



The Executive View

AWEC Holds Annual Membership Training Institute in Denver

Reaching the Summit: Equipment for the Climb

Friday-Sunday, September 17-19, 2010

AWEC's 2010 Annual Membership Training Institute began with a Friday night reception for AWEC members and E2 participants sponsored by the Keefe Group at the Marriott at Denver Tech Center.

Earlier on Friday afternoon, the AWEC Board of Directors held its annual meeting and joined the E2 participants for

lunch featuring Andie Moss who shared her thoughts with the Emerging Executive group.

On Saturday, in keeping with the Mile High City conference site, our conference theme was: **Reaching the Summit: Equipment for the Climb.** AWEC President Annie Harvey, NC, recalled highlights of this past year.

Joanie Shoemaker, Program Chair welcomed our attendees to Denver and introduced Executive Director, Ari Zavaras of CO DOC who delivered warm greetings to all of our AWEC colleagues.

Our morning session, led by Marge Fajardo and Colleen Gaffney, focused on team building.

After the wonderful Susan Hunter Award Luncheon with former Colorado State Legislator, Norma Anderson as luncheon speaker, our own AWEC members presented a panel entitled *Never Let Them See You Cry*. The session addressed various emotional situations that women in leadership positions face and focused on finding a balance between showing emotion and remaining strong. The session was moderated by Andie Moss of The Moss Group. Panelists were Jeaneene Miller, CO Director of Adult Parole, Community Corrections and Youthful Offenders; Evelyn Bush, NIC; Linda Dodson, TN DOC and TransCor—retired; Sandra Osteen, Managing Director of Critical Connections Consulting.

The final session of the day explored questions related to being a CEO in a large agency: *Taking the Next Steps*. Director Patricia Caruso, Michigan DOC; Executive Director Ari Zavaras, Colorado DOC, and Theresa Lantz, retired Commissioner from Connecticut DOC shared their experiences and made many excellent recommendations to attendees.

AWEC BELIEVE and AWEC BUILD Campaigns

Marilyn Chandler Ford reported that the AWEC Believe and AWEC Build campaigns were kicked off at the 2009 membership meeting in New Orleans. AWEC BUILD has been developed as a restricted fund to support and grow correctional leadership capacity to support programs such as Emerging Executives Training.

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AWEC BELIEVE is a time-limited campaign to build a restricted fund for operational expansion and support. Monies raised will be used to strengthen AWEC's infrastructure such as moving a part-time Executive Director to a full time basis. In addition, the funds will enable the Association to reach other growth milestones set in its strategic plan which is reviewed and revised on a regular basis. In Denver, Dr. Ford encouraged members to send personal contributions and names/contact information of potential contributors to the AWEC office. Contributions are tax deductible.

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Standing Committees 2009—2011

AWARDS: Develop, screen nominees and select winners of AWEC Awards.

2011 Chair: TBA

CAPITAL DEVELOPMENT: Increase funding to ensure the sustainability of the Association.

Marilyn Chandler Ford, Chair : MCFord37@cfl.rr.com

2011 CONFERENCE PROGRAM: Develop the program and logistics for the annual membership training conference.

Chair: TBA

MEMBERSHIP: Focus on membership development, recruitment, and retention.

Dawn Pearson, Co-chair: dpearson@dpscs.state.md.us

Susan Jones, Co-chair: susan.jones@doc.state.co.us

CONSTITUTION & BY-LAWS: Ensure the agency's actions are consistent with by-laws and governing documents are accurate and appropriate.

Melanie Pereira, Chair: mpdirector@aol.com

NATIONAL VOICE: Have the Association become a credible and effective national voice.

Mary Livers, Chair: mary.livers@la.gov

RESEARCH AD HOC: Review and evaluate research related to women's leadership and issues.

Joyce Conley, Chair: Joyce.Conley@us.g4s.com

MARKETING AND TECHNOLOGY AD HOC: To evaluate/implement strategies to increase and enhance present and potential stakeholders' awareness of AWEC's mission/activities and promote administrative efficiency and effectiveness through use of technology

Elceria Smith, Chair: elceria.smith@transcor.com

The AWEC Executive Committee and Board of Directors extends sincere thanks to all of our Committee chairpersons and members for their continuing efforts on behalf of the membership. AWEC members are invited to support and become actively involved in committee activities. If you're interested in serving on one of AWEC's committees, please contact the committee's chair.

Letter from the President



Dear AWEC Members,

I am very excited about this past year's accomplishments and the upcoming year including all the challenges it may bring.

Our conference in Denver this past September was a positive and rewarding experience for our AWEC attendees, thanks to those who agreed to share their talents with the membership. The Emerging Executives Training Institute was well received with 30 young women participating.

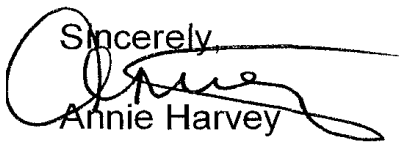
We celebrated the achievements of our Susan Hunter recipient, FBOP Warden Darlene Drew and our Legacy Award recipient, Executive Director Ari Zavaras, of the Colorado Department of Corrections. Each of them has been a strong supporter of AWEC and we thank them for their commitment.

I hope you are all looking forward to the September 2011 conference in Raleigh, North Carolina. Next year is AWEC's fifteenth anniversary. Our conference theme is *Cherishing Our Past: Designing Our Future*. I promise it will be very special as we celebrate our beginnings, note our accomplishments, and set exciting future goals.

We have been successful in accomplishing the goals of our strategic plan which were revisited this year by all the committees. New goals have been set. The future promises interesting challenges for our AWEC members as we strive to remain true to our vision and mission.

AWEC continues to maintain a sphere of influence on many levels and has credibility and visibility on a national level. All our advances and accomplishments are the results of commitment to our mission and the combined efforts of AWEC women throughout our country.

I consider it a privilege and honor to represent you as president of AWEC. I am thankful that all of you were by my side this past year. I am confident we will succeed in our goals as we pledge to work and support our mission of "Each One....Teach One."

Sincerely,

Annie Harvey
President



Save the Date: September 16-18, 2011

AWEC Fifteenth Anniversary Training Institute—Raleigh, North Carolina

AWEC Holds Fourth Annual Emerging Executives Training Institute



AWEC was proud to sponsor the fourth annual Emerging Executives Training Institute in Denver, NC. We are so thankful to the National Institute of Corrections for providing Technical Assistance to support this activity. This day-long executive leadership training was attended by 30 women at mid-management level in the corrections field. Committed to a philosophy of “Each One Teach One,” AWEC utilized the rich experience of its senior members, all of them with experience in high level executive positions.

E2 participants were welcomed by AWEC President, Annie Harvey, who presented a history of AWEC. Immediate Past President Francine Perretta introduced AWEC’s past presidents. Dr. Diane Schlachter, President/CEO of OAR Inc. facilitated the session. Dr. Joyce Conley, Program Development Director of Justice and Public Safety for G4S Government Services, shared a very interesting presentation on Emotional Intelligence. AWEC Past President, Andie Moss of The Moss Group, was the featured luncheon speaker. Panel members VaNessa P. Adams (Assistant Director of FBOP Program Review Division), Maureen Cruz, Warden, FBOP and Theresa Lantz, retired Commissioner of Connecticut DOC) discussed how they managed leadership challenges throughout their careers within the conference theme of *Reaching the Summit: Equipment for the Climb.*

Dr. Diane Schlachter kicked off the Training Institute by explaining to participants that the training approach was to provide them not with prescriptions for leadership, but rather food for thought which they were invited to reflect upon throughout the day and the weeks to come. Dr. Schlachter emphasized that a critical aspect of learning for adults is the process of reflection. Participants were encouraged to think about what touched them, from the presentation by Dr. Conley to the sessions with the panel members and the luncheon speaker, Andie Moss.

In the closing session, the participants were introduced to the work of John Maxwell, a writer and researcher who works in the area of human and leadership development. They were provided with a packet entitled “Bringing It Home and Goal Setting: Considering Your Road Map for Success.” The Emerging Executives Training Institute is one of the important ways that AWEC supports women’s leadership in criminal justice and maintains a commitment to the philosophy “Each One, Teach One.





**2010 Emerging Executives
Denver, Colorado**

Excerpts from Andie Moss:

“As is the custom with AWEC when we speak, we are asked to draw from our experience and share our perspectives. We set the standard years ago that this is an environment where we value trust and openness. To have such a sacred place with outstanding colleagues and friends I have surrounding me at AWEC is one of the great joys of my career and indeed, my life.

At any moment in life we may be impacted by events, some expected, and some unexpected, that change the course of our life’s journey.

There are chapters in your life that require transitions.

.....My intention is that you will be thinking about your own transitions as we spend this time together.

Challenges: no one can make the decision but you and no one can take the responsibility for outcomes but you; make sure you have time in your life to be thoughtful; learn from your mistakes and don't get stuck beating your self up; believe that you can uniquely shape a new direction for your life; manage your disappointments; manage your fears; stay healthy in all ways; communicate effectively with those who support you — and those who don't; manage your finances; hire the right people

Tools/strategies: stay aligned with personal values; writing/journaling; talk to respected colleagues; research realities”



Visit AWEC’s Website
www.awec.us
today!

Remember that AWEC’s website has all of the latest information about member achievements, the Annual Training Institute, the Emerging Executive Training Institute, the latest positions available and much more! Visit www.awec.us today!



Norma Anderson, Colorado State Legislature (Retired)

Is Susan M. Hunter, Luncheon Speaker



Excerpts: It is a privilege to address a group of women who do not restrict themselves in what they can accomplish. This always reminds me of one of my favorite quotes by Katherine Graham: ' To love what you do and feel it matters; how could anything be more fun?'

For success, one must always keep the values that were taught at an early age, god judgment, truthfulness, respect for others, understanding, moderation in all you do, and consistency. Keeping those values intact, no hypocrisy, lying or cheating is extremely important as a person is always judged by your fellow workers and peers. It is always important to have strong values and an excellent work ethic.

,,,it is important to keep our feminism but not to use it as a weapon.

It has been my good fortune to have a dear friend who co-authored a book on leadership, entitled "Appreciative Leadership." Its focus is on what works to drive a winning performance and build a thriving organization. The book demonstrated who to get results with "positive power." All you need are the five "I's." Inquiry: leading with positively powerful questions. Illumination: Bringing out the best in people and situations. Inclusion: Engaging with others to co-create the future. Inspiration: Awakening the creative spirit. Integrity: Making choices for the good of the whole.

This is still good advice to follow after these many years. Remember, people do not follow leaders because they have all the right answers . (They don't) but because people see them as having felt the same confusion and contradictions they have had themselves.

Henry Clay: "Government is a trust, and the officers of government are the trustees, and both the trust and the trustees are created for the benefit of the people."

2010 Susan Hunter Endowment Award Recipient Darlene Drew



Darlene Drew is the recipient of the 2010 Susan Hunter Endowment Award. Following is the presentation speech written by Awards Committee Chair, Sharon Johnson Rion, and presented by Joyce Conley on September 18, 2010 in Denver, Colorado.

" It is always my honor to be part of AWEC Awards Committee and none greater than when presenting AWEC's prestigious Susan M. Hunter Award.

I would like to acknowledge the members of the Awards Committee and thank them for their dedication and service. I would ask that those members present please stand when your name is called: Evelyn Bush, Mary Leftridge Byrd, Joyce Conley, Joann Morton, Brenda Murrell, Roberta Richman, Mary West, Pam Withrow and Mary Bogan de Belmonte, who serves as our Executive Committee liaison.

Susan Hunter's legacy specific to AWEC is composed of many parts, of which I will mention two: her early commitment to women's executive leadership development through NIC that proved foundation for our organization, and her vision to establish a national award honoring women celebrating and empowering other women in their advancement and development as correctional leaders.

Susan Hunter; say her name and we think ally, mentor, colleague, friend, visionary. She accomplished much in her all too brief lifetime and serves as the role model for those women selected to receive the award that bears her name. Today's recipient joins a stellar cast of women who have previously been honored by AWEC with this prestigious award, including Linda Dodson, Kathleen Dennehy, Susan Cranford, Luella Burke and Jackie Thomas.

Today we recognize another woman who has established her legacy of celebrating women in their advancement and development as leaders both inside and outside corrections. Darlene Drew currently serves as the Warden of the Federal Correctional Institution in Bennettsville, South Carolina, and is a member of the Bureau of Prisons Senior Staff. Darlene began her career with the Federal Bureau of Prisons in 1985 as a correctional officer at the Metropolitan Correctional Center in Chicago. The specifics of Darlene's career are detailed in your program and demonstrate her commitment, dedication and tenacity as a correctional professional and leader.

Darlene is described by her superiors, peers and subordinates as forward thinking, proactive, passionate, confident, self-disciplined, self-motivated and vibrant. Repeatedly the letters of support speak to Darlene's long history of mentoring other staff, both men and women, long before she promoted to warden. She has used her talents throughout her career to mentor women, particularly those at the line level. Darlene's training programs have served the staff at the different facilities where she has been assigned. Many of them are now serving in leadership roles throughout the Bureau. Darlene has long "walked the talk" of her belief that empowering individuals to become leaders reaps benefits not only for the staff but also for the agency.

It is not surprising that Darlene has been tagged as a trailblazer in the Southeast Region given her initiatives at FCI Bennettsville. For example, she revamped the staff mentor program at her facility, which provides a structured training and interactive program for the mentors and protégés. In 2008, she also organized a Women's Symposium entitled "One Voice, One Goal, One Destiny", which drew participation not only from her facility but also neighboring facilities. The Women's Symposium is an annual event. In 2009, no doubt due to her strong sense of fair play, she hosted a men's leadership symposium, which was so successful that men, including those at other facilities, have asked for an encore.

Darlene's commitment to and passion for staff development are hallmarks of her now well-established reputation that reaches beyond the southeast. Her invitations to participate with other facilities are now commonplace throughout the Bureau.

Just as the namesake for this award did in her lifetime, Darlene has reached out beyond the walls of her facilities and agency to the greater community. She has taken her career moves in stride, never failing to become involved in her communities of residence. Darlene has mentored youth in different areas of the country through her affiliation with Big Brothers/Big Sisters and the Fishing School. She has been an active member of the religious community.

So, what are some of the secrets to Darlene's long-term success and growing celebrity? Clearly Darlene is creative. She is also an accomplished writer. As one colleague wrote: "...her techniques are unusual. She uses her love for writing to reach untapped strengths and literally provide a stage for women with exceptional potential to gain exposure and confidence. She has written stage plays at each of her duty stations that focused on strong historical female characters. She primarily challenges women who may be hard workers, but are often unnoticed or stagnant in their current positions. I have personally witnessed women, who never considered a career in corrections as anything but a job, get "tapped" by Warden Drew's mentoring and gain a different outlook on themselves which has influenced their careers.

Confidence levels are enhanced; they have moved out of their comfort zones and promoted to positions of increased responsibility they thought were never possible.

One of the women who Darlene mentored wrote a lovely piece entitled "My Saving Grace" in which she states: "During a time when my personal struggles consumed my day to day living, a Godsend arrived to pick me up, brush me off and carry me to a place I thought was out of my reach."

There is no greater gift than to give someone else the gift of her best self. It is clear that Darlene Drew has been the giver of many gifts to many women throughout her career, and corrections is all the better for her efforts. "

Sharon Johnson Rion,
Chair, Awards Committee



V. Adams, K. White, D. Drew,
D. J. Drew, A. Harvey, J. Conley



Darryl and Darlene Drew



"The Presentation"



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Aristedes Zavaras, Executive Director, Colorado Department of Corrections Receives AWEC's Legacy Award

The Executive Committee of the Association of Women Executives in Corrections annually presents a Legacy Award to an outstanding professional who has encouraged the development and contributions of senior and executive women in corrections. The Association represents over 200 women in leadership throughout the United States. The award was established to recognize an individual who best supports the mission of the Association. This year's recipient is Aristedes Zavaras, Executive Director of the Colorado Department of Corrections.

Ari Zavaras joined the Denver Police Department in 1966, rising through the ranks of patrol officer, detective, sergeant, lieutenant and captain until 1987, when then-Mayor Federico Pena named him chief of police. Zavaras served as chief until 1991.

In 1993, former Governor Roy Romer appointed Zavaras as Executive Director of the Colorado Department of Corrections, where he served until December 1998. In January 1999, he joined the new administration of Gov. Bill Owens as Executive Director of the Colorado Department of Public Safety. Zavaras returned to Denver City government in 2000 as Manager of Safety. He served in that capacity until July 2002.

Zavaras then became the Director of Operations for Community Education Centers (CEC) Inc.'s western region. CEC provides educational, treatment and program expertise to government agencies on reducing criminal recidivism rates.

In January 2007, Zavaras was appointed as the Executive Director of the Colorado Department of Corrections, for the second time, by Governor Bill Ritter, Jr.

A leader can be most honestly described by those s/he leads. Following are some comments by Colorado DOC AWEC members:

Kellie Wasko, Warden: "Ari Zavaras has been challenged over the course of his leadership with DOC with many stressful budgetary as well as traumatic situations. But, during my interactions with Mr Zavaras, his strongest pursuit has always been for the benefit of the staff of DOC. During Mr. Zavaras' tenure, two years ago, he had to lay to rest two officers from my facility who died as Volunteer Firefighters, fighting one of the largest plains fires in Colorado. Mr. Zavaras spent endless days, not only supporting the community, but working closely with me, as the family liaison, to ensure that eight children were honored for their sacrifice. Mr. Zavaras was very attentive to the families of the staff and he genuinely cared. This is a testimony to his commitment to our organization, and his genuine concern for the personal, as well as professional welfare of his staff."

Susan Jones, Warden: "I want to say that of all the Directors I have worked under, in many different capacities, Mr. Zavaras has had the most impact on me, personally. He has been supportive in many areas, including the support of the WWICJJ conference. The conference has been scheduled at a time with a poor economy. Given that, he encouraged us to pursue this effort. Mr. Zavaras is the type of director who seeks out competent people and makes it his business to encourage them. I appreciate this support now and in the past. I know that he has made no secret of the fact that he will not serve past the current Governor's term of office. This department will miss his leadership."



**Congratulations,
Director Zavaras!**



**Welcome to
This Year's
New AWEC
Members!**

Maureen Baird, CT

Patty Barnhart, ME

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2009-2011 AWEC Executive Committee



Andie Moss, Past-President, administers the oath of office to AWEC's new Executive Committee for 2009-2011. L to R are: Judy Lambert, Treasurer, TN; Thomasina Hiers, Secretary, MD; Kathy Waters, President-Elect, AZ; Francine Perretta, Immediate Past-President, NY; Annie Harvey, President, NC; Mary Bogan de Belmonte, Vice-President, NY.

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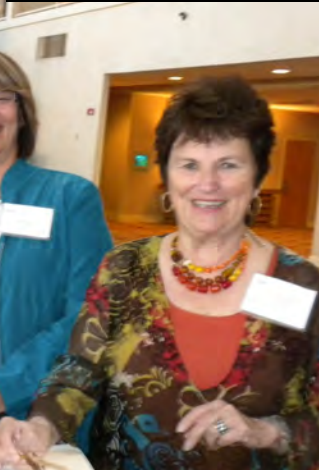
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Celebrate AWEC Achievements

Send announcements of special awards, promotions, changes in positions and other achievements or good news, along with any changed contact information to the AWEC office at info@awec.us.



Happy Faces in Denver!



MOO!

Brenda Murrell Says “Let Your Light Shine!”

Brenda Murrell, AWEC member was the speaker at the Legacy Brunch. Brenda is retired from the Georgia Department of Corrections where she was Chief of Prisons.

Her message was that as phenomenal women, we never know when we are making a difference. People are paying attention to you even when you don’t know it. Even when we are gone, we leave a legacy, good or bad.

Brenda talked about outstanding women such as Rose Williams, a good friend and colleague from Georgia. And thanked Andie Moss for inviting them to AWEC. She remembered being in awe while listening to Susan Hunter as she shared her vision for AWEC.

She noted that Rose Williams retired in 2007 and was appointed by the Governor to the Georgia Board of Corrections. Rose is the first retired warden of facilities or employee to ever be appointed to the Board.

“As President Annie Harvey said yesterday, ‘You are gifted, beautiful, powerful, and unique.’ Our uniqueness makes us great, but don’t hide your gift. You are all phenomenal women already or you wouldn’t be here. Bloom wherever you are planted. Whatever the situation, make a positive influence.

Stepping up with your gift, just a little more, will make a major difference.

Do a little more to support each other. Do a little more to support AWEC. And be sure in the process to take care of yourselves.

Leaving a positive legacy is our responsibility. We just need to commit to doing a LITTLE bit more in sharing our gifts. Don’t hide your greatness. Let your light shine.

