

SHSU Appoints Lyons Interim Dean

Dr. Phillip Lyons, an Associate with MBA and a longtime professor at the College of Criminal Justice at Sam Houston State University will serve as Interim Dean of the College of Criminal Justice during a nationwide search for a successor to Dr. Vincent J. Webb who is stepping down to become a full-time faculty member.



Phillip Lyons

Following his appointment, Lyons stated, "For my nearly 20 years here at Sam Houston, I've actively participated in our efforts toward advancing our research, teaching, and service endeavors at the Criminal Justice Center. Now, I'm really excited to have the

See Lyons on Page 3

Val Verde County Contracts for Program Evaluation

Val Verde County Juvenile Probation Department has contracted with MBA to provide technical assistance to VVJPD by conducting an organizational and program analysis of juvenile detention operations to assist the department in identifying both the facility's strengths and the areas which need development in order for the department to accomplish its goals.

The MBA Project Team will consist of MBA President/CEO Dr. Mel Brown and MBA Senior Associate Jeff Parsons with Parsons serving as the Project Manager and the MBA on-site representative observing operations, and interviewing detention personnel, youth currently detained, and youth who have been detained in the facility.

See Val Verde on Page 4

Two Texas Residential Placement Facilities have New Leadership

Two residential placement facilities which accept referrals from juvenile probation departments have recently had leadership changes. G4S has named Tyrene Green as the Facility Director for The Oaks-Brownwood located in Brownwood, Texas and the Board of Trustees for Gulf Coast Trades Center has named Dr. Dale Underwood as Executive Director of the GCTC facility and Superintendent of the Raven Charter School District located at GCTC.

G4S Names Green Facility Administrator



Tyrene Green

G4S Youth Services has named Tyrene Green as the Facility Administrator for their Texas-based facility, The Oaks-Brownwood, which is a residential treatment facility that will accompany up to 115 adolescents. The program, which is currently receiving males, ages 13-18 with mental health and substance abuse needs, provides three specialized curricula tracks to address mental health, substance abuse and co-occurring problems.

See G4S on Page 3

Nueces County CSCD to Develop New Vision and Mission Statements

The Nueces County Community Supervision and Corrections Department in Corpus Christi, Texas has contracted with MBA to facilitate the process of developing new vision and mission statements for the department.

According to the proposal developed and submitted by MBA following telephone conversations with NCCSCD Director Javed Syed and a face-to-face meeting that included representatives of both MBA and NCCSCD, the proposal was submitted in response to the department's "desire to develop both a vision and a mission to serve as the focus of the organization."



Javed Syed

See Nueces on Page 3

CFYJ Issues Report on States Efforts to Remove Children from Adult System

Last month the Campaign for Youth Justice (CFYJ), a national advocacy organization dedicated to ending the practice of trying, sentencing, and incarcerating youth under 18 in the adult criminal justice system, released a new report, *State Trends: Updates from the 2013-2014 Legislative Session*. The report takes a look at states that have and are taking steps to remove children from the adult criminal justice system.

State Trends documents the continuation of four trends in justice reform efforts across the country to roll back transfer laws in the country, from arrest through sentencing. Building

See CFYJ on Page 4

Underwood Named GCTC Executive

The Board of Trustees for Gulf Coast Trades Center has named Dr. Dale Underwood Executive Director of the Gulf Coast Trades Center and Superintendent of the Raven Charter School District. Prior to his appointment, Underwood was serving as the principal of the Raven Charter School located at GCTC.



Dale Underwood

Located in the national forest near New Waverly, Texas, GCTC has been in operation for over 43 years, beginning as a

See GCTC on Page 4



Contemplation Corner

By
Mel Brown, Ph.D.

Evidence-Based Leadership Part 5

In the June column we began our focus on Evidenced-Based Leadership using the five fundamental practices of exemplary leadership identified in the research of Jim Kouzes and Barry Posner. Those practices are: (1) Model the Way, (2) Inspire a Shared Vision, (3) Challenge the Process, (4) Enable Others to Act, and (5) Encourage the Heart. Having covered the first three practices in previous columns, this month we will begin our coverage of “Enabling Others to Act” which will be continued in the November issue.

What Kouzes and Posner discovered in their research is that leadership is not a solo act, it’s a team effort. Collaboration is the critical competency for achieving and sustaining high performance. “Rather than focusing on stomping their competition in the ground, exemplary leaders focus on creating value for their customers, intelligence and skill in their students, wellness in their patients, and pride in their citizens. In a world that is trying to do more with less, competitive strategies naturally lose to strategies that promote collaboration.” If that is true in business, schools, and other organizations, it is certainly true of the criminal justice system. How many other organizations are dealing with the people we supervise? Probation departments which have collaborative relationships with law enforcement, mental health organizations, parole agencies, educational institutions, etc. are more likely to provide more effective supervision and treatment for offenders than non-collaborating probation departments. For leaders, the message is clear; collaborate to succeed.

Exemplary leaders not only develop collaborative relationships with other organizations, they build a culture of collaboration within their own organizations.

To foster collaboration, it is essential that they have leaders who can skillfully create a climate of trust, facilitate positive interdependence, and support face-to-face interactions.

Create a climate of trust

With multiple constituencies come diverse and frequently conflicting interests--and these essentials become particularly key. As paradoxical as it might seem, leadership is more essential--not less--when collaboration is required.

At the heart of collaboration is trust. Individuals who are unable to trust others fail to become leaders, precisely because they cannot bear to be dependent on the words and work of others.

In addition to the Kouzes and Posner study, a number of other studies indicate that the most effective leadership situations are those in which each member of the team trusts the others. In organizations where members trust each other, members are

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more open about feelings, experience greater clarity about the group’s basic problems and goals, search more alternative courses of action, and report greater levels of mutual influence on outcomes, satisfaction with the meeting, motivation to implement decisions, and closeness as a management team as a result of the meeting.

To put it quite simply, trust is the most significant predictor of individuals’ satisfaction with their organizations.

Knowing that trust is key, exemplary leaders make sure that they consider alternative viewpoints, and they make use of others people’s expertise and abilities. Because they’re more trusting of their groups, they’re also more willing to let others exercise influence over group decisions. It’s a reciprocal process.

Trust is built when we make ourselves vulnerable to others whose subsequent behavior we can’t control. Leaders, as the word implies, go first. That includes going first in the area of trust.

Being the first to trust is akin to what psychologists refer to as “self-disclosure.” Letting others know what we stand for, what we value, what we want, what we hope for, what we are willing and not willing to do means disclosing information about ourselves. Trust is built as people get to know each other and their leaders.

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Mel Brown and Associates: Equipping Individuals and Organizations to Accomplish Their Visions, Missions and Goals

Lyons (Continued from Page 1)

opportunity to play an even bigger part in helping the wonderful people here do great things.”

Lyons’ academic credentials include a Doctor of Jurisprudence, a Doctor of Philosophy in Forensic Clinical Psychology and a Master of Arts in Forensic Clinical Psychology from The University of Nebraska at Lincoln, a Bachelor of Science in Psychology from The University of Houston at Clear Lake and an Associate degree in Law Enforcement and Police Administration from Alvin Community College.

Lyons joined the faculty of Sam Houston State University in 1995 and has served in several leadership positions at the College, most recently as Chair of the Department of Security Studies and as Director of Professional Justice Studies, which links professionals in the field with educational opportunities offered at the College. He also served as Executive Director for the Center for Policing Innovation, one of 17 Community Policing Institutes nationwide that provides training and technical assistance on a variety of community policing and other timely law enforcement topics to state, local and tribal agencies.

Before attending graduate school, Dr. Lyons spent several years as a law enforcement officer for the Hillcrest Village Marshal’s Office, the Alvin Community College Police Department, and the Alvin Police Department, from which he won Outstanding Officer and Professionalism awards. When he left full-time law enforcement, he was a detective specializing in crimes involving children. His areas of expertise include forensic psychology, policing, law and psychology, and gay, lesbian, bisexual and transgender issues in criminal justice. Dr. Lyons has written or coauthored dozens of scholarly and professional works, including books, book chapters, and journal articles.

Nueces (Continued from Page 1)

MBA President/CEO Dr. Mel Brown said that he and MBA Associate Jim Stott will serve as co-facilitators of the project and will be working with a vision and mission development team (VMDT) consisting of CSCD personnel to be selected by Syed. He emphasized that “the vision and mission statements will be the products of the VMDT and will reflect the values of the department. As co-facilitators, Jim and I will just be guiding them through the developmental process.”

“Our role is to help them develop and organizational vision that is uniquely theirs and which will serve as the engine that drives their organization toward excellence and long-range success.”

Quote to Remember

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.” ~Jack Welch

Mel Brown and Associates: Equipping Individuals and Organizations to Accomplish Their Visions, Missions and Goals

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G4S (Continued from Page 1)

Youth are referred to the program through the Texas Juvenile Justice Department or County Probation Departments.

Green, who has more than 17 years of juvenile services experience in managing juvenile programs in both secure and non-secure settings in Texas, Arizona, Arkansas and Pennsylvania, said, “I am looking forward to continuing my service to the youth of Texas and working the TJJD, County Juvenile Departments and the other Texas Juvenile Services stakeholders in my new role with The Oaks-Brownwood and G4S.”

When asked about his goals for the Brownwood facility, Green reported, “I would like to establish a staff and youth culture that is both safe and secure but also meets the unique and challenging treatment needs of at risk youth in Texas.”

Green’s academic qualifications include a Bachelor of Arts degree in Criminal Justice from The University of Texas-El Paso and a Master of Science degree in Justice Administration from Bellevue University.

Quote to Remember

“Outstanding people have one thing in common: An absolute sense of mission.” ~Zig Ziglar

GCTC (Continued from Page 1)

Job Corps project. Within its first year the Board and leadership realized an unmet need existed in Texas to help teenagers of high school age obtain vocational skills and trade careers.

According to Underwood, “GCTC embarked on a journey to help our kids from every corner- and, almost every county- in Texas. Decades later the journey continues as thousands of young men and women have jobs and are productive citizens.”

Underwood said that he originally joined the staff of GCTC because he was intrigued by how GCTC was helping young people. “These were the kids that all other schools were unable to help be successful, and these were the kids that without help were going to be our greatest failure as educators. This was why I got in to education--to make a difference, be a positive impact for others.”

When asked about his vision for GCTC, Underwood was very direct. “Our leadership team and Board of Trustees sat down together and came to some solid conclusions. We sharpened the focus of who we are and what has brought such success to our student residents in past years. GCTC has an outstanding track record at helping train kids for a bright future.” He said that the GCTC focus is

- The safety and care of each student resident while at our center,
- Vocational skill preparation and job placement following successful removal from our program,
- Academic achievement (high school diploma, GED, and college coursework) success will continue to be a priority, and
- A quality staff that gives our student residents opportunity to enjoy being a kid while helping them mature in their thinking and goals while at GCTC.

Underwood’s academic credentials include a Doctor of Education degree in Educational Leadership and a Bachelor of Arts degree in Teaching from Sam Houston State University and a Master of Education degree in Educational Administration from Texas A&M University.

Val Verde (Continued from Page 1)

Parsons will also be reviewing departmental operational documents as well as records maintained by the facility.

Brown will assist with document review, development of the structure interview survey instrument, data analysis and report writing.

MBA will provide the agency with a document that will contain both findings and recommendations. The findings in the report will include areas of strength and areas for improvement.

Brown said, “our goal is to provide them with information that can be used by VVJPD administration to enhance the operations of their facility.”

Mel Brown and Associates: Equipping Individuals and Organizations to Accomplish Their Visions, Missions and Goals



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CFYJ (Continued from Page 1)

on efforts from the last decade, states continue to amend and eliminate harmful statutes and policies created in the 1990s that placed tens of thousands of youth in the adult criminal justice system. In 2014, advocacy, research, operative Prison Rape Elimination Act (PREA) regulations, and fiscal analysis assisted in the introduction of bills in nine states to remove youth from the adult criminal justice system and give youth an opportunity at more rehabilitative services.

To obtain a copy of the report, [click here](#).

Quotes to Remember

“Success is about dedication. You may not be where you want to be or do what you want to do when you’re on the journey. But you’ve got to be willing to have vision and foresight that leads you to an incredible end.” ~Usher

“You've got to think about big things while you're doing small things, so that all the small things go in the right direction.” ~Alvin Toffler

Contemplation (Continued from Page 2)

Sensitivity to people's needs and interests is a key ingredient in building trust. The simple act of listening to what other people have to say and appreciating their unique points of view demonstrates your respect for others and their ideas. People listen more attentively to people who listen to them.

Facilitate positive interdependence

Exemplary leaders recognize that self-serving behavior is the path to organizational suicide, and that successful leaders and team members subordinate their own goals to the service of a greater good.

Exemplary leaders know that if there is no sense that "we're all in this together," then it's virtually impossible to create the conditions for positive teamwork. To get extraordinary things done, we have to rely on each other. We need to have a sense of mutual dependence--a community of people each of whom knows that they need the others to be successful.

Leaders take an active role in creating a positive context and structure for cooperation and collaboration. Among the most important actions a leader can undertake to create conditions in which people know they can count on each other are to develop cooperative goals and roles, support norms of reciprocity, and reward joint effort.

Whether it is sports or health care, education or financial services, criminal justice or social work, for a team of people to have a positive experience together they must have shared goals that provide a specific reason for being together. In addition, tasks must be structured so that each person's job makes a contribution to the end result. All the individuals must clearly understand that unless they each contribute whatever they can, the team fails. It is like putting together a jigsaw puzzle. We each have a piece and if even one piece is missing the picture is impossible to complete. In any effective long-term relationship, there must be a sense of mutuality.

Support Face-to-Face Interaction

Group goals, reciprocity, and rewarding joint efforts are all essential for collaboration to occur, but the most powerful influence on whether goals are achieved is positive face-to-face interaction. This need for face-to-face communication increases with the complexity of the issue. Leaders must therefore provide frequent and lasting opportunities for team members to associate and intermingle across disciplines and between departments. Handy as virtual tools are for staying in touch, they are no substitute for positive face-to-face interactions.

People who expect durable and frequent face-to-face interactions in the future are more likely to cooperate in the present. Leaders realize that people do not stay in the same job forever, but assume that there will continue to be interactions with people. Leaders develop a network of human interactions.

Since human networks make things happen, the leaders who get extraordinary things done are right there in the middle of them. The currency is social capital--the collective value of the people we know and what we will do for each other. When social connections are strong and numerous there's more trust, reciprocity, information flow, collective action, and happiness. Leaders, therefore, must make it a part of their personal agenda to get connected to the sources of information, resources and influence they need to get extraordinary things done. They must also make sure they connect their associates to each other and to those on the outside who are central to key networks. It will make them more effective, more engaged in critical tasks and more satisfied with their lives and work.

When you examine the value of social capital and social connections, you learn two other very important lessons. The first is that some people are near the center of the network. These are those that others call when they want to reach someone. This is where you want to be as a leader--only a few contacts away from those who influence change in your world.

The second lesson is that most well-connected individuals are those who have played the greatest variety of roles in their lives. They have not been typecast in one function, company, industry or community. They have moved in and out of a range of assignments, experiences, and cultures. They know people from a wide range of places and have made connections in more and different domains. They have honed their functional skills and knowledge so that they are credible to their constituents, and they have not dug themselves into a rut. While our complex world requires specialists, when it comes to being a leader, you have to draw on your connections. If those connections are only in your specialty, it's likely that you will be less influential than if your connections cross a lot of boundaries.

Great leaders also grow their followers into leaders themselves. Creating a climate in which people are fully engaged and feel in control of their own lives is at the heart of strengthening others. People must have the latitude to make decisions based on what they believe should be done. They must work in an environment that both develops their abilities to perform a task or complete an assignment and builds a sense of self-confidence. They must hold themselves personally accountable for results as well as feel ownership of their achievements.

Kouzes and Posner have distilled these two observations into two leadership essentials that enable others to act. Those are (1) Enhance self-determination and (2) Develop competence and confidence. These will be discussed in next month's column.

ASSOCIATIONAL CONFERENCES

Texas Probation Association



2015 Annual Conference, Austin, Texas
April 12-15, 2015.

2015 Legislative Conference, Houston,
Texas, August 9-12, 2015

Contact Kathleen Gilbert at 936-294-1073
or kgilbert@shsu.edu.

Texas Corrections Association



2014 Mid-Winter Conference, Austin,
Texas, November 20-21, 2014.

2015 Annual Conference, San Antonio,
Texas, June 5-8, 2015.

Contact Chuck Space at space@epci.com or 512-346-5820.

Quote to Remember

"Attitude is the mind's paintbrush. It can color any situation." ~Anonymous

Correctional Management Institute of Texas



2nd Annual Chief Probation Officers Conference, Galveston, Texas, October 5-8, 2014. Contact Amanda Bilnoski at 936-294-1227 or Bilnoski@shsu.edu.

Juvenile Justice Association of Texas



2014 Fall Conference, South Padre Island, Texas, October 19-24, 2014. Contact Deborah Trotter at Deborah.trotter@co.travis.tx.us or 512-854-7069.

Quote to Remember

**"Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out."
~Ronald Reagan**

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MBA REGIONAL TRAINING OPPORTUNITIES

(Registration Form at Bottom of Page)

MBA Regional Training Event, November 18, 2014 – Self Defense for Probation Personnel. Longview, Texas, (Hosted by Gregg County CSCD). For information contact us at info@melbrown.org or 936-273-0919.

8:30 am – noon *I WILL SURVIVE!* Making the Continuum of Force “Come Alive!

1:30 pm – 5 pm *I WILL SURVIVE!* (Continued)

MBA Regional Training Event, November 19, 2014 – Self Defense for Probation Personnel. Longview, Texas, (Hosted by Gregg County CSCD). For information contact us at info@melbrown.org or 936-273-0919. **Note the November 19 workshop is a repeat, not a continuation, of the November 18 workshop.**

8:30 am – noon *I WILL SURVIVE!* Making the Continuum of Force “COME ALIVE!”

1:30 pm – 5 pm *I WILL SURVIVE!* (Continued)

November 18, 2014

Training Site
Gregg County CSCD
103 W. Whaley,
Longview, Texas
Hosted by Gregg County CSCD
Early Registration Ends
10/17/14

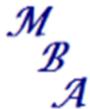
November 19, 2014

Training Site
Gregg County CSCD
103 W. Whaley,
Longview, Texas
Hosted by Gregg County CSCD
Early Registration Ends
10/17/14

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Email info@melbrown.org or Fax # 936.273.0919

MBA REGIONAL TRAINING OPPORTUNITIES

(Registration Form at Bottom of Page)

How to Be a Super Supervisor November 3-4, 2014, Georgetown, Texas (Hosted by Williamson County Juvenile Probation Department) for additional information, contact us at info@melbrown.org or 936-273-0919.

November 3, 2014

8:30 – Noon Developing Credibility as a Supervisor
1:30 – 5 pm Making Your Meetings More Productive

November 4, 2014

8:30 – Noon Using Performance Appraisals to Actually Increase Performance
1:30 – 5 pm Assessing and Addressing Performance Problems

Quote to Remember

“The only way to do great work is to love what you do.” ~Steve Jobs

November 3-4, 2014

**Training Site
Williamson County
Juvenile Services Center
200 Wilco Way
Georgetown, Texas
Hosted by Williamson County JPD
Early Registration Ends
10/3/14**

Executive Leadership and Management Skills for Directors and Assistant Directors of Small to Medium Size Departments, January 12-13, 2015, Crockett, Texas (Hosted by Houston County Juvenile Probation Department). For additional information contact us at info@melbrown.org or 936-273-0919.*

January 12, 2015

8:30 – noon To be determined
1:30 – 5 pm To be determined

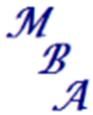
January 13, 2015

8:30 – noon To be determined
1:30 – 5 pm To be determined

*MBA Staff are soliciting input from Directors of small to mid-size CSCDs and JPDs regarding topics for the training. Actual topics for the training will be announced in the November issue of *The MBA Dispatch*. Suggestions regarding topics can be submitted to ceo@melbrown.org.

January 12-13, 2015

**Training Site
Crockett Civic Center
1100 Edminston Drive
Crockett, Texas
Hosted by Houston County JPD
Early Registration Ends
12/12/14**



MBA REGIONAL TRAINING

Early Registration
\$200.00

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\$250.00

Training for which you are registering: ___ Georgetown, Tx ___ Crockett, Tx

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Department: _____

Street Address _____

City: _____ State: ___ Zip _____ E-Mail Address: _____

Business Telephone _____ Fax Number: _____

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