is part of the Criminal Justice Center. The mix of CJ professional and a strong core of energetic undergraduate students adds to the overall experience. Pick up and return to the airport is provided by TDCJ Officers, who all have been part of this unique partnership between ACADEMIA and OUR PROFESSION.

Short lectures by Richard Stalder on PREA, Eric Williams on Community Involvement and Gene Atherton on Technology were also part of the program.

If you have not attended, I strongly suggest you contact NATALIE PAYNE at [npayne@shsu.edu](mailto:npayne@shsu.edu) or contact me, Elart26@aol.com.

***Business Meeting***  
***Monday, January 31, 2011***  
***3:00—4:30 PM***  
***Travis A/B, 3rd level***  
***Grand Hyatt***  
***San Antonio, Texas***



***Warden of the Year***  
***Selection Committee Meeting\****

**Sunday, January 30, 2011**  
**NAAWS Hospitality Suite**

\* All officers, board members and past WOY awardees are invited to participate

**MEMBERS TAKE NOTE**

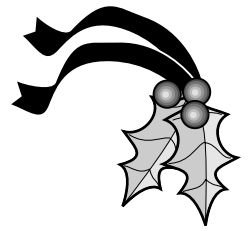
**Beginning with the crises in the gulf region several years ago, it became apparent to our NAAWS President that we lacked a method of communication to alert large numbers of our membership of developments in a timely fashion.**

**Since that time we have maintained an e-mail account, 'NAAWSinfo@aol.com', to be used for Alert/Flash Messages to our membership. This account will be used to send out group mailings of timely information on a variety of topics.**

**Members should be cautioned that this address will be reserved for one-way e-mail only. Members should not respond to Alerts that they receive.**

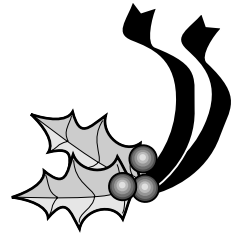
**In order to be placed on the e-mail list to receive alerts, please send your e-mail address (one time only) to NAAWSinfo@aol.com.**

NAAWS  
Arthur A. Leonardo  
P.O. Box 11037  
Albany, NY 12211-0037



### Editor's Note

Check your mailing label. It now contains important information. Immediately behind your name is the year and month your membership expires. DON'T FORGET... We are strong because of our numbers; please keep your membership current. We also lose membership because members fail to notify us or the post office of changes of address. Remember to notify NAAWS on your next move. Stay in touch!



North American Association of Wardens & Superintendents

## Membership Application

Name \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ E-Mail \_\_\_\_\_

*Please remit check or money order, payable to NAAWS in the amount of: (check one)*

- New Member
- 1 year (\$25 US)
- Renewal for one year
- 2 years (\$45 US)
- 3 years (\$65 US)

**Send to:**  
NAAWS  
P.O. Box 11037  
Albany, NY 12211-0037