

National Association of Probation Executives EXECUTIVE EXCHANGE

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PRESIDENT'S MESSAGE

As the final weeks of my presidency evolve, I'd like to take the opportunity to congratulate those individuals elected and re-elected to the NAPE Board of Directors. I assure you that the Association is in the most competent hands with Dan Beto as your newly-elected president. In his capacity as NAPE Vice President, Dan and I have worked closely together over the past two years, and I hold the highest respect for his professionalism and vision within the probation industry. I assure you, Dan will be a superb president, and we all can expect impressive accomplishments during his leadership tenure.

Vice President Tom Williams, while new to probation circles within the District of Columbia, has strong roots in Maryland, and Tom comes with the reputation of being one of the true, bright lights on the profession's horizon. Cherie Townsend, Chief Juvenile Probation Officer in Maricopa County, Arizona, continues in her role as secretary and remains a strong, vibrant advocate for juvenile probation services within NAPE. Jim Rood, Deputy Director of the Department of Community Justice in Multnomah County, Oregon, takes over the treasurer's duties from Richard Kipp to round out the slate of officers.

Congratulations as well are extended to the re-elected regional representatives Nanci Lee Mary Bouchard of Maine (New England), Conway Bushey of Pennsylvania (Mid-Atlantic), Gary Hinzman of Iowa (Central), Ron Goethals of Texas (Southern), and Richard Wyett of Nevada (Western). In addition, we welcome two new at-large representatives to the Board of Directors — Ed Mansfield of Colorado and Robert Czaplicki of New York.

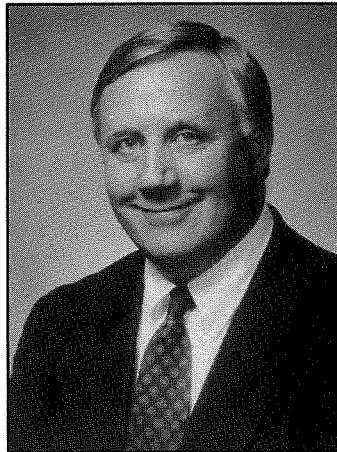
Without question, NAPE's most significant contribution within the past two years has been its leadership role in the Reinventing Probation initiative. As has been reported previously within *Executive Exchange* and other professional publications, NAPE was the true catalyst for this project's

vision and desire to rewrite probation's direction and focus through a critical and painful analysis of the industry. Our gratitude can never be excessive in continuing to recognize NAPE members Ron Corbett, Dan Beto, Norm Helber, Gary Hinzman, Rocco Pozzi, Robert Malvestuto, and Ed Rhine for their unselfish and tireless contributions to this initiative of national and international importance.

NAPE's role in professional education remains impressive with NAPE members continuing to be responsible for multiple Executive Track workshops at APPA's annual training institutes. A recent development has been NAPE's presence in similar training offerings as scheduled at the National Council of Juvenile and Family Court Judges' sponsored National Conferences on Juvenile Justice. Furthermore, several NAPE members continue to excel as trainers in the dynamic and much needed Executive Development Program cosponsored by NAPE, the National Institute of Corrections, and the Correctional Management Institute of Texas at Sam Houston State University.

A goal of my presidency was to initiate the extension of NAPE to the international probation and community corrections community. That process has been initiated through organizational member Jerry Dash, Executive Director of Volunteers in Prevention, Probation and Prisons, Inc., and Dan Beto. Jerry has made two presentations to the European probation community within the past twelve months, and while his initial focus has been on correctional volunteerism, he has also introduced European probation administrators to NAPE and its mission and accomplishments. Dan Beto has also spread the NAPE word across the pond through his attendance at Probation 2000, an international conference held in London earlier this year.

NAPE membership remains strong with approximately 200 members, however, I admit disappointment that our numbers have not grown more significantly in recent years. In general, non-for-profit, professional associations *continued on p. 2*



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LEADERS ON LEADERSHIP

by

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On a visit to Barnes and Noble, Hastings, or any commercial bookstore, one can find with little difficulty scores of books on the subject of leadership. In addition, as James MacGregor Burns (1978) notes in his Pulitzer Prize winning book entitled *Leadership*, the "world famous New York Public Library has tens of thousands of biographies, monographs, and newspaper clippings" on the subject; likewise, lesser known libraries commit shelf space to volumes dealing with leadership issues. More recently, publications peculiar to the corrections profession have solicited articles and devoted pages to leadership, thus providing further indication of the importance of the subject.

Leadership Defined

Despite all that has been written on this topic, it is difficult to arrive at a clear definition of leadership on which all can agree. In his essay "In Search of Leadership," Ronald P. Corbett, Jr., Deputy Commissioner of Probation for the Commonwealth of Massachu-

setts, provides a thoughtful view of the problem of defining leadership:

What is leadership? More discussed than understood, more invoked than practiced, few concepts in public administration are so elusive, so abstract, and near mystical after so much study and writing. While we all seek the mantle of leadership, its essence defies capture through clear definition, leaving us in search of the apt metaphor. Leadership is poetry where management is prose. Leadership is tomorrow, not today — dreams not realities. "What if . . .," not "yes, but . . ." Leadership means risk and danger, not safety and security. It inspires; it does not mollify. It's jazz, not classical — hard rock, not easy listening. Leadership will scare you, worry you sick, infuriate you, make you crazy but never bore you and at the end of the day, take you places management has never visited and is not curious about. It is hell bent, over the top, and in your face. It takes no prisoners. It is all high wire, no net. It is a contact sport and when you win, you win big. It is the big dance. It is a lot more (Corbett, 1999).

As reported in an article appearing in an issue of *Forbes ASAP*, Glenn Rifkin (1996) asked six leadership "experts" to define the elusive concept of leadership; their varied responses to the question — What is leadership? — are as follows:

Rosabeth Moss Kanter, Professor, Harvard Business School, and author of *The Change Masters*: "The art of mastering change . . . ability to mobilize others' efforts in new directions. Leaders define future needs and opportunities. They share their passion. Managers control; leaders shake things up."

Jeffrey A. Eisenach, President, Progress and Freedom Foundation: "The art of initiating and managing change. Anyone can manage the status quo, but it takes a leader to change things for the better."

Michael Dell, Chairman and Chief Executive Officer, Dell Computer: "Organizing, inspiring, and driving a group to achieve results beyond their expectations. Combination of pragmatism and vision. Ability to quickly understand dynamism in the market."

Carol Bartz, President and Chief Executive Officer, Autodesk: "Motivating people to meet goals. Leaders help people believe in their goals and inspire them to deliver on their promises. Leaders instill a sense of purpose and urgency."

Thomas P. Gerrity, Dean, The Wharton School, University of Pennsylvania: "At its core, leadership is the ability to inspire and develop others . . . to bring forth their fullest potential and highest capabilities . . . to encourage them to accomplish a mission as a team."

George Fisher, Chief Executive Officer, Eastman Kodak: "Taking a group of people in a new direction or to a higher level of performance than they would have achieved without you."

Yet another definition of leadership is provided by the late George J. Beto, clergyman, educator, and correctional administrator. In preparing his seminal work on correctional administration, John J. DiIulio, Jr. (1987) elicited from Beto his thoughts on leadership:

Organizations are largely the shadows of their executives It does not matter whether one is talking about Harvard University, the Chrysler Corporation, or the Texas Department of Corrections. The executive's skills and abilities, his sense of mission and dedication to duty, are decisive in determining how — and how well — an organization runs.

Contained in that brief statement Beto defines his concept of leadership — that executives should model what they expect from the organizations they administer (Beto and Brown, 1999).

Correctional Leadership

It appears, then, that when discussing the subject of leadership, perhaps the best way to define it is to provide examples of how this particular quality is manifested in individuals. Yet another method is to examine the values and views of those who have been identified as leaders. Recently Thomas J. Neff and James M. Citrin (1999) identified and profiled 50 of America's top executives. In addition, they asked them a series of question, nine dealing with leadership, and seven focusing on business issues.

In an effort to better define correctional leadership, we asked the same nine leadership questions, with slight modification, of persons viewed as successful leaders in the community corrections profession. Those nine questions are as follows:

1. What are the characteristics that make for a successful correctional administrator/chief executive officer today? Have these characteristics changed drastically in the last 10 or 20 years?
2. In looking ahead, what skills and characteristics will be most important for your agency's next generation of leadership?
3. What are your most important principles for leadership and inspiring people? Do these principles change during different growth stages of your agency?
4. How do you define success?
5. What are you most proud of in your career?
6. Who or what (e.g., mentors, books) have most influenced

your thinking and philosophy?

7. What specifically do you look for in hiring or promoting people? Has this changed over time?
8. If you were advising your children or young people on career strategy, what advice would you give?
9. How did your early family background contribute to your drive and success?

The persons selected for this instructive exercise are all members of the National Association of Probation Executives, which has as its members the leaders of the community corrections profession. Listed in alphabetical order, our group of leaders includes a diverse group of community corrections professionals from throughout the United States. A brief description of our respondents follows.

Vincent D. Basile is a Regional Director of the Massachusetts Probation Service; he has spent 34 years working in the criminal justice system and the last 15 years in his current position. Basile earned a bachelor's degree in political science from the University of Massachusetts at Amhurst and a master's degree in criminology from Northeastern University. In addition to the National Association of Probation Executives, he holds membership in the American Probation and Parole Association, American Correctional Association, Massachusetts Correctional Association, New England Council on Crime and Delinquency, American Society on Quality Control, and the Italian-American Police Officers Association. Basile is the recipient of the Angelo R. Musto Service Award from the New England Council on Crime and Delinquency and the Distinguished Humanitarian Service Award from the Italian-American Police Officers Association.

Nanci Lee Mary Bouchard is Associate Commissioner for Adult Community Corrections for the Maine Department of Corrections, a position she has held for approximately three years. She has devoted almost two decades to the criminal justice system. Bouchard possesses a bachelor's degree in criminal justice from the University of Maine. She holds memberships in the American Correctional Association, American Probation and Parole Association, New England Council on Crime and Delinquency, and the State Executives of Probation and Parole. In addition, she serves on the Board of Directors of the National Association of Probation Executives, Maine Community Policing Institute, and the Maine Justice Assistance Council.

E. Robert Czaplicki, who has been involved in the community corrections profession since 1974, is Commissioner of the Onondaga County Probation Department in Syracuse, New York. He earned a bachelor's degree from the State University of New York at Brockport. Czaplicki is a member of the Onondaga County Criminal Justice Advisory Board, American Probation and Parole Association, American Correctional Association, Onondaga County Chiefs of Police Association, and the Central New York Chiefs of Police Association. He has served as President of the New York State Council of Probation Administrators, Chair of the Onondaga County COPS Task Force, and was recently elected to the Board of Directors of the National Association of Probation Executives.

PRESIDENT'S MESSAGE

continued from p. 1 within corrections are experiencing a general lag in membership interest, but it is hoped that NAPE membership numbers will gain momentum in years to come.

Closing on a high point, a goal of my presidency has been to attract more female and minority representation within NAPE. Within the most recently elected Board of Directors, major strides have been actualized in both female and minority representation.

While NAPE's truest strength is its membership, our relationship with our secretariat — Sam Houston State University — could not be better. I will always be indebted to Christie Haney Davidson for her superb cooperation and seemingly unlimited patience over the past two years. Thank you, Christie, for a job so very well done. I also wish to thank exiting board members Richard Kipp, Don Stiles, and Don Meyer for their assistance during the past two years.

Dan Beto assumes command on July 1, 2000, and we could not be in better hands. Hopefully, we will all be in Phoenix in July for APPA 2000 and our members reception, annual awards breakfast, and Board of Directors meeting. Until then, all the best . . .

Robert L. Bingham
President

Neil T. Hannon is the Chief Adult Probation Officer for the Porter County Circuit and Superior Courts in Valparaiso, Indiana. He has devoted over three decades to the criminal justice system, with the last 28 in his current position. Hannon holds a bachelor's degree from Indiana University. He is a charter member of the Probation Officers Professional Association of Indiana and holds memberships in the American Probation and Parole Association, American Correctional Association, and the American Society of Criminologists. He is a past President of the Indiana Correctional Association and has served as Chair of the Probation Officers Advisory Board to the Indiana Judicial Center. Hannon is the recipient of the Order of Augustus from the Probation Officers Advisory board to the Indiana Judicial Center. In addition, he was presented with the Distinguished Service Award, Presidential Citation, and the Meritorious Service Award, all from the Indiana Correctional Association.

Ray Wahl, who for more than two years has served as Juvenile Court Administrator for the Utah Administrative Office of the Courts, has recorded over a quarter of a century of service to the criminal justice system. He graduated from Rider College with a bachelor's degree in psychology and has completed all the course work for a master's degree in educational psychology from the University of Utah. In addition to the National Association of Probation Executives, Wahl holds memberships in the Utah Correctional Association, American Correctional Association, and the American Probation and Parole Association. He has served as President of the Utah Correctional Association and is the current President of the American Probation and Parole Association. Wahl was twice the recipient of the Executive Director's Award of the Utah Department of Corrections.

The questions, and their answers, follow.

What are the characteristics that make for a successful correctional administrator/chief executive officer today? Have these characteristics changed drastically in the last 10 or 20 years?

Basile: While there are several characteristics that make for a successful chief executive officer in community corrections, I believe that there are four traits that are absolute necessities for success.

First is knowledge — a successful leader must be able to demonstrate both technical competence and a mastery of the art of human relations. A leader has to both know and fully understand her business; she needs to be able to gauge her customers, both internal and external; to anticipate the customer's expectations; and to be familiar with the latest technological developments in the field.

Second, a leader needs to be a visionary. She needs to establish a clearly defined destination for her agency, and then map out the route she wishes her staff to take.

Third, the leader must demonstrate a total commitment — in this case a commitment to the public that she serves and to the offender whom she must hold accountable while simultaneously directing him to a change in life style. Inherent in this characteristic is the need for both empathy and patience.

Finally, and most importantly, the leader must be a trustworthy individual. For any character flaw in this area will cost the leader the respect of both her colleagues and the public. To this end, the leader must be unselfish in giving praise and credit to subordinates when deserved, keeping in mind that true leadership is action and not position.

Bouchard: Intrinsic artistic creativity using available environmental materials — a summary that describes prehistoric art of Europe and Africa and a definition that I feel can be molded to describe the characteristics of leadership.

I would even take this analogy a step further and suggest that leadership development has a symbolic parallel to art history. Leadership requires an expansive base of knowledge as does an art gallery require representative art from historical and global perspectives.

The early stages of leadership, like prehistoric art, are likely characterized by intrinsic qualities. Frequently the framework for the entry-level leadership role is the mission statement and statutory requirements and other expectations from external influence sources. Like the transition of art history, experience will pave and weave the integration of framework with developing skills such as communication, credibility, trust and confidence.

The dynamic and fluid pathology of organizations comparatively illustrate the impact of technology on twentieth century art and twentieth century leadership. Global accessibility and networking for administrators and staff can easily drive the level of information, knowledge, and opposition or support of organizational mission, goals, and strategies.

The art gallery of leadership begins with innate creativity and transforms as the internal and external depth of the leader expands. Those skills that I have developed include matriculating from daily operation to organizational vision, communication that is humbly instructive, non-patronizing and supportive, exemplary skills in conflict resolution, creative team building through motivation and empowerment, understanding, processing and survival of political environments, allocation of resources, rational or not.

While I cannot speak from experience about the changes in the last twenty years, I would like to offer some observations that are consistently true in all institutions of society, women are more noticeably present, have greater access, bring a differing experience and perspective but still do not have the voice that changes the traditional characteristics of leadership. The approach remains adversarial, competitive, win-lose and detached from the actual emotional relationship that exists in human relationships and associated professional passion.

Czaplicki: A successful CEO must be intelligent, have loads of common sense, and be a good communicator. He/she must know how to delegate and to separate the significant from the insignificant. Not in any particular order, I believe the CEO must be a collaborator (involving the community), decisive, a change agent, a visionary, a risk taker, and politically astute. A positive attitude is critical.

I think some of these characteristics have changed somewhat. With more media scrutiny now, much more so than 20 years ago, communication is critical. I do believe that the ability and need to collaborate is much more prevalent. Engaging the community is the key to most new successful programs.

Hannon: The successful chief executive officer has to be able to relate to people at all levels from the Supreme Court to the most disadvantaged street person. They also must have a very deep sense of compassion and concern for the more unfortunate of our citizens. To be successful, they will: 1) know the community; 2) know the resources and how to positively market the criminal

justice system; and 3) have the ability to hire, train, and motivate staff to be on the same team with the same vision in place.

Yes, these characteristics have changed. We have gone from a "trail them, nail them, jail them" philosophy to one which is more reality based. Almost everyone incarcerated will one day get out of the correctional facility and come back into the community. So, we had best be prepared to have needed services available. These same services are the tools necessary to keep others who are not in prison with the opportunity to help themselves. Leaders with character maintain integrity in both their public and private lives. They know that what is popular isn't always right, and what is right isn't always popular. Most importantly, they understand, "There is no limit to where you can go or what you can accomplish if you don't mind who gets the credit!"

Wahl: Characteristics that make for a successful chief executive include honesty, good communication skills and charisma. I don't think these characteristics have changed dramatically, but what has changed is how they are applied. For example, we no longer have a work force that works 8-5. Telecommunicating has changed the way we have to communicate with staff, so a good leader today needs to consider different ways of getting information to staff, who don't work traditional shifts or in traditional offices.

In looking ahead, what skills and characteristics will be most important for your agency's next generation of leadership?

Basile: With the changing demographics of race, ethnicity, culture, and age, and with a body politic both nationally and often locally, pushing for more mandatory sentences and sterner punishments, the next generation of leaders will most certainly need to be adaptive and innovative. Staff composition will need to be more diverse and representative of the client population. This will require both a heavy dose of cultural awareness, plus some recruiting outreach to minority communities.

Leaders will have to hone their skills as managers of change. There will be a greater need for accountability — both of the staff and the manager. Greater emphasis will have to be given to performance measurements, with the results subject to public scrutiny.

At the same time, the successful leader must possess the moral courage to speak out against irrational and often draconian legislation, while actively lobbying the cause of proven community correction stratagems, such as day reporting centers, etc.

In essence, the next generation of community correction leaders must be up to the challenge posed by problems that have no easy solution.

Bouchard: The skills of the future executive are probably rooted in technology. Informational flow, accelerated change, fluid and dynamic work forces will require that the leader quickly navigate through traditional thought to implement change.

Czaplicki: Communication ability and common sense are the most important skills. Character and sincerity rank high.

Hannon: The next generation of leadership will possess a variety of skills within the given areas of specialization. Specialized training in the chronically mentally ill, substance abuse with pharmacological expertise (i.e., disulfiram, naltrexone, etc.), sex offenders, domestic abuse, and/or home detention with time release based injections which would allow the individual to pass out when their

adrenaline levels are too high. Also, screening and matching personalities of staff with needs of the offenders. The purpose would be so that we could better relate and become a mentor, rather than have the potential for personality conflicts. Even more training in technologies and to learn what is working for others in other parts of the country or world. We cannot live long enough to make all of the mistakes ourselves. The heart and soul of community corrections is the probation service. The next generation of leadership will have a keen appreciation to form relationships with people. They will need to convey a sense of concern and willingness to help. The busiest people are always the ones that you delegate to because they are efficient managers of time and can accomplish projects by the developed deadlines. Technology has changed so rapidly that computer chips to track offenders will soon be economically feasible. Solomon Trujillo, President of US West, recently reported that "Three years ago, the Internet had 100,000 sites. Today, it is over four million. Last year, the U.S. Postal Service delivered 100 billion pieces of mail while the Internet delivered four trillion. Within the next half-hour, 2,800 will log on the Internet for the first time." Suddenly we have access to all the libraries of the world. The year 2000 will not take away old problems and old claims, but as life goes on we will be continually blessed with new opportunities and new challenges. Our quality of life will continue to escalate and we will be seeing offenders who will have geriatric needs with health support both inside and outside of the walls of institutions.

Wahl: The concept of leadership is something that I have spent some time thinking about the last ten years. I am one of those people who feel that leadership skills can be learned, but also believe that there are natural born leaders. One quote that always comes to mind when I think about leadership is "managers do things right, leaders to the right thing." The fact is good leaders have good management skills. But leaders "compliment good management skills with things that are hard to put your arms around" — being "good with people," charismatic, visionary, passionate, etc. The bar has been raised for today's leaders because of who the leaders were yesterday. Those increased expectations will continue but I am convinced that there are no perfect leaders out there that we can mode our behavior after. In many ways, the advice to "be yourself" rings true to me when I think about leadership.

I think one of the most important skills that the next generation of leaders has to have is to be able to "think outside the box." Complex organizations demand that leaders think of things not as they exist now, but what they could be.

What are your most important principles for leadership and inspiring people? Do these principles change during different growth stages of your agency?

Basile: First, is to be trustworthy — to encourage colleagues, especially subordinates to tell me what I need to know, not what they think I want to hear. Tangential to this, is my need to let the subordinates know that I am listening to them and that I value opinion. As Steve Covey points out in *Principled Centered Leadership*, it is only by being trustworthy that one can be trusting. And it is only by trusting that the leader can sufficiently empower the staff to get the job done efficiently.

The second is to lead by example — no double standards, no hidden agendas — just doing the right things for the right reasons.

Bouchard: Probably the most important principle is the values that drive the leader, the values that drive the organization, the values that prevail in our society, and the ethical standard that is used to incorporate the values. While undoubtedly hard work and role modeling are critical, the organization must be committed to freedom to dialogue about different concepts, tolerance of different views without compromise to effective performance.

Czaplicki: Honesty, openness (there really are no secrets in most organizations), and decisiveness. The "golden rule" cannot be over used. I do not think they change over time.

Hannon: You must form a relationship with your employees. The relationship must be developed around the words "advise" and "assist." To somehow convey the sense of warmth, concern and willingness to help without letting one be taken advantage of. Living and being the example with integrity. You must give your employees the ability to operate independently making decisions without gaining approval for everything which they have been asked to do. This allows the employee to have input on a potential problem analyzing the situation and having input into correcting the problem. They must also see a problem and then a solution which allows it to progress to completion. This will allow them to realize how integral a part they have in the larger picture which they have participated in. Without this participation, they will not become invested to remain long term employees and will feel their contributions are insignificant. For the reasons listed above, my experiences have found that major projects require working in teams or groups, all offering solutions for problem solving and still being consensus driven.

Yes, these principles change and are sometimes changed because of what becomes politically popular or politically correct. Perhaps the trend will be temporary only until a project is completed and then when election or re-election time nears, a new cause of concern surfaces because the media and special interest groups can identify with and support it. This motivation for leadership soon becomes stagnant and the basic principles which are more reality based must resurface once again.

Wahl: There are two ways I try to lead: a) knowing where I am going and communicating that to the people; and b) never asking my staff to do anything that I would not be willing to do. I do think that there are some stages in my leadership — I almost look at it as a cycle.

Vision Development > Feedback > Implementation > Feedback > Evaluation

I think one of the big faults of leaders is that they do not slow down long enough to evaluate whether what is being done is resulting in the desired outcome.

How do you define success?

Basile: By not simply doing one's best, but by knowing what to do and then doing it the best one can. Only when one has achieved the self-actualization that Maslow wrote about can one truly claim to be a success.

Bouchard: I believe that defining success is as much a maturation process as are the other skills of leadership. I also believe that the

definition is impacted by gender, experience and timing. My observation is that many women have defined their success by standards that are external and less related to material acquisition that emotional support. Movement towards balance introduces another sphere of defining success that blends the intellectual with the emotional. It addresses the accomplishment of self, spiritual, professional, ethical, and physical.

Czaplicki: Success is the achievement of appropriately planned goals and outcomes. It is seeking out best practices and implementing them to carry out your mission. It is developing programs that really work and do not just "feel good."

Hannon: Success is when preparation meets opportunity. Success varies greatly because what would seem to be easy or monumental to one person means different things to different people. Like the artist, we are never satisfied. The work we do will never be perfect. There will always be room for improvement. For statistical purposes, we define success with our clients when those on formal probation have completed all court orders successfully with no re-arrest within five years of their discharge from supervision.

Wahl: I define success in an organization as the ability of the people to work together toward a common goal. In many ways, the process for me is just as important as the product. The process for me looks like the 4Cs — communication, coordination, cooperation, and collaboration. This is the only way I have found that organizations can succeed.

What are you most proud of in your career?

Basile: That in some small measure I have made the camp site a little cleaner than it was before I arrived.

Bouchard: I am most proud of my career choice. I have loved the work in community corrections and have always held to the firm belief that we can make a difference, we can weather crisis of public irrationality and fiscal irresponsibility and professional doubt by remembering that we are the conscious of the system. Adversity in my life has contributed to persistence in a profession that can be infected with cynicism without becoming a cynic.

Czaplicki: Getting our staff/department out of the office and into the community. That most people consider me a "doer."

Hannon: My personal relationship with God, my marriage to a very loving, intelligent, and hard working mother of our children. An individual who has balanced a strong family life with full time employment. She has supported my work even though it has not been a profession that has earned a high enough income to send our children to college without her need to work. It has also been a profession that after 30 years, I can say I have no regrets for choosing this career, although, it has not placed me in the limelight where I might be considered for the Nobel Peace Prize. Additionally, the staff which I work with brings a tear of joy to my eye when I think of their immense contributions to the many programs which have been developed in our community. There are many days in which they truly espouse the works and principles of John Augustus. From a professional standpoint, I have had the opportunity to be the president of the Indiana Correctional Association

and chair of the Probation Advisory Board to the Indiana Judicial Center. During my tenure as chair, we were able to finalize state standards for the Pre-Sentence Investigation Report, Pre-Dispositional and Preliminary Inquiry Reports for juveniles, as well as the Workload Measures.

Wahl: Probably that long ago I realized that the way to get things done is by teamwork and people investing in a vision rather than a more top down approach.

Who or what (e.g., mentors, books) have most influenced your thinking and philosophy?

Basile: Actually, I have had so many mentors over my career that it is impossible to list all of them. However, two people that have had a profound impact on me professionally were former U.S. Attorney General Elliot L. Richardson, a long time friend, who I believe epitomized all that is good about public service. The other was a Chief Probation Officer — Mario F. DiTroia — who I had the pleasure to work for early in my career. Mr. DiTroia would con-

stantly remind me in a paternal way that one should always stay focused on substance rather than format.

Books that have shaped my personal philosophy are Steve Covey's *Principle Centered Leadership* and *The Seven Habits of Highly Effective People*, and Ken Blanchard and Norman Vincent Peale's *The Power of Ethical Management*.

In addition, I had the good fortune to have spent thirty years as an Army reserve officer — an experience of immeasurable value.

Bouchard: Every opportunity to interact with people provides me with a learning experience that enhances my skills as an administrator and makes me a better human being. I read professional journals, network regionally and nationally with colleagues, my staff, the public and I remember the Steve Covey principle, "seek first to understand."

Czaplicki: I learned a lot about leadership while in the Army. I served in Vietnam with a large number of West Point graduates. Their style of leadership was significantly different from the other officers. They definitely were in charge, intelligent, usually per-

Justice Department Launches Web Site to Address Cybercrime Taken From a Department of Justice Press Release Dated March 13, 2000

The Department of Justice (DOJ) has launched a web site devoted exclusively to cybercrime at www.cybercrime.gov. Created by the Criminal Division's Computer Crime and Intellectual Property Section (CCIPS), the web site provides information on crimes related to the Internet, focusing on hackers and intellectual property crime.

The web site includes a wide variety of materials, including press releases, speeches by DOJ officials, congressional testimony, letters, and DOJ reports. In addition, there is material to help the general public and law enforcement, including information on how to report Internet-related cybercrime. Because cybercrime is of special interest to children and parents, the site also provides a direct link to the "Internet Dos and Don'ts" section of the DOJ's kids' page.

Materials on the web site are organized by subject in 12 "channels." The channels span a broad range of issues related to computers and crime, including information on prosecuting computer hackers, intellectual property piracy and counterfeiting, legal issues related to electronic commerce, freedom of speech, searching and seizing computers, encryption, privacy, and international aspects of cybercrime.

Channels on the site include the following:

Documents www.cybercrime.gov/docs.html: Provides direct links to press releases, speeches, testimony, letters, and reports.

Investigating and Prosecuting Computer Crime www.cybercrime.gov/compcrime.html: Provides computer crime laws and legislative history, as well as press releases regarding significant hacker cases.

Protecting Intellectual Property Rights www.cybercrime.gov/ip.html: Provides a fully web-accessible version of the DOJ's 200-page manual on *Federal Prosecution of Violations of Intellectual Property Rights*, as well as information on the DOJ's intellectual property initiative announced on July 23, 1999.

Electronic Commerce www.cybercrime.gov/ecommerce.html: Provides information that includes DOJ officials' testimony on Internet gambling and the sale of pharmaceuticals over the Internet.

Speech Issues in the High-Tech Context www.cybercrime.gov/speech.html: Provides a variety of reports related to prosecution of Internet-facilitated hate speech, the availability of bomb making materials via the Internet, and cyberstalking.

Protecting Critical Infrastructures www.cybercrime.gov/critinfr.html: Provides information on the federal government's efforts to protect the national infrastructures that provide the efficient delivery of essential services.

Prosecuting Crimes Facilitated by Computers and the Internet www.cybercrime.gov/crimes.html: Provides information about the many crimes not specifically related to computers but that are substantially facilitated by the use of computers.

Searching and Seizing Computers www.cybercrime.gov/searching.html: Provides web-based access to the DOJ's 1994 manual, *Searching and Seizing Computers*, as well as the two subsequent updates.

Encryption and Computer Crime www.cybercrime.gov/crypto.html: Provides the DOJ's responses to frequently asked questions on encryption.

Privacy Issues in the High-Tech Context www.cybercrime.gov/privacy.html: Provides information on referring potential privacy violations to the DOJ for investigation and prosecution, as well as testimony of the DOJ's chief privacy officer on digital privacy.

International Aspects of Computer Crime www.cybercrime.gov/intl.html: Provides access to a variety of international materials, including Deputy Attorney General Eric Holder's remarks at the Vienna International Child Pornography Conference, and information on efforts of international groups such as the G-8 and the Council of Europe.

Law Enforcement Coordination for High-Tech Crimes www.cybercrime.gov/enforcement.html: Provides information and links to the National Cybercrime Training Partnership, the National Infrastructure Protection Center, and the Attorney General's speech introducing the Law Net Initiative.

sonable and driven. It was only much later in life that upon reflection I realized how much I learned during that time.

Hannon: John Augustus, the works of Stanton Samenow, Nicholas Groth, and Todd Clear, and meetings with other probation professionals across the state and nation. Attending national APPA Conferences and learning from video teleconferences. The talks in the hallways between the featured speaker's presentations are most productive. These exchanges have always encouraged me to require my staff and self that you need continuing education. Also, that you can always learn something new even it is a subject that you feel you know a lot about. Just hearing another perspective on the same topic will be reaffirmation of what you believed was your opinion on the matter. These meetings allow us to share in a common struggle as it relates to the "politics" which comes with the territory. Perhaps this (politics) is our most difficult area in which we lack control.

Wahl: Like everyone else I have read a lot of books on leadership. One that sticks out in my mind is a book called *The Leadership Challenge*. But to be honest, people have had more of an impact than books. Specially, a former Director of Probation and Parole named Paul Peters had a big impact on me. Early on he taught me that if you take care of your staff, they will take care of you. I also have to say that books about the life of Abraham Lincoln have had some impact. The man was amazing — with all of the pressures of the Civil War — he still had time to be with his troops. He also was able to heal some of the wounds after the war between the North and South. But I really have tried to learn from others I have been around so it is hard for me to pinpoint a book or person that has influenced me greatly.

What specifically do you look for in hiring or promoting people? Has this changed over time?

Basile: The most qualified, based upon education, training, and life experiences. Also, I try to gauge the individual's commitment to the profession of community corrections.

Bouchard: Hiring and promoting has been a challenge. The most important change was expanding the interview process to include several interviews with candidates. The first interview is usually the best prepared for process but the second and third interviews usually weed out those who think that surface discussion will suffice. The other element that I have added is including reading material and an exercise that requires research in order to prepare.

Czaplicki: Common sense (the most important); basic intelligence; dedication to the profession (working with people); team players; and communication skills. I believe that these factors have remained constant and, in fact, have become more important over time.

Hannon: We look for team leaders who are most likely to want to emulate our platform and philosophy. One who is well-rounded, bilingual, computer savvy individuals who have been extremely busy in their personal lives throughout high school and college. The busiest people are ones which you can delegate to. They are the best managers of time and can accomplish projects by a deadline. If you give responsibilities to someone who appears to have lots of time, they generally will procrastinate and not accomplish

the task at hand. Those who have completed multiple internships interest me more than those with a 4.0 GPA.

Yes, over time it has become more difficult to attract and keep individuals who want to make a career in public service. It has been said there are two types of employees, "The one you can't keep and the one you can't get rid of." I prefer to think we ride the bubble and do not have employees who fit these descriptions.

Wahl: I look for a person who likes to be around people, has good communication skills, has the wisdom of what needs to be accomplished and the confidence to get it done. I look for a person who wants to build a team to get the job done rather than rely just on themselves. No one is that good! I have been making hiring/promotion decisions for the past 20 years and for me, the traits I look for have not changed.

If you were advising your children or young people on career strategy, what advise would you give?

Basile: That each of us, in our own way can make a significant contribution to society's well-being; that there is a power of one. If an individual is so inclined, that power can enable an individual to find a rewarding career in probation. It is a profession in which one can touch and impact so many lives. To paraphrase the ancient Greek philosopher Aeschylus, I regard probation as a profession in which one can "... tame the savageness of man, and make safe the world in which we live."

I am proud to say that my daughter has embarked on a career in probation.

Bouchard: Career counseling is probably best described as "advice to the vulnerable." A career strategy should be a life strategy, the path and the process are as important as the outcome. Planning is essential but should not be so rigid that it does not allow for insight into need to redirect. Be open to possibilities in all arenas of life and never stop learning.

Czaplicki: Pick something you like. It is hard to go to work every day and do something you do not like. Have passion for what you do and be persistent in your pursuit.

Hannon: I have become more socialistic in my ways of thinking. I believe everyone needs to move out of their comfort zone of their homes and become detached as well as independent. They need to experience as many job shadowing and internships as possible. Why be the nurse if you have the God given abilities to be the doctor? Then seek wise counsel from those who have been around along time. That way you will have a sense of history and learn if you are up for the challenges and rewards which lie ahead.

Wahl: My advice to my children and other young people is to try a lot of different things to determine what they like and don't like. To me volunteer programs that allow people to experience parts of what community correction is about is a great recruitment tool for good staff. Not everyone is made for this job and it is nice for a person to know early on whether they may like a career in this field.

How did your early family background contribute to your drive and success?

Basile: Like most children, I regard my parents as wonderful people, devoutly religious, fiercely proud, and deeply committed to family values. They both worked tirelessly in charitable and social causes. My dad always believed that after family, one has a responsibility to his community, and that philosophy was instilled in me at an early age.

Bouchard: The greatest contributor to my drive comes from a source that transcends the physical world. Certainly the role modeling of parents who were hard workers and people who saw the advantage of persistence developed a personality type. But the primary source has its greatest power from inner strength. There is an unconditional faith that the path to the "right thing" is there but it is enveloped in process that is as critical as the results.

Czaplicki: We were poor by today's standards. My parents did not go to college. I hope that my background taught me to treat people equally. It also taught me that in order to be successful you usually have to work hard, have goals, and be tenacious in your pursuit.

Hannon: I grew upon a farm about 65 miles from Chicago. Everyone had daily chores and responsibilities. As I got older, the level of responsibility increased proportionately. I learned that for everything to work well, everyone held the other accountable to make the specific contribution. Work became fun because you could see what you had accomplished at the end of each day. Today there is a group who would define me as a workaholic. I just know that when I am hard at work I feel most alive. The harder I work, the luckier, I too, become! There will be a time to rust out, I won't be letting that happen very soon. Additionally, I have learned that for every good deed you do without expecting anything in return, you are repaid fourfold.

Additional Resources on Leadership

In addition to the cited references, persons interested in learning more on the subject of leadership are encouraged to read any of the following books.

Covey, Steven R. *The Seven Habits of Highly Effective People*. New York: Fireside, 1990.

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Hesselbein, Frances, and Paul M. Cohen (Editors). *Leader to Leader*. San Francisco, Jossey-Bass, 1999.

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Wahl: My parents stressed getting an education and right from wrong. My mother would tell me, "Character is what you do when no one is looking." To return that lost purse, when you find it and no one is around, can be a defining moment in your life.

Conclusion

The five community corrections administrators who contributed to this effort are to be commended for their thoughtful responses. Their willingness to take time out of their busy schedules to respond to the questions posed, to candidly share their views, and to add to the body of knowledge of the corrections profession, truly demonstrates their leadership qualities.

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Machiavelli, Niccolo. *The Prince*. (Edited by Peter Bondanella; translated by Peter Bondanella and Mark Musa). Oxford: Oxford University Press, 1984.

Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass, 1992.

Ragen, Joseph E., and Charles Finston. *Inside the World's Toughest Prison*. Springfield, Illinois: Charles C. Thomas, 1962.

Tichy, Noel M. *The Leadership Engine: How Winning Companies Build Leaders at Every Level*. New York: Harper Collins, 1997.

Wilson, Robert A. (Editor). *Character Above All: Ten Presidents from FDR to George Bush*. New York: Touchstone Books, 1996.

Wren, Daniel A., and Robert G. Greenwood. *Management Innovators: The People and Ideas that Have Shaped Modern Business*. New York: Oxford University Press, 1998.

Wren, J. Thomas. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: The Free Press, 1995.

NEWS FROM THE FIELD

NAPE PRESIDENT ASSUMES NEW POSITION

Robert L. Bingham, a Pennsylvania native whose probation career has spanned 30 years, has been appointed Chief Adult Probation Officer for the Marion County Superior Court in Indianapolis, Indiana. Bingham replaces **George Walker**, who left for a job in California. He assumed his new position on June 5, 2000.

"What has impressed me most about Marion Superior court's adult probation system is the very strong, creative base of programs that has been established," Bingham said. "Obviously, my goal is to maintain such quality and to go forward with further innovation."

"I have much respect for the programming that is in place and recognize that current staff members have had a major role with the design and evolution of these programs," Bingham added.

"We're very pleased that Mr. Bingham is joining our probation department," said Judge **Jane Magnus-Stinson**, supervising judge of probation. "We believe his broad and deep background in probation will enable him to continue the excellent programs we already have and move us into a new era of innovation."

"Probation is a pivotal link between the life of a criminal and a new life for that person as a contributing member of society," Magnus-Stinson said. "True, we deal with individuals, but collectively, those individuals influence our community. For the good of all, we have to be successful in our rehabilitative efforts."

Bingham said that his leadership style is premised on modeling and example-setting. "I like to be visible, available to staff, and involved," he said. "I very much value and encourage staff input, and I prefer learning about programs firsthand through direct exposure. For example, I plan to shadow our warrants staff periodically as they complete their community visits and assignments."

"Probation is a constant balancing act that requires sensitivity and responsiveness to the community at large, probation, and crime victims. The challenge to our department and the industry in general is keeping these three priorities in proper perspective while providing traditional and new services to a challenging population. We also need to be strong in the basic fundamentals of probation investigations and supervision."

Most recently, Bingham served as Family Division Administrator for the Oakland County Circuit Court in Pontiac, Michigan. Previous to that appointment, he was the Oakland County Probation Court Administrator. During a 16 year career in Illinois, he directed adult probation, juvenile probation, and juvenile detention services in three circuit court systems.

Bingham began his community corrections career in Philadelphia as a juvenile probation officer after earning a bachelor's degree from Wake Forest University in 1970. He earned a master's degree in clinical social work from Bryn Mawr College in 1976.

Bingham has authored numerous probation and corrections related articles, and he is a regular presenter at national conferences sponsored by the American Probation and Parole Association, American Correctional Association, and the National Council of Juvenile and Family Court Judges. In addition, he has taught courses in criminal justice at several Midwestern colleges and universities since 1987.

As Chief Adult Probation Officer, Bingham will oversee a 140 member staff and a \$4.6 million budget. In 1999, the Marion County

Superior Court Probation Department supervised more than 22,000 offenders.

Bingham has been married for 24 years. He and his wife, Elizabeth, have three children: Nathaniel, 20; Benjamin, 17; and Emily, 15.

SIXTH EXECUTIVE DEVELOPMENT PROGRAM FOR NEW PROBATION AND PAROLE EXECUTIVES HELD

On March 5-10, 2000, the sixth Executive Development Program for new probation and parole executives was held at the George J. Beto Criminal Justice Center in Huntsville. This program, a joint initiative of the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University, is designed to assist new probation and parole executives during their first two years as chief executive officers of an agency. Topics covered during this week-long course included working within the organization, surviving the political arena, strategic planning, team building, presentation skills and media relations, legal issues, networking, and reinventing probation.

Members of the faculty included: **Dan Richard Beto**, Director of the Correctional Management Institute of Texas and Vice President of the National Association of Probation Executives; **J. Richard Faulkner, Jr.**, Community Corrections Program Specialist with the National Institute of Corrections; **Ron R. Goethals**, Director of the Dallas County Community Supervision and Corrections Department and a member of the Board of Directors of the National Association of Probation Executives; **Richard A. Kipp**, member of the Pennsylvania Board of Probation and Parole and Treasurer of the National Association of Probation Executives; **Rocco A. Pozzi**, Commissioner of Probation and Corrections for Westchester County, New York, and a past President of the American Probation and Parole Association; and **Cheryl K. Townsend**, Chief Juvenile Probation Officer for Maricopa County, Arizona, and Secretary of the National Association of Probation Executives.

In addition to the regular faculty, **Melvin Brown, Jr.**, Director of the Montgomery County Department of Community Supervision and Corrections in Conroe, Texas, and **Rolando V. del Carmen**, Distinguished Professor of Criminal Justice at Sam Houston State University, assisted in delivering relevant training.

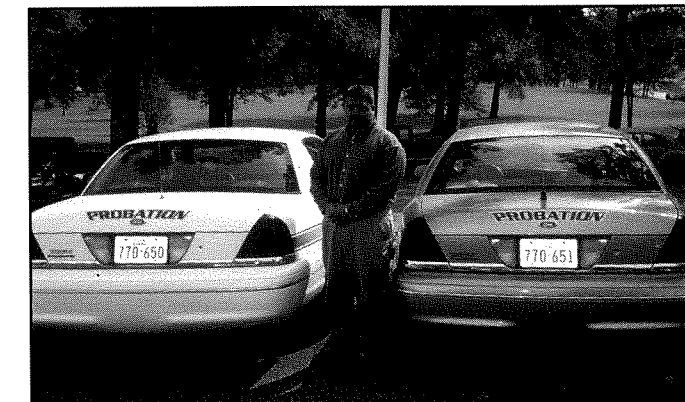
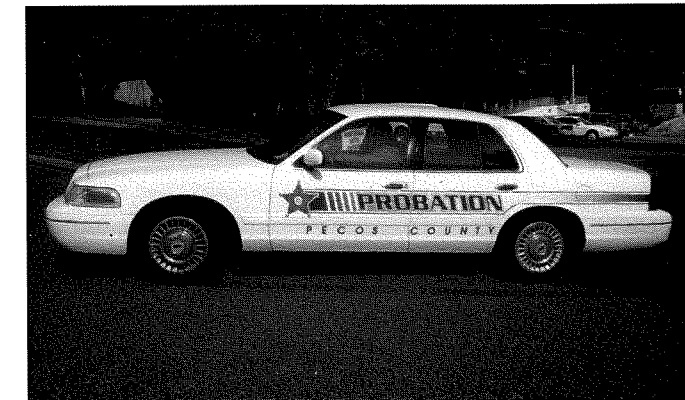
Participants came from all over the United States and included: **George B. Alexander**, Director of the Erie County Probation Department in New York; **Thomas Beauclair**, Administrator of Probation for Idaho; **Joan R. Bozza**, Chief of the Monmouth County Probation Department in New Jersey; **Marty Cirincione**, Executive Director of the New York State Parole; **Peter Conerly**, Chief of the Essex Vicinage Probation Department in New Jersey; **Robert E. Crecelius**, Chief Probation Officer for the city of St. Louis, Missouri; **Alan Grinstead**, Director of the Delaware Division of Probation and Parole; **Tina Hayes**, Assistant Secretary for Florida Community Corrections in Minnesota; **Donald Parker**, Executive Director of the Alabama Board of Pardons and Paroles; **Genie Powers**, Director of Louisiana Probation and Parole; **Jesus Reyes**, Director of the Cook County Social Services Department in Illinois; and **Victor Rodriguez**, Director of the Texas Parole Division.

Christie Davidson, Program Coordinator with the Correctional Management Institute of Texas, provided logistical support for this national program.

Probation executives in their first year as head of an agency who would like to be considered for participation in this program are encouraged to contact Rick Faulkner at (202) 307-3106, extension 138. In addition, members of NAPE are encouraged to nominate new probation executives for this program.

PROBATION'S VISIBILITY

As reflected in "Broken Windows" Probation: The Next Step in Fighting Crime, one of the criticisms of probation is that officers spend too much time in their offices shuffling paperwork and not enough time in the community supervising offenders where they live, work, and recreate. A related criticism is that probation is not visible in the community and, as a result, it is truly the "secret service" of the criminal justice system.



Pictured above is one of the department's vehicles. Also pictured is Miguel Ureta, Jr., a Juvenile Detention Officer, with two of the department's vehicles.

Juan Hernandez, Director of the Permian Basin Community Supervision and Corrections Department, which encompasses both adult and juvenile probation services, headquartered in Pecos County, Texas, is attempting to remedy the visibility issue. Not only is he getting his officers into the field, he is getting them there in easily identified and attractively designed vehicles.

NEW MEMBERS JOIN

Since the last issue of *Executive Exchange* was published, 21 new individual members and one organizational member have joined the National Association of Probation Executives. The new members are as follows:

George B. Alexander, Director, Erie County Probation Department, 25 Delaware Avenue, Room 610, Buffalo, New York 14202-3903.

Thomas Beauclair, Administrator, Field and Community Services, Department of Corrections, 1299 North Orchard Street, Suite 110, Boise, Idaho 83720-0018.

Joan Bozza, Chief Probation Officer, Monmouth County Probation Department, P.O. Box 1259, Freehold, New Jersey 07728-1259.

Larry Brimeyer, Deputy Director, Iowa Department of Corrections, 951 29th Avenue, S. W., Cedar Rapids, Iowa 52404.

Curtis Campbell, District Director, 8th Judicial District Department of Correctional Services, P.O. Box 1060, Fairfield, Iowa 52556.

Marty Cirincione, Executive Director, New York State Parole, 97 Central Avenue, Albany, New York 12206.

Peter Conerly, Chief Probation Officer, Essex Vicinage Probation Department, 110 South Grove Street, East Orange, New Jersey 07018.

Robert E. Crecelius, Chief Probation Officer, City of St. Louis Probation Department, 1430 Olive Street, Room 108, St. Louis, Missouri 63103.

Alan Grinstead, Director, Division of Probation and Parole, 26 Parkway Circle, New Castle, Delaware 19720.

Hieteenphia Hayes, Assistant Secretary, Florida Community Corrections, 2601 Blair Stone Road, Tallahassee, Florida 32399-2500.

Barbara J. Illsley, Director, Dakota County Community Corrections, 1560 West Highway 55, Hastings, Minnesota 55033.

Jean Kuehl, Assistant Director, 6th Judicial District Department of Correctional Services, 951 29th Avenue, S. W., Cedar Rapids, Iowa 52404.

Linda Murken, Director, 2nd Judicial District Department of Correctional Services, P.O. Box 623, Ames, Iowa 50010-0623.

Donald Parker, Executive Director, Alabama Board of Pardons and Parole, P.O. Box 302405, Montgomery, Alabama 36130-2405.

Tom Plumlee, Director, Potter, Randall, and Armstrong Counties Community Supervision and Corrections Department, 600-B South Fillmore, Amarillo, Texas 79101.

Vicki Rascona-Saylor, Director, Somerset County Probation and Youth Services, 212 East Main Street, Somerset, Pennsylvania 15501.

Jesus Reyes, Director, Social Services Department, Circuit Court of Cook County, Criminal courts Administration Building, 2650 South California, Room 901, Chicago, Illinois 60608.

Tom Rhodes, Director, Monroe County Community Corrections, 405 West 7th Street, Suite 2, Bloomington, Indiana 47404.

Michael Richmond, Division Manager, 6th Judicial District Department of Correctional Services, 951 29th Avenue, S. W., Cedar Rapids, Iowa 52404.

Victor Rodriguez, Director, Parole Division, Texas Department of Criminal Justice, P.O. Box 13401, Austin, Texas 78711.

Andrew Urban, Director, Westmoreland County Adult Probation Department, 2 North Main Street, Suite 204, Greensburg, Pennsylvania 15601.

In addition, a new organizational member has joined the Association; it is as follows:

Monroe County Probation Department (Linda Brady, Chief Probation Officer), 301 North College Avenue, Bloomington, Indiana 47404.

As of May 22, 2000, the membership of the National Association of Probation Executives is as follows: 197 individual members; 12 organizational members; and four corporate members.

CONFERENCE PERMANENTE EUROPEENNE DE LA PROBATION

The Conference Permanente Europeenne de la Probation (CEP) works to promote the social inclusion of offenders through community measures and sanctions such as probation, community service, and mediation. The members of CEP are the statutory and voluntary organizations working in the field of probation and a number of interested individuals. Together they represent a unique network of expertise about positive ways of working with offenders in the community. Their common concern is how to protect society without resorting to the expense of prison.

For additional information about CEP, visit its web site at www.cep-probation.org. Found in this web site are a number of links which should prove of interest to community corrections practitioners.

IRVIN ON THE MOVE

On June 12, 2000, NAPE member **Douglas R. Irvin** transferred back to the 18th Judicial District Department Court Services in Wichita Kansas. His new address is 18th Judicial District Depart-

NAPE

NAPE EVENTS SCHEDULED FOR PHOENIX

Make plans to attend the annual NAPE functions in Phoenix in connection with the Annual Institute of the American Probation and Parole Association.

On the afternoon of Saturday, July 22, 2000, there will be the traditional NAPE Members Reception.

On the morning of Sunday, July 23, 2000, the Annual Awards Breakfast will be held, during which the NAPE Executive of the Year will be presented with the Sam Houston State University Award. This year's recipient is **Ron R. Goethals**, Director of the Dallas County Community Supervision and Corrections Department in Dallas, Texas.

Following the Awards Breakfast, the newly constituted NAPE Board of Directors will meet to conduct the Association's business.

Additional information will be forthcoming.

ment of Court Services, Sedgwick County Courthouse, Wichita, Kansas 67203.

Prior to this recent move, Irvin served as Court Services Specialist for the Office of Judicial Administration in Topeka, Kansas.

NEWS ITEMS SOLICITED

Much is going on in the area of community corrections, and *Executive Exchange* would like to publish the good news. Please send news items about innovative programs, significant events regarding your agency, and recognitions and awards to the Secretariat for inclusion in *Executive Exchange*.

INFORMATION ABOUT EXECUTIVE EXCHANGE

Executive Exchange, the quarterly journal of the National Association of Probation Executives (NAPE), publishes articles, reports, book reviews, commentaries, and news items of interest to community corrections administrators. In keeping with the ethical standards of NAPE, the contents of articles or other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

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Submissions for publication consideration should be typed on 8½ by 11 inch paper, double-spaced, with at least one inch margins. Manuscripts should be submitted in duplicate. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a photograph for possible inclusion. Manuscripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

Specific questions concerning *Executive Exchange* should be directed to Dan Richard Beto at (936) 294-1675. Facsimiles may be sent to (936) 294-1671. All correspondence regarding *Executive Exchange* should be sent to the following:

Dan Richard Beto, Director
Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296

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