

## Catherine L. Linaweaver, Warden of the Year!

### NAAWS Selects BOP Warden, Catherine Linaweaver, as Our 33rd Warden of the Year

NAAWS was honored to acknowledge Warden Catherine L. Linaweaver as the 2012 Warden of the Year at the recent Congress of Corrections.

Ms. Linaweaver began her career with the Bureau of Prisons in March 1990, as a teacher at United States Penitentiary (USP) Leavenworth. In January 1996, she was promoted to the position of Supervisor of Education at the Federal Correctional Institution (FCI) in Greenville, Illinois where she served until September 1999, when she was selected as Education Administrator for the North Central Region. In August 2004, Catherine was promoted to the position of Associate Warden at the United States Medical Center in Springfield, Missouri.

In January 2011, Warden Linaweaver assumed her position as Warden of the Metropolitan Correctional Center (MCC) in Chicago, Illinois, following a four year tour of duty as an Associate Warden at the United States Penitentiary (USP) in Big Sandy, Kentucky.

Warden Linaweaver is a 1981 graduate of Pittsburg State University, Pittsburg, Kansas, where she majored in Communications and received a Bachelor of Science in Education. Since graduation, she has served on the University's Alumni Board of Directors and as an Alumni Advisory Board member for Sigma Sigma Sorority.

Paul Laird, North Central Regional Director provided the following comments regarding Warden Linaweaver. "Cathy Linaweaver is a dynamic, energetic Warden who truly makes a difference in the Federal Bureau of Prisons. She prides herself



NAAWS Warden of the Year Catherine Linaweaver

as starting in the Bureau of Prisons as a Teacher and believes you never stop learning. Her dedication and devotion to the development of staff and inmates is commendable and she is deserving of this prestigious award recognition. We are proud to have Cathy Linaweaver as a leader in our agency and congratulate her on this achievement".

Warden Linaweaver was accompanied to the Warden of the Year Banquet by son's Adam and Kyle; daughter-in-law Rashell; nephew and niece Keith and Jenniefer Stareck; and cousin Debbie Lucas.

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WOY flanked by BOP staff (inside) and her sons (outside).


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Gail Heller, Executive Treasurer  
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**Web Site Address:**

[www.corrections.com/naaws/](http://www.corrections.com/naaws/)

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Barbara King, Ohio  
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### *Executive Director's Contact Information*

**Gloria Hultz**  
**607-738-3374**  
**[ghultz@stny.rr.com](mailto:ghultz@stny.rr.com)**

## *Publisher's Commentary*

This October 2012 issue of the *GRAPEVINE* marks a historic change in our great organization.

The leadership has passed to **GLORIA HULTZ** and it is in a great place. We have well over 1100 paid members and we are on very solid financial footing. She has put together a great leadership team that will continue our growth as an organization.

While I am no longer able to travel to our ACA meetings or our yearly conference, Executive Director Hultz has asked me to continue to serve as a communications coordinator. I will manage the membership database and publish the *GRAPEVINE*. As such I will need material from YOU, the membership... Send it to me at [elart26@aol.com](mailto:elart26@aol.com)

In each issue I hope to comment editorially on Key Issues.

NAAWS has traditionally supported

the "Children of The Incarcerated." Nearly every *GRAPEVINE* issue features a page on "THE SILENT VICTIMS OF CRIME." Member, **Paulette Pfeiffer** has led this effort to inspire us to action.

Member **Percy Pitzer** has taken up the challenge. He has been generous with NAAWS and ACA. He funded the Keynote Speaker in Denver. Miss America **LAURA KAEPPELER** also attended our Warden of the Year Banquet. As the daughter of an incarcerated father, she knows very well the relationship between the "keepers and the kept." Wardens... Try to do the right thing.

Mr. Pitzer and his organization **CREATIVE CORRECTIONS** are working to support some of these "Silent Victims" with the creation of up to 40 scholarships for the children of the incarcerated.

Former Warden **PITZER** deserves our support.

**Emeritus Board**

Bob Hannigan, Kansas  
Jim O'Sullivan, Canada  
Tom Barry, Texas/NYC  
Don Erickson, Arizona/SD  
Anthony Brigano, Ohio  
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Pam Withrow, Michigan  
Richard Stalder, Louisiana  
Art Leonardo, New York  
Robert "Bob" Brown, Michigan

# PRESIDENT'S MESSAGE

By Darrel Vannoy

THANK YOU all for your support and dedication to NAAWS. We have a tremendous family in our association. As many of you know, I fell ill during the ACA Convention in Denver and could not attend much of the conference, including to my great dismay, our business meeting and the Warden of the Year Banquet. I'm so grateful for the kind words and well wishes from you, my friends. As I often say, "one monkey (me) don't stop the show!"

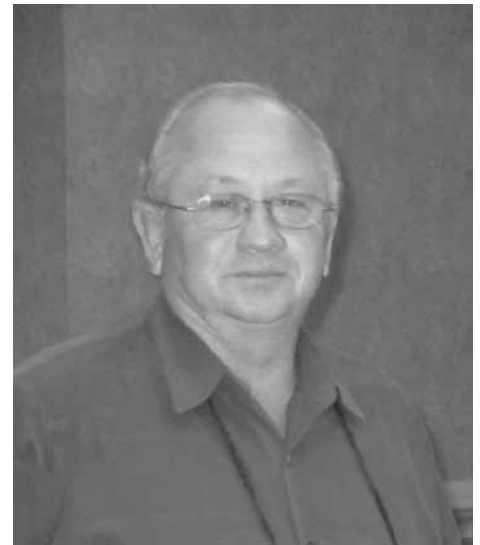
It came as no surprise to me that the meeting and the banquet were successes. As Art Leonardo says, "we have a strong association of highly capable members." It is a privilege and a blessing to be part of such a vibrant group of leaders. It is important for us all to take the time to appreciate the great work we do for the field of corrections. It is good to give sincere thanks to our "brothers and sisters in the trenches."

I'd like to use my space in this Grapevine to congratulate Warden of the Year Cathy Linaweaver. I am sorry I missed

your moving acceptance speech and heard great things from the poignant words your boys shared with those in attendance. I would also like to acknowledge my deep admiration for the winners of the Medal of Valor – your stories inspire us all. I'd also like to give thanks for the family and friends of all who were nominated for both awards. We know that many people share in the sacrifices that come with being a corrections professional. Thanks to all those who took the time to submit nominations and please continue to help us in the future.

Art Leonardo, you are a great mentor! It has been and is an honor to serve NAAWS with you. We appreciate all your leadership and share your passion in ensuring NAAWS remains a great affiliation for future years to come.

I would also like to thank Mel Williams and Chuck Albino for taking Make a Smile to the next level. I'd be remiss if I didn't also recognize the great efforts made by all members and volunteers who go the extra mile to accomplish the goals of



Make a Smile, as was recently realized in Tennessee's two parks. Make a Smile has promoted the good will of our organization and illustrates the depth of good people working to make the public safe!  
Please pass on the thanks!  
Darrel Vannoy

## From the desk of ...

  
*The Executive Director*  
**Gloria Hultz**

I want to thank the Board of Directors for supporting President Vannoy's recommendation.

The last 13 years, Mr. Leonardo and I have worked hand in hand taking care of NAAWS operations. He has been a great mentor and will continue with NAAWS as our *Grapevine* Editor/Publisher and sounding board.

I would like to let everyone know that we will work and continue our support with ACA. Mel Williams will Chair and work with Doug Dretke and Sam Houston State University for the professional partnership we have built together. This is a GREAT PARTNERSHIP!!!! Charles Albino will be assisting Patrick Keohane and will be our Assistant Vendor Chair. Gail Heller

will be our new Executive Treasurer and we are all moving along with the publishing of our third edition of "A View From The Trenches."

Ohio is working very hard on our next conference and they are doing a GREAT JOB!!! Don't be afraid to jump in and offer these folks a helping hand.

I'm currently working on getting out the nominations for 2013 Warden of the Year packets. They will go out in the month of October.

In closing, I just want everyone to think about our future. Ask someone to come and network with a group of true Correctional Professionals. Let them see what NAAWS has to offer them.

Have a Great Fall!!!!



*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
1949-50	L. F. Chapman	Florida
1950-51	George Alexander	Oregon
1951-52	Roy Best	Colorado
1952-53	Ralph N. Edison	Missouri
1953-54	Robert P. Balkcom, Jr.	Georgia
1954-55	Orel J. Skeen	West Virginia
1955-56	C. L. Farber	Illinois
1956-57	Percy A. Lainson	Iowa
1957-58	James B. Gaffney	Alabama (U.S. Bureau of Prisons)
1958-59	Arthur T. Prasse	Pennsylvania
1959-60	Allan L. Robbins	Maine
1960-61	L. E. Clapp	Idaho
1961-62	Harry C. Tinsley	Colorado
1962-63	Frank C. Johnston	Pennsylvania
1963-64	E. V. Nash	Missouri
1964-65	Ross V. Randolph	Missouri
1965-66	John A. Gavin	Massachusetts
1966-67	Maurice H. Sigler	Nebraska
1967-68	William H. Bannan	Michigan
1968-69	Paul J. Eubanks	Connecticut
1969-70	Park L. Hancock	New Hampshire
1970-71	Wayne K. Patterson	Colorado
1971-72	Don R. Erickson	South Dakota
1972-73	John R. Gagnon	Wisconsin
1973-74	John W. Turner	Utah
1974-75	Vernon G. Housewright	Illinois
1975-76	Lou Brewer	Iowa
1976-77	Roger M. Crist	Montana
1977-78	Ed Pogue	Nevada
1978-79	Glen R. Jeffes	Pennsylvania
1979-80	Jacqueline Crawford	Arizona
1980-81	Lester Beard	Texas
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
2009-11	Melvin Williams	New York

*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
2010-11	Louis Scott Folino	SCI – PA
2011-12	Catherine Linaweaver	Illinois (BOP)

## Second Generation Criminals A Very Real Issue

### Former Warden Establishes Scholarships for Children of Prisoners



Beaumont, TX (July 26, 2012) — “Second generation crime is a very real trend,” says Percy Pitzer, a former warden who has just launched a Foundation to benefit children of an incarcerated or paroled parent or guardian. According to the American Correctional Association up to 50% of incarcerated juveniles have a parent who is or has been incarcerated.

Pitzer unveiled details of the newly formed Creative Corrections Education Foundation (CCEF) earlier this week at the American Correctional Association’s 142nd Annual Congress of Correction. It was announced that the Foundation will provide scholarships for college and vocational training to motivated students of the incarcerated. Pitzer also sponsored Miss America Laura Kaeppler’s attendance and speech at the conference. Miss Kaeppler’s platform is supporting and mentoring children of the incarcerated as she herself was a child of an incarcerated parent. Her platform and the Foundation’s purpose work well with one another, so future dealings are anticipated. The Foundation’s goal is to ‘stem the pattern of repeat behavior from parent to child, through educational opportunities’. Below are some facts regarding incarceration:

- There are more than 2.4 million adults currently incarcerated in federal, state and county facilities across the United States.
- There are an additional 7 million adults on probation or parole.
- “Children too often follow in the footsteps of a parent who has committed a crime, and our goal is to give them a far better option,” said Pitzer who established CCEF with his wife Sununt.

CCEF has a goal to provide forty scholarships in the \$1,000 to \$5,000 range during the first year. “We hope to surpass this number and build for years to come,” said Pitzer who spent his 35-year career in the corrections industry, including 25 years with the Department of Justice’s (DOJ) Federal Bureau of Prisons. Pitzer retired from the DOJ in 1998 while serving as warden at the United States Penitentiary in Beaumont, TX.

The Pitzers run a successful corrections consulting company, Creative Corrections, LLC, also based in Texas with a global client base. “This industry has been very good to us and we are committed to giving back and making a positive difference. It is my hope that others who have benefitted from the corrections industry, will also want to give back and support this cause.”

“We can have an impact on lowering crime rates and building safer communities by helping these students now,” said Pitzer.

Pitzer strongly believes that the overwhelming majority of incarcerated parents care about their children and will be a contributing factor toward the success of this program.

ABOUT CCEF – Creative Corrections Education Foundation  
Based in Texas, CCEF was formed in 2012 and is an IRS approved 501 (c) (3) nonprofit organization with the purpose of providing scholarships to children of incarcerated or paroled parents or guardians.

The organization’s website is [www.creativecorrectioneducationfoundation.org](http://www.creativecorrectioneducationfoundation.org).

Details for applying for the scholarships as well as making donations can be found on the website or by calling 409-866-9920.

“Donations are already coming in and I hope we have the ability to help many students, many families for many years to come,” said Pitzer.

*Editor’s Note: Percy Pitzer may be contacted at: 409-866-9920 or through email [createcorrection@aol.com](mailto:createcorrection@aol.com)*



*NAAWS Member and former Warden Percy Pitzer along with reigning Miss America, Laura Kaeppler.*





# Annual Conference Columbus, Ohio

## May 29-June 1, 2013



**Hilton Columbus  
Downtown**  
401 North High Street  
Columbus, Ohio 43215  
Phone: 614-384-8600



*Editor's Note: A full copy of the 2013 NAAWS conference brochure is available on the NAAWS web site, [www.corrections.com/naaws/](http://www.corrections.com/naaws/). That copy may be downloaded and printed if so desired.*

Register online at  
[www.owsa.org](http://www.owsa.org)  
Or by mail using the form below sent to:  
OWSA  
P.O. Box 191, Cadiz, Ohio 43907

### NAAWS CONFERENCE REGISTRATION

- Required Field

- Full Name \_\_\_\_\_
- Title \_\_\_\_\_
- Agency \_\_\_\_\_
- Address \_\_\_\_\_
- City \_\_\_\_\_ \* State \_\_\_\_\_ \* Zip \_\_\_\_\_
- Phone \_\_\_\_\_ Fax \_\_\_\_\_
- Email \_\_\_\_\_

\_\_\_\_\_ Registration fees include Luncheon, Hospitality, Vendor Exhibit Hall, All events, Membership to NAAWS (for 1st time members)  
\$195.00

\_\_\_\_\_ Special Rate for those currently serving in the Military  
\$125.00

\_\_\_\_\_ Additional Ticket for Spouse/Guest (all events)  
\$100.00

Optional: Golf outing



3 person team \$60.00

Individual \$25.00

**Total \$ Amount Included**

**REGISTRATION CONTACT**  
Ed.Banks@odrc.state.oh.us  
Ernie.Moore@odrc.state.oh.us  
Jay.Forshey@odrc.state.oh.us

Cancellations less than 30 days prior to conference dates may be subject to forfeiture of registration fees.

**PRESENTING  
SHERIFF MATT LUTZ &  
ANIMAL EXPERT, JACK HANNA  
At THE COLUMBUS ZOO**

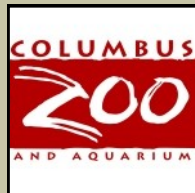


***Lions and Tigers and  
Bears, Oh My! The  
Great Animal Escape  
of 2011***

Muskingum County Sheriff, Matt Lutz and Internationally Renowned Animal Expert, Zoologist and Director Emeritus of the Columbus Zoo, Jack Hanna describe the events leading up to the escape and capture of 56 exotic animals, including 18 Bengal Tigers, and how the incident and the ensuing media frenzy were handled.



**FRIDAY, MAY 31st**  
Conference attendees will enjoy dinner and the presentation at the Columbus Zoo Pavilion .  
Afterwards attendees are free to explore the number one zoo in America, The Columbus Zoo and Aquarium!



**SPECIAL EVENTS**



***THURSDAY NIGHT AT THE RACES***

**SCIOTO DOWNS RACETRACK  
AND CASINO**



**A Kentucky  
Derby Inspired  
Event**



**Bring  
Your Hat**

**NAAWS GOLF OUTING**

**The Phoenix Golf Links  
Columbus, Ohio**



**Wednesday  
May 29th  
11:00a.m.**

Shotgun, Three Person Scramble  
Entry fee includes Golf, Golf cart, food,  
beverages and prizes.

Contact Mark Saunders  
Phone: 240-315-8459  
mark@nakamotogroup.com

**VENDOR DISPLAY  
WEDNESDAY NIGHT, THURSDAY**

EXHIBITOR FEE \$650.00  
Register online at  
Www.naaws.corrections.com/  
vendor\_conference\_reg.html  
Or by mail using the form below to  
OWSA P.O. Box 191  
Cadiz, Ohio 43907

**VENDOR REGISTRATION**

- **REQUIRED FIELD**

- Company Name \_\_\_\_\_
- Contact Name \_\_\_\_\_
- Attending Staff (2) \_\_\_\_\_
- Title \_\_\_\_\_
- Organization Name \_\_\_\_\_
- Address \_\_\_\_\_
- City \_\_\_\_\_ \* State \_\_\_\_\_ \* Zip \_\_\_\_\_
- Phone \_\_\_\_\_ Fax \_\_\_\_\_
- Email \_\_\_\_\_

- **BOOTH REGISTRATION**

\$650.00 PER BOOTH

Total \$

**VENDORS CONTACT**

**PAT KEOHANE**

Phone: 417-725-8328 Cell: 417-459-9494  
Fax: 417-724-1491 pat.keohane@att.net

**MARK SAUNDERS**

Phone: 240-315-8459  
mark@nakamotogroup.com



**Hilton Columbus  
Downtown**

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Phone: 614-384-8600**



**ROOM RATE  
\$94.00 + TAX**

**VENDOR AND  
CONFERENCE  
PARTICIPANTS  
BOOK YOUR OWN  
HOTEL ROOMS**



# NAAWS Meeting Minutes – July 23, 2012 – Denver, CO

The meeting began promptly at 3:30 p.m.  
Those members in attendance were as follows:

- |                                   |                         |
|-----------------------------------|-------------------------|
| Art Leonardo, Executive Director  |                         |
| Gloria Hultz, Executive Treasurer |                         |
| Cathy Fontenot, Secretary         |                         |
| Gail Heller, Assistant Treasurer  |                         |
| Kathy Gerbing, NY                 | Mel Williams, Bd. Chair |
| Sheryl Zenzen, Member             | Michael Graziano, NY    |
| Patricia Caruso, MI               | Jay Forshey, OH         |
| Edward Banks, OH                  | Ernie Moore, OH         |
| Robert Welch, OH                  | Dan Craig, IA           |
| Melody Turner, TN/IN              | Cherry Lindamood, TN    |
| Pat Keohane, MO                   | Peggy Ritchie, CO       |
| Tommy Norris, KY                  | Kevin Myers, TN         |
| Todd Thomas, 1st V. President     | Burl Cain, LA           |

1st Vice President Todd Thomas opened the meeting stating that President Vannoy was unable to attend due to illness. Pat Keohane was asked to recap the Springfield conference. He remarked on the great turnout and good mix of professional and social networking opportunities. The conference was also an economic success for NAAWS. Mr. Leonardo led the group in another round of congratulations to Mr. Keohane for the outstanding event.

Ed Banks then followed with news of 2013's Columbus, OH conference. He and Ernie Moore will serve as co-chairs. Flyers advertising the conference were available and were circulated during the ACA conference. The conference hotel will be the new Hilton Downtown at a rate of only \$94.00 a night. A golf tournament and an outing to see harness racing at a racetrack and casino is also planned. Most exciting is keynote speaker Sheriff Lutz, who emerged as a hero when he lead the emergency response after a suicidal man launched tens of wild animals into the public. National wildlife expert Jack Hanna, who assisted Sheriff Lutz during the animal apprehensions, has also been asked to come and speak.

Mel Williams recalled Make a Smile's most recent "smile maker" in Nashville, TN. Due to help from many, including Sheriff Hall, CCA, the mayor's office and the NAAWS volunteers from several states, not one, but two parks were created. One park, England Park, was named for a couple killed by the tragic floods. Volunteers were housed by the Sheriff, which made for a memorable experience. Mr. Williams also thanked Chuck Albino for his work in getting 501c status for Make a Smile.

Mr. Art Leonardo gave his "swan song," stating that he felt pleased to be leaving NAAWS in good shape and in good hands as he passes the torch to Gloria Hultz. He reported that NAAWS currently has 1150 active members and we have been successful in getting members in states not previously a part. He especially pointed out that our partnership with Sam Houston State University and Doug Dreke has proved successful in introducing at least 30 new members.

Ms. Gloria Hultz then gave her financial report. She shared that a donation was made to Siloam Baptist Church in the memory of Correctional Officer C. Carithers. Officer Carithers

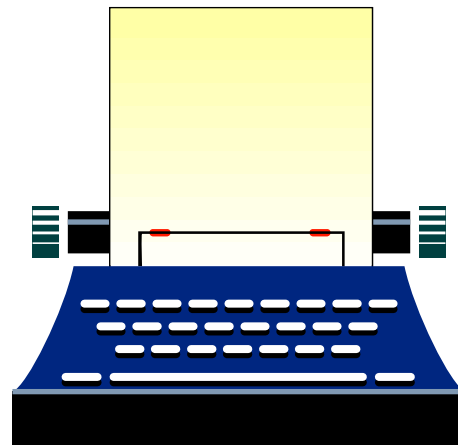
ran a youth program at the church. A motion to accept the Treasurer's report was made by Tommy Norris and seconded by Melody Turner. All were in favor.

Ms. Hultz introduced Gail Heller as her able replacement as Executive Treasurer.

A copy of the contract made with the Hyatt Hotel in Denver was passed around for everyone's review.

Mr. Leonardo thanked Percy Pitzer for sponsoring Miss America's attendance at the NAAWS' Warden of the Year. Miss America will sing the National Anthem.

Tommy Norris advised that the ACA deadline for workshops is August 13th. Members were advised to send their proposals to him asap. Mr. Norris encouraged participation in upcoming Energy Star EPA webinars regarding the energy conservation.



Mention of a job opening in the DC area was made by Mr. Leonardo. Those interested should contact Tom Faust.

Mr. Thomas added that Eric Shultz, ACA's Legislative Committee, has been approved to organize "IAMACA" a corrections professionals event in Washington DC. There will be more news to come on this important event.

Mr. Karl Nink is looking for more submissions for "A View from the Trenches."

Ms. Hultz advised the group of NAAWS members who were slated to run for the ACA's 2012 General Election.

A motion to adjourn was made by Mel Williams and seconded by Tommy Norris. All were in favor to adjourn to prepare for the Warden of the Year and Medal of Valor event. The meeting ended at 4:20 p.m.

Prepared by Cathy Fontenot, Secretary



# Trust Yourself

## By William Wilson

Do you ever think to yourself; how did I get here? The Talking Heads did and it solidified their place in Rock and Roll history. I have often contemplated putting my thoughts to paper and then begin to doubt myself. Do I really have something to say? What do I know that others don't? Will anyone pay attention? I know my children don't, so why would anyone else? Am I successful enough to have earned the respect of others? Are my experiences any different than others, or do we all experience the same things?

I am a Professional Correctional Practitioner, who has been in the business for twenty-two (22) years and have reached a place in my career that would indicate that I have been successful. I am the Superintendent (Warden) of "The Indiana State Prison". A Maximum Security Prison on the shores of Lake Michigan. I am responsible for the lives of 2300 men and 500 staff members. Prior to finding my way to Corrections, I was a licensed Funeral Director. How I got here is another story. My experience affords me a different perspective on my role as the responsible party for carrying out executions and the taking of another person's life. I do not relish this responsibility; however, it does allow me to be much more compassionate to all of those individuals affected by such a traumatic event, to include the victim's families. I have never forgotten the feelings I encountered when making funeral arrangements with the loved one's of the deceased.

I have learned much in my years in this business and know that there is so much more to learn. I know I sound like Yoda from Star Wars, but he too has taught me much about life. You see, it is real simple. There is good and there is bad. We work in an environment surrounded by those that have done bad things, made bad choices, continue to make bad choices, and have no intention of changing their pattern of behavior. However, this is not about the populations that we serve. It is about how we serve them, our staff members, our Supervisors, Facilities, Agencies, Governments, and ultimately each other.

In my evolution to becoming the man I am today and the Superintendent of this most historical place, I have developed an ideology of, "Run by the R's".

The first of which is Responsible. This word is the control word which we should live by. It simply means that we hold ourselves accountable for our thoughts, behavior and actions. It also makes us vulnerable to the expectations and demands of others. It is an awesome word that can place heavy burdens on us, and yet make us rise to the occasion. It's an adjective that can define us for the rest of our life. It will make you predictable, which means you will be consistent and unwavering in your decision making. It is a virtue that will make you a great leader.

Respectful is the next word we should live by all of the time. This is an obvious parallel to the Golden Rule that we were taught at an early age. Be respectful of others and you will get respect in return. As Leaders, we need to be vigilant that we set the expectation that we should be respectful to one another at all times, (no matter how angry you get).

This can be extremely tough in our business when it is our primary function to hold offenders and staff accountable for their actions. Good morale starts with applied accountability to

each other. That being said, it is imperative that we understand to whom we are being respectful. Holding people accountable means that you are being respectful for those that are making good decisions and doing the right thing for you all of the time.

Recognition is a key component of building morale. People love to be recognized, not to mention any award or accolade that may be the result of their efforts. It is just that someone took the time and care to pay attention to someone's good work. Now be careful here so not to be fraudulent in distributing praise, awards and recognition. This can be taken out of context if not done responsibly. See how the R's tend to work together. But recognition is greater and more meaningful than any award.

Are you really paying attention to your staff and offender's? Did you pass one of your employees today and recognize that he or she looks fatigued, or stressed? Or that maybe they just lost a loved one, had a baby or any other major happening in their life. Are you responsible enough to your position as a leader to notice? Are you Respectful enough to care?

And are you intelligent and caring enough to respond? See, it is one thing to recognize, but are you responsible and respectful to a level that gives cause to respond? Responding properly to a situation will make you not only a great leader, but admired. People admire those that can come to the aid of others. It gives people hope and inspires them to better. And, hence the leader in you will be recognized, respected and others around you will respond to your needs.

Now, allow me to bring you full circle to the original questions. How did you get here, do I have something to say and do I know what others do not? You have worked to be in the position you hold. Supervisors have shown confidence in you and have rewarded you the responsibility you now hold. Be confident in whom you are and the style in which you manage. Don't try to manage like others. Take what you've learned and observed from others over your career but Trust yourself, others do! So, the answer is yes! Which now begs another question; are you disciplined and dedicated enough to define yourself? We will save the "D's" for next time.

*Editor's Note: NAAWS member Bill Wilson is Superintendent of the Indiana State Prison.*

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## **Save These Dates**

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**January 25–30, 2013**  
**ACA Winter Conference**  
**Houston, Texas**

**May 29–June 1, 2013**  
**NAAWS Training Conference**  
**Columbus, Ohio**

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Papers may be sent at any time, but will be **due no later than November 1<sup>st</sup>, 2012**

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### 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!



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