



C O N F E R E N C E      D A I L Y

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*Thank You for  
Coming  
to Nashville*

As the 2006 Winter Conference comes to a close, I want to thank all of you for taking the time out of your busy schedules to attend this important event. I had a wonderful time, and I hope all of you did, too. Corrections is constantly facing new challenges that demand that we pay attention to how we do things. Changing demographics of our offender population, new trends in the work force, innovations in technology and a host of other changes remind us that the status quo will never do for long. That is what makes our conferences so vital. They give us the opportunity to get together and discuss how to move ahead in an atmosphere that is a relaxing break from our daily routines. I hope you found this conference informative and fun and that you got a chance to experience some of what Nashville has to offer.

The workshops, seminars, forums and exhibits provided valuable information about the latest developments in corrections. The presenters did an excellent job with their programs, and everybody should come away with greater knowledge and fresh insight into their profession. By attending, you have contributed to this effort and have helped in the process of identifying problems and finding solutions. Please remember to share what you have learned with your colleagues back home and explain to them that their participation in future conferences is welcome and encouraged.

Thanks again for being a part of this winter conference. I truly appreciate the dedication you have shown to corrections and to ACA. Have a safe trip home, and I look forward to seeing you all in Charlotte, N.C., this August.

Sincerely,

James A. Gondles, Jr., CAE  
Executive Director  
American Correctional Association

Former U.S. Sen.  
Ben Nighthorse Campbell  
Addresses Annual  
Luncheon Attendees

By Susan Clayton

Ben Nighthorse Campbell, former Republican U.S. senator from Colorado, was the keynote speaker yesterday at ACA's Annual Luncheon. Campbell is the only Native American to have served in Congress.

Campbell was first elected to the Senate in 1992. In 1997, he became the first Native American to chair the Indian Affairs Committee. During the 106th Congress, Campbell had more free-standing Senate legislation passed into laws (12) than any other member of Congress. In 1998, he was re-elected. Campbell retired from the Senate at the end of his second term in January 2005.

Prior to serving in the Senate, Campbell was a member of the U.S. House of Representatives, representing Colorado's Third Congressional District from 1987 to 1992. Before that, he served in the Colorado General Assembly for four years. Campbell also served in the U.S. Air Force from 1951 to 1953, and was stationed in Korea. Additionally, he served as a deputy sheriff in California. Throughout his public service career, Campbell sponsored legislation that addressed such topics as Native American health, education and economics. He also sought to reduce spending to balance the federal budget and lower tax rates.

Campbell noted that he sponsored bills that allowed law enforcement personnel to wear bullet-proof vests,

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police officers to be counselors in schools, and retired and off-duty law enforcement officers to carry concealed weapons across state lines. "I learned a lot, particularly when I was chair of a halfway house in Sacramento, Calif., and even more as a volunteer counselor at Folsom Penitentiary and San Quentin too," he said.

The image of corrections has changed through the years, and has now become more professional, according to Campbell. "The basic goal in protecting society from predators — coupled with the realization that interdiction education and rehabilitation all have to be equal partners if we want to reduce crime in America — is slowly being recognized at the state and federal levels," Campbell said. He noted that the conflict between the conservative school of thought that advocates incarceration and retribution and the liberal philosophy that advocates that anyone can be redeemed rages on.

Campbell said that he did not personally oppose capital punishment as a last resort. "Society should help reform those who can be reformed ... and we still have to put more resources into alternatives to incarceration for people who have committed nonviolent crimes." Campbell acknowledged the difficult job that correctional employees do and noted that there are many who shape prison policies including administrators, officers, unions, legislators, judges, prosecutors, and often they do not share the same goals.

The United States now has the highest rate of incarceration. "To me this is a sad social commentary on this nation," Campbell said, adding, "Our incarceration rate is 25 percent higher than in any other country," he said. Campbell also mentioned that the rate of incarceration for women is three times as fast as that of men. This should be a concern, he said, because women are more expensive to house and many female offenders are or become mothers while incarcerated. "Where does this leave the children?" Campbell asked.

Campbell also emphasized the importance of education and its impact on incarceration and recidivism, as well as alternatives to incarceration for non-violent offenders. Particularly, he suggested intervention as opposed to incarceration for drug offenders. Additionally, Campbell stressed that more needs to be done to reduce sexual assault in prisons and more resources need to be directed to reduce gang activity prior to incarceration. Disproportionate minority confinement should also be a concern for everyone in corrections. "I think of Washington, D.C. — the city that is supposed to be the backbone [of our nation], a symbol and beacon of freedom and hope, when statistics tell me that 75 percent of black males between the ages of 25 and 29 eventually go to jail or prison," Campbell said. "That's a legacy that we do not want to leave."

Campbell noted that one study showed that offenders who participate in work programs are 24 percent less

likely to re-offend than those who do not. He pointed out that investing in education and jobs for offenders will save taxpayer money in the long run. In closing, Campbell suggested that reentry programs, which focus on work and education, are the key to successful reintegration.

Also at the luncheon, the Peter P. Lejins Research Award was given to Richard Tewksbury, Ph.D., professor of justice administration at the University of Louisville, for his extensive research in the corrections field. He has participated in numerous research projects including ones on post-secondary education programming, evaluations of sex offender registries and the Prison Rape Elimination Act. In addition, Tewksbury is an active member of ACA's Research Council and Professional Education Council. "Thank you. In the academic world, the opportunity for recognition and awards is very few and far between," Tewksbury said, after accepting the award. "I'm especially proud of this award because it comes from the American Correctional Association and it does speak to what I believe is the most important thing we can do as researchers, and that is to work in the field and work hand in hand in partnership with those of us who are doing the real work that's being studied and researched by those of us from the academic side of the issue." Finally, he extended his thanks to all who support correctional research. ♦

## Wall Street Journal Reporter Addresses Accreditation Lunch

By Michael Kelly

Gary Fields, a reporter for *The Wall Street Journal* who also spent 10 years with *USA Today*, gave his thoughts about criminal justice and corrections at the Accreditation Awards Ceremony Luncheon on Monday. Fields has covered criminal justice for the past 25 years, focusing almost exclusively on corrections for the past 18 months. During his address, he related some of his observations about corrections

and the public and shared a few of the stories that he has covered and topics that interest him.

According to Fields, the public does not know the reality of corrections because it gets its images from movies like "Cool Hand Luke" and "The Shawshank Redemption." "Corrections is the most under-reported, yet most extraordinary, part of the criminal justice system," he said. Fields explained that the public does not see the talent and energy that go

into making the system work. "We all know that administrators will use any means short of alchemy to find funds for their budgets. We know that, but the public doesn't."

Some time ago, Fields made arrangements to visit Angola State Prison in Louisiana. The warden let him stay for two weeks. Fields learned a tremendous amount about what corrections is really like. His advice to the

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# Branding Corrections – Creating a Message That Endures

By Dana McCoy

When you think of corrections, what comes to mind? Based on the image that society has depicted about the profession, would you want your son or daughter to consider it as a field of study, and ultimately, his or her career? Creating a positive brand for corrections is the subject that was tackled at Tuesday's workshop. Presenters Calvin Edwards, chair and associate professor of Justice, Law and Public Safety Studies at Lewis University, Romeoville, Ill., and Charles J. Kehoe, ACA past president and vice president of Group 4 Securicor in Richmond, Va., gave attendees an array of functional tools to help them reverse the negative stigma that has been placed on corrections for some time.

Edwards immediately pointed out that, "The field of corrections is often misunderstood — especially by students." Society has done the field an injustice because they do not have a good sense of what corrections is all about. "It is very essential that corrections professionals sustain and foster a culture of excellence so that the best and the brightest see the field as a viable course of study," Edwards said.

When Edwards often asks students in his department what they want to be when they grow up, they immediately say either police officers or FBI agents. Very rarely does he hear corrections officers. When he asks them what they know about corrections, they only see two options, either becoming a "guard" or a warden and nothing in between. And that to them is demeaning. "Very few see corrections as an attractive career," he said.

Edwards stressed the importance of corrections personnel acting as ambassadors for the field to get out and tell the "corrections story." The media especially does a poor job of reporting on corrections in a positive light. Negative images are often portrayed and are left in the minds of the public.

"How can these images be reversed?" Edwards asked. He touched on a variety

of ways that this task can be accomplished. They include: creating a corrections track in criminal justice degree programs, developing a student orientation that includes defining corrections, developing student internships and organizations, offering student workshops and seminars about corrections, using corrections practitioners as adjunct faculty in colleges and universities, giving correctional programs local media exposure, encouraging professors to speak at workshops, as well as publish materials about the field, inviting professors to become consultants to correctional organizations, hosting job fairs and offering job placement in correctional organizations, establishing strong ties with alumni organizations at colleges and universities, forming partnerships between correctional agencies and universities, and inviting correctional institutions to establish community relations boards.

As Edwards concluded his portion of the presentation, he stated, "We must educate and carry a broad message to the community to be able to erase corrections' negative image.

Kehoe's part of the presentation focused on the brand of corrections. He stated that the corrections profession has not done the best job of promoting itself. "It's a wonderful, wonderful profession," he said. "However, we are losing more and more corrections employees of the baby boomer generation, and we need to devise a plan to replace them." According to Kehoe, between now and the end of this decade, approximately 500,000 more corrections officers will be needed in the work force. And the biggest problem is going to be finding these individuals. "The corrections industry work force pool is shrinking," Kehoe said. Typically the corrections field targets a certain segment of the population to recruit from — white males, between the ages of 25 and 44. Kehoe pointed out that that segment happens to be the fastest shrinking part of the population. On the other hand,

the fastest growing part of the population is the Hispanic population, and a lot of correctional agencies do not recruit to them. "We must improve the way we market ourselves," he reiterated.

To successfully market the corrections field, one must understand the importance of creating a positive brand; consider how others have shaped corrections' brand and how corrections can create its own positive brand. A brand is a symbol, an icon, it's something in one's mind that mentally connects us very rapidly to whatever the product, service or business is that people have. "If we don't shape our vision ... others will," Kehoe said. With movies and cable series such as "The Green Mile," "Shawshank Redemption," and "Oz," the general public sees this type of imagery and forms an opinion of corrections, usually an incorrect one. "These types of programs serve as an image and branding of our profession that causes us to be in a defensive mode," Kehoe said. Other ways corrections' image has been portrayed negatively are through editorial cartoons that have been published in major newspapers, like *USA Today*, *The New York Times*, and *The Washington Post*.

Creating a brand that endures means to create a positive, public image by aligning corrections personnel with the community and the public they serve and protect. "One thing that the community needs to realize is that corrections does not exist on an oasis; that we are somehow stuck out in the middle of this desert, and we are the only green tree out there that no one else cares about. Today, corrections is competing with a society that has more older people than anywhere else. One of the fastest growing age groups are those age 60 and older. The extent to which corrections can get support from legislatures for budgets and other types of programs is largely driven on its public image and branding — by what people think. "We need to communicate to the public at

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large that we are a vital part of the community,” Kehoe said.

For instance, when the public sees offenders participating in public service projects, such as building homes through Habitat for Humanity, what’s being communicated is that corrections is not just about locking up people and throwing the key away, this is about taking a work force that can do some things in the community that will hopefully mitigate their tax burden and cause the community to look better and be better for it. Corrections employees who participate in fundraising efforts, public works projects, public safety projects, as well as join civic organizations, also help in improving corrections branding.

“We are a part of the brand,” Kehoe said. “How we present ourselves to the community sends a strong message about our brand,” he continued. Facili-

ties that mandate a uniformed dress code help to foster a professional and positive environment. So when visitors and other people come to a facility and they see corrections employees who look professional and know what they are doing, they have a greater respect for them, as well as the corrections field.

Creating a great place to work is another successful way to create a positive brand. One of the ways of doing that is by taking care of employees. They are an agency’s or department’s greatest asset. According to Kehoe, when an agency has a reputation for taking care of its own, not only can they recruit qualified employees, they can retain the ones that they have.

“There are great places to work in corrections,” Kehoe said. He took part in conducting an employee survey at the Oklahoma Department of Corrections. Eighty percent of the employees at the Oklahoma DOC said that their supervi-

sors are doing a good job, that they model what it is to be a public employee, that they can go to them for help, and that they are willing to teach them. “When you have a supervisor with that kind of reputation, that’s an agency that I will consider working for,” Kehoe said.

How does an agency create an enduring brand? Many of them have Web sites, they achieve an accredited status, publish and disseminate agency brochures, participate in public events, and put up displays in public buildings, libraries and airports. Kehoe was proud to point out that when he was traveling from the airport to the hotel, he spotted a large billboard that said “Welcome ACA” from Corrections Corporation of America. “I’ve been attending ACA conventions since 1969, and I don’t ever remember seeing a billboard welcoming ACA,” said Kehoe. Now someone will see that and say what is ACA? What answer are you prepared to give them? ♦

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attendees was, “Let any reporter do that, any time.” He encouraged the audience to be more open to media inquiries, no matter what the issue is. “Talk to the media, let them come,” he advised. “The fact is, that is your opportunity to say anything that I need to know to get the story right.”

Fields also warned against anybody ever saying “no comment” to a reporter’s questions. “A good journalist can make ‘no comment’ sound like you were part of the Lindbergh baby kidnapping, you were on the grassy knoll and you’re Oswald.”

Fields talked about some issues that he was particularly drawn to throughout his career. He has written about mental health in corrections, and he said he still wants to look into “frequent flyers” (those who go in and out of the system many times) and long-term inmates and see what impact mental illness has had on these people.

He also said that he is a strong supporter of reentry programs. “Good reentry practices can decide whether the guy behind you at the ATM machine at one in the morning is there to get his money out or to take your money.”

Some prisons only take inmates with very long sentences. “The problem with that,” Fields explained, “is that you have these inmates with sentences of 20 or 25 years for some very significant crimes. If the prison doesn’t take them, they become a problem for other facilities, like the local sheriff’s department.”

Fields said that staffing and crowding are also major concerns for him. He recounted a disturbance that took place in 2000 at the Oklahoma State Reformatory in which seven correctional officers were left in the middle of 80 rioting inmates after a stabbing. He visited the facility afterward. “It was the only time I felt truly afraid,” he said.

In addition, Fields said that he finds hospice care and the aging prison

population a compelling subject. When he came to Angola, he was looking for stories about younger inmates. “Instead of 20-year-old toughs,” Fields said, he saw far fewer young inmates than he expected. “I saw all these older men with graying hair. I was surprised.” In what was once known as the bloodiest prison in America, death is now more often from natural causes. The aging population is growing, Fields said, and addressing their long-term care will continue to be a significant issue for corrections.

Fields concluded by saying that if he had to do what correctional officers do, he would go around with armed guards and a machine gun. He reminded the audience that they should not view reporters and the media as adversaries. Fields also explained that corrections professionals have opened up to him, and that has given him a deep appreciation for what they do. He would like more people in the media to have that understanding. ♦

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