



**WARDEN
EXCHANGE®**
A Program of Prison Fellowship®



FIVE YEAR IMPACT REPORT

Warden Exchange
Transformational
Leadership Program

2014-2018



Prepared for Prison Fellowship® by

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BACKGROUND

The Prison Fellowship Warden Exchange emphasizes the opportunities that wardens have to enhance the culture of their prisons. Substantial research shows that wardens hold the key to the rehabilitation of the inmates under their charge (Atkin-Plunk & Armstrong, 2013; Cullen & Gilbert, 2012). The Warden Exchange engages wardens, deputy wardens, associate wardens, top corrections specialists, and subject matter experts in a substantive nine-month leadership development program that examines and applies best practices for creating safer and more rehabilitative prisons. Relying on critical thinking, dynamic conversations, and transformational methodologies, the Warden Exchange immerses participants in paradigm-changing sessions. At the core of the Warden Exchange is the belief that allowing for effective moral rehabilitation of prisoners can activate real change in individuals, reduce conflict in correctional facilities, enable offenders to recreate themselves as productive returning citizens once they leave prison, and ultimately significantly reduce recidivism.



The Warden Exchange was initiated by Prison Fellowship in 2014 and recently completed its fifth leadership development program. The major aspects of the Warden Exchange (WE) are:



Nine-month development program that is focused on equipping wardens with transformational leadership skills.



Three in-person residencies in different parts of the country, in which wardens engage in collaborative group exercises, intensive hands-on tours, and networking.



Weekly dynamic discussions via live video conferences for wardens with facilitators such as business CEOs, technology gurus, top corrections experts, academics from major universities, and others who interact and share their experiences and ideas on transformational leadership, eliminating prison violence, fostering successful reentry and related topics.



Inspiration from top corrections experts, including the WE Advisory Panel, on effective moral rehabilitation approaches that transform the hearts and minds of inmates.



Coaching the participants as they create a three- to five-year action plan for systemically transforming their prisons.

EVALUATION PURPOSE

This evaluation report was conducted to provide insight into the impact of the program on the individual correctional leaders who participated in the Warden Exchange as well as on the correctional staff and inmates in their various facilities. Ideally, the Warden Exchange managers at Prison Fellowship will be able to use the evidence for the impact on this program as they recruit additional participants and as they seek additional funding to extend the program to other states or different types of correctional facilities. The authors of this report, both Professors at The University of Georgia, are not specialists in leadership or corrections, but are evaluation experts with extensive experience in evaluating the impact of professional development programs in many different fields.

The primary purpose of the surveys and interviews conducted for the evaluation of the Warden Exchange were formative in order to determine how the various components of the Warden Exchange could be improved systematically over time. The emphasis on formative evaluation has been particularly important given the fact that the Warden Exchange is a “first of its kind” leadership development program. A retrospective summative analysis of the information collected for formative purposes is summarized in this report to provide a better perspective on the overall impact of the program as well as to guide its expansion as deemed desirable by Prison Fellowship and the state correctional officials as well as other correctional leaders with whom they collaborate.



DATA COLLECTION

Three major types of evaluation data have been synthesized for this report:

Surveys completed by Warden Exchange participants in person at the end of each residency that took place over the last five years.



Telephone interviews with Warden Exchange participants conducted on a regular basis with members of each Warden Exchange cohort.



A summative online survey conducted specifically for this report.



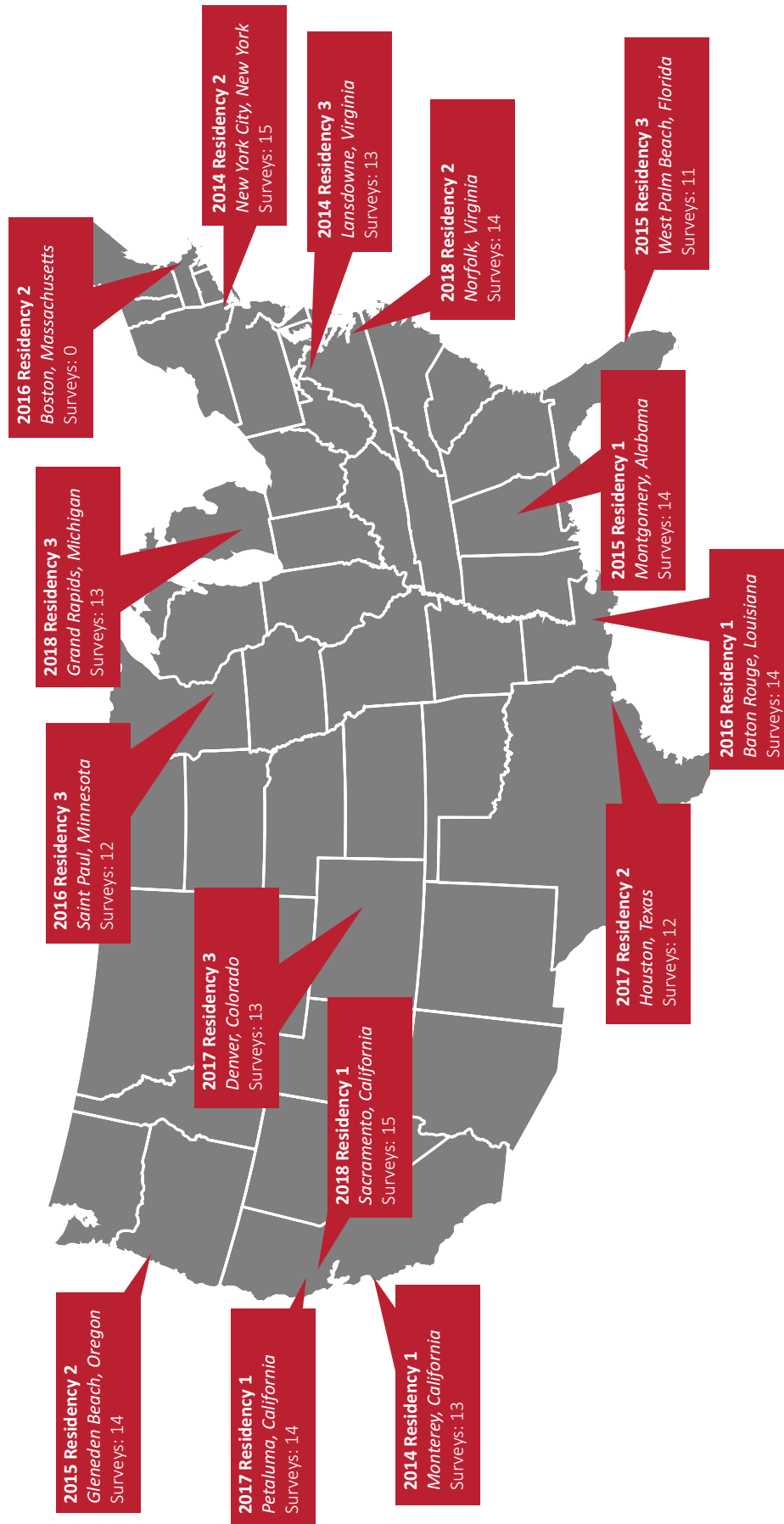
Residency Surveys

Data collection began the first quarter of 2014. A survey was developed by the authors of this report with input from various Prison Fellowship personnel. Paper copies of the survey were distributed by the Warden Exchange facilitators at the end of each residency. Appendix A presents an example of the paper survey. However, the exact questions for each residency survey varied depending on the specific program components provided at any given residency and the timing of the residency, e.g., kick-off residency versus graduation residency.



Table 1 shows the locations of each residency from 2014-2018 and the number of surveys collected at each event. Unfortunately, the surveys completed at the Boston residency in 2016 were lost in transit. The responses collected using the paper surveys were entered in the SurveyMonkey software by personnel at Prison Fellowship's Lansdowne office so that the quantitative and qualitative analyses presented in this report could be conducted.

Table 1. Residency locations and number of surveys collected.



In-person Surveys



Telephone Interviews

59

Correctional leaders

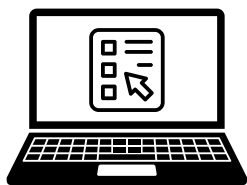
47

Interviews

80%

of the participants

In addition to the residency surveys, several telephone interviews were conducted each year from 2015 to 2018. Fifty-nine correctional leaders participated in the Warden Exchange Residency Program over those four years. A total of forty-seven interviews were conducted during that time, representing 80% of the participants. The interview transcripts were analyzed using qualitative coding methods (Saldaña, 2015). Appendix B presents the interview protocol.



Online Impact Surveys

74

Correctional leaders

39

Surveys

53%

of the participants

A link to an online impact survey at the end of the five-year period was sent to all 74 Warden Exchange participants on December 16, 2018 using SurveyMonkey. Appendix C presents a copy of the survey. The survey remained open until January 10, 2019. During that time, 39 surveys were returned representing a return rate of 52%. As shown in Figure 1, response rates varied across the five years of the Warden Exchange program. The highest return rate was 73% for 2015, followed by 60% for 2016, 53% for 2018, 40% for 2014, and 33% for 2017.

Q1 In which year did you participate in the Warden Exchange?

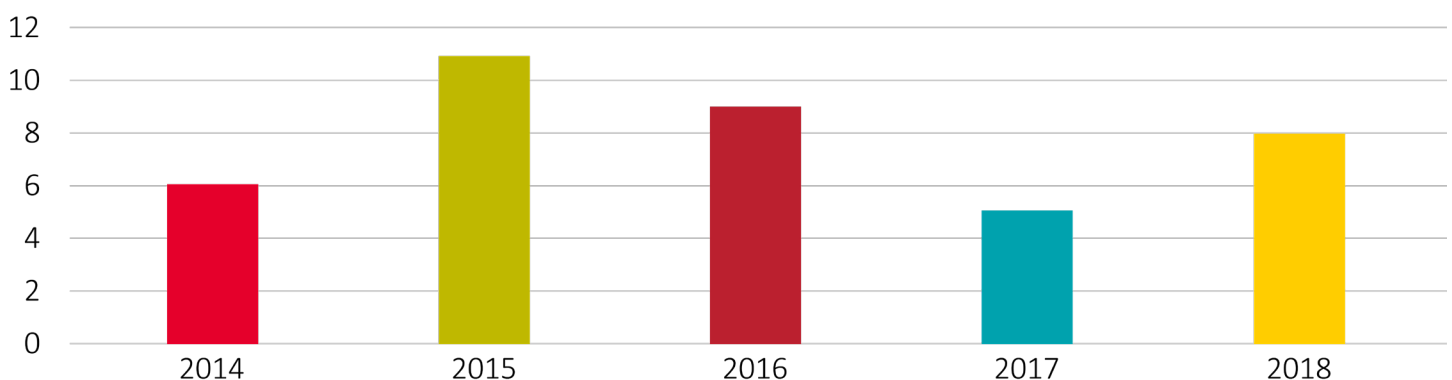


Figure 1. Online survey response numbers across five years of the Warden Exchange.

FINDINGS

The findings presented next are in reference to major themes that emerged from our synthesis of the quantitative and qualitative data yielded by the following:

Residency Surveys



Telephone Interviews



Online Impact Surveys



THEME 1

Warden Exchange participants strongly agree that the program was...

One of the best professional development opportunities they ever experienced.

The evidence to support this theme can be found in all three data sources, 1) Residency Surveys, 2) Interviews, and 3) Online Impact Survey.



Residency Surveys

The residency surveys were completed by participants at the close of each of three residencies provided to each cohort of correctional leaders. One message that consistently came through each year was that the participants perceived the Warden Exchange as the best (or one of the best) leadership programs they had ever attended. For example, the residency surveys from all five years included positive statements like those shown below that illustrate the high regard the participants felt for the Warden Exchange Program:



2018 Cohort

"It was the best leadership program that I have ever been a participant in!"

"The meaningful direction and structured foundation [are] powerful. This has been the best training experience I have had in 23 years in corrections."

"In my 26 years in corrections, and 20 of those as a supervisor, this is the BEST leadership training I attended."

"The greatest opportunity my career has given me."



2017 Cohort

"Best program available to develop wardens to be creative and break traditions."

"This is the best, most inspiring program I have been in."

"One of the most rewarding events of my professional life."

"It was wonderful, the best program I've been involved in."



2016 Cohort

"The most impacting, rewarding, development of my leadership skills and relationships developed are priceless."

"Awesome!! Like no other. Extremely rewarding experience."

"It was truly transformational. It really changed my mindset and helped me understand that today's inmates are tomorrow's neighbors."

"Wonderful. Personally, I was getting into a stagnant spot in my career where I was believing I couldn't do anymore. Now I feel revived and want to do more to help the offenders and staff."



2015 Cohort

"The most profound and inspirational program I've ever attended, period. The advisory members are awesome, and the states chosen are top notch."

"WE [Warden Exchange] has been the best program I've ever attended."

"It was super! An eye-opening experience."

"One of the best after 31 years in corrections."



2014 Cohort

"Just gaining some tips to be a better manager was priceless."

"Good training, very useful - I learned and that is key."

"I totally enjoyed the training and the sharing of experiences and knowledge."

*"**Phenomenal**"*



Telephone Interviews

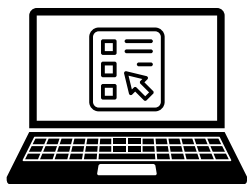
The interview protocol did not include a specific question related to how the participants valued the overall program or how the Warden Exchange program compared to other professional development experiences they had completed. However, comments about the overall value of the program were provided such as:

"[It] exceeded my expectations. Best program I have ever been too!"

"Most progressive training I have ever attended. Such a strong program!"

"Far exceeded any expectations that I had! There was tremendous mentorship – opportunities to visit and speak to people in the program."

"Absolutely, absolutely met my expectations! When I first signed up, not quite sure what it was. Lots of training people go through, but this is different. It helped me to understand why transformational leadership is needed inside of correctional institutions, why we need to be leaders inside our institutions. Transformational leadership makes the busy not busy; it puts meaning to the work you are doing."



Online Impact Surveys

The last question on the Online Impact Survey was “10. What other things do you wish to share about the Warden Exchange?” Ninety percent of the respondents answered this question, many expressing enthusiasm about the overall value of the Warden Exchange program for them personally and professionally. Sample comments included:

“Top notch, rejuvenating, and career changing.”

“I will continue to share the program with others I work with. I cannot say enough how noble the cause is, how well they put it together, and how effective it is to help develop new leaders and wardens in this tough business. I loved every bit of the experience and hope to continue in the future! The program is awesome!! And the people are even better!!!”

“It was an amazing experience for me. Not only did I learn about leadership and how to value staff, but I took away ideas on how to help those incarcerated. I experienced on a personal level some things I never dreamed would happen...like meeting Burl Cain, touring Angola and other institutions. It was an awesome experience.”

“I greatly value the opportunity I was offered and believe it filled the gaps in other Executive leadership courses by bringing in individuals outside of our profession.”

“I have not seen a better, more comprehensive training program.”

“I have deep gratitude for the opportunity to grow and learn from so many people around the world with such vast experiences and perspectives.”

“Probably the best Training and Program that I have participated in during my 26-year career.”

“Of all of the trainings that I have gone through, the WE was the best in my eyes. I still talk to friends I have made through WE.”

“Great program with great people with vast knowledge. Was a blessing being able to attend.”

“I enjoyed the experience and found it to be as helpful in my personal life as I have in my professional life.”

THEME 2

Graduates of the Warden Exchange...

Enthusiastically encourage other wardens to participate in the program.

The evidence to support this theme can be found in all three data sources, 1) Residency Surveys, 2) Interviews, and 3) Online Impact Survey.



Residency Surveys

The residency surveys from all five years included statements that indicate that the participants highly recommend the Warden Exchange program to others. Sample comments included:



2018 Cohort

"I would encourage other wardens to participate because it is informative, engaging, inspiring and fuels us to want to be better."

"I would recommend this to anyone who is interested."

"I would highly recommend this program to others."

"Awesome! All wardens should experience this program."



2017 Cohort

"I hope more wardens get to participate in it. I highly recommend it. Thank you."

"It would be advantageous for any warden to experience this outstanding effort."

"I would say that it is an amazing experience and that you will meet some truly impressive people and learn that we all have the same goals and problems. Fantastic experience."

"This program is invaluable to wardens. The takeaways and tools will change your method of prison leadership."



2016 Cohort

"Amazing! All supervisors should go through this training."

"Amazing. I would encourage all wardens and executive staff to participate in the Warden Exchange program."

"Awesome program. I have recommended others to attend, which they have. In speaking with them afterwards, they all were of the same opinion as me about the program. Highly recommended."

"Very rewarding and insightful. I'll be able to bring many of my takeaways back to work and apply to my population."



2015 Cohort

"Excellent experience. I highly recommend anyone that gets the opportunity to do so."

"Every warden and up and coming warden [should] participate."

"I've talked to many already. I believe this program can make people/wardens better leaders who will lead their facilities in a more humane manner for staff and prisoners."

"I would try to get as many wardens as possible."



2014 Cohort

"I already have been telling others about this."

"All potential Wardens [should participate]. Wardens to address the future."

"Yes, I think it is important to interact with other Wardens throughout the U.S. I also appreciate PFM for putting [this] well needed program together."

"Yes. This program served as a bonding of fellow professionals to share experience, problems and solutions."

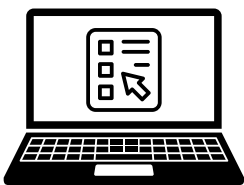


Telephone Interviews

The interview protocol did not include a specific question related to whether the participants would recommend the Warden Exchange program to other correctional professionals. However, comments relevant to this issue were provided such as:

"Highly recommend it to anyone. It was a huge learning experience for me. I am grateful and will continue to be grateful for it."

"I had a really good experience with it. Nine months is lengthy, but need that time to process things, think about things. It is worth it!"



Online Impact Surveys

Two questions on the Online Impact Survey were directly related to whether the participants would recommend the Warden Exchange program to other correctional professionals. Question 7 asked: "How likely are you to recommend the Warden Exchange to other Corrections Professionals?" and Question 8 asked: "What advice would you give to someone just beginning the Warden Exchange program?"



Question 7 began by asking respondents to indicate how likely you are to recommend the Warden Exchange to other Corrections Professionals using a ten-point scale ranging from 1=Not at all likely to 10=Extremely likely. All 39 respondents answered this question with an average response of 9.7 on the 10-point scale. Figure 2 illustrates the very strong likelihood that the respondents would recommend the Warden Exchange program to other corrections professionals. Nearly 80% indicated the highest possible likelihood that they would recommend the Warden Exchange, 13% indicated the second highest likelihood, and 5% indicated the third highest likelihood.

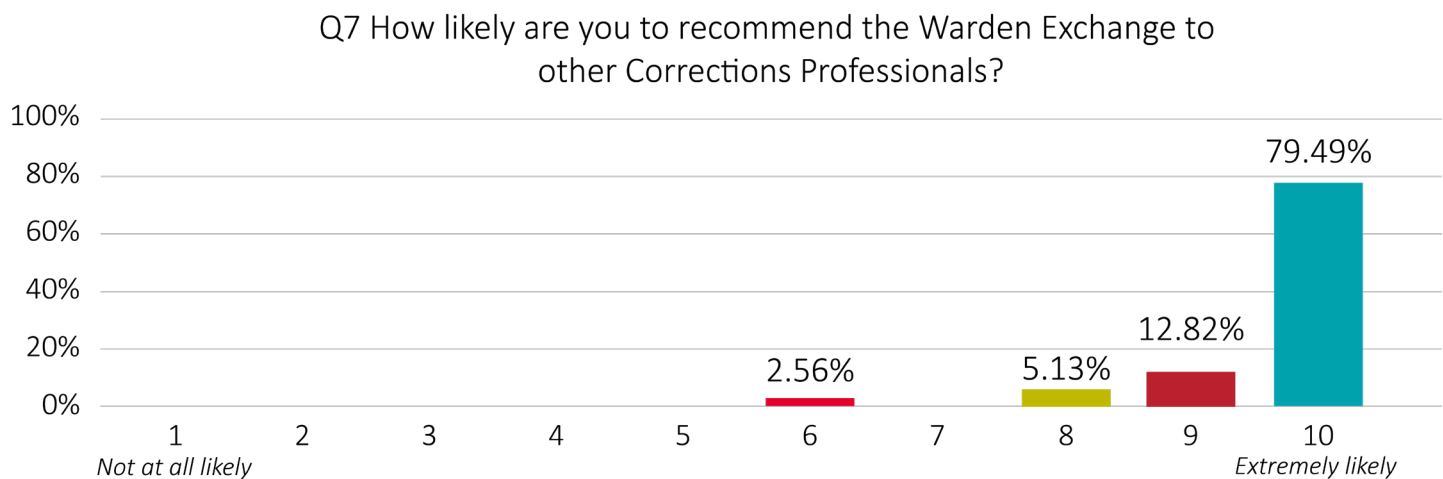


Figure 2. Likelihood of recommending the Warden Exchange to other corrections professionals.

Comments that the respondents added to Question 7 included these types of enthusiastic recommendations:

"I have already encouraged several other states to participate!"

"It's a great program and I highly recommend it to other Wardens."

"I have recommended this program to all Wardens in the VADOC."

"You get way more out of the program than we put into the program. I think the resources, information and other professional experiences shared and discussed helps leaders use the aspects that best suit our purposes and improve our overall operations, programming and professional development within our organizations."

"This program was extensive and at times, time consuming, but it was the best experience I have had within the Department of Corrections. It opened me up on my leadership role. Ideas and experiences were shared by other states on how to restore the lives of incarcerated men."



Online Impact Surveys

"This was singularly the best, most comprehensive training I've experienced in my near 30 years of corrections."

"It is the best warden training available and so well put together that I recommend it to all."

"Great leadership material. I believe everyone should go through it."

"Absolutely should be a mandatory program for new supervisors."

"I already have recommended to co-workers."

Responses to Question 8 ("What advice would you give to someone just beginning the Warden Exchange program?") included specific advice for prospective Warden Exchange participants such as the following:

"Take it all in. I was blessed to start with the online version. Stay in contact with other wardens, administrators and PF staff that you come in contact with during this experience. They will be there for you when you need solutions, ideas and when you need help making critical decisions. They are a resource so please don't forget that they are here for you."

"Keep an open mind. Learn as much as you can from the presenters, your classmates, and the board members. This is the future of corrections - based upon things that have been proven to work."

"Enjoy and soak it all in. There will be so many people to learn from! Others who have walked in our shoes, found the way, and come out on the other side. Stories of trial and success. Take bits and pieces from all of the wonderful people you will interact with and apply it at your facility and personally."

"Be open minded and do things with individuals from other facilities and not just your state. Immerse yourself and build friendships."

"Do the work! Use the contacts you are making as resources to better yourself and the staff you work with. The take-away in each session can be applied to our profession in every aspect. Be open-minded to possibilities and just because it may not have been done before at your facility or in your state, it doesn't mean you can't be the first to implement it with Administrative support on the benefits of 'why' it's important."



“Be open to the experience and develop relationships with the peers and mentors you encounter.”

“Learn all you can. The weekly video conferences may seem like a huge time commitment but they are worth it!”

“Soak everything in and take back what you learn to your facilities. Apply it daily and the results are amazing.”

“Embrace the process. You will not agree with everyone or every idea but taking the time to think through the idea and develop arguments pro and con will increase your professional knowledge as well as strengthen your personal values.”

“Take the program serious, it requires dedication to the extra work but is well worth it. Great program.”

THEME 3

Warden Exchange graduates view...

Networking as one of the most important outcomes of the program.

The evidence to support this theme can be found in all three data sources, 1) Residency Surveys, 2) Interviews, and 3) Online Impact Survey.



Residency Surveys

Each of the residency surveys included a question asking the participants to list the strongest aspects of the particular residency. Many respondents mentioned networking as one of the strongest aspects. Sample responses included:



"Opportunity to network."

"Networking and seeing what other corrections professionals are doing; sharing information/ ideas."

"Networking with other wardens, the advisory panel and PF staff."

"Networking with peers from around the country. The open communication format."

"I really like the network that was established.... I feel as though I can reach out to anyone in WE for help and vice versa."

"Networking with other staff from other departments to tackle issues they may have already went through."

"Having the opportunity to network w/people that I met online. New partners in our attempt to change culture."

"Networking with other wardens."

"It provided me with an opportunity to learn, network, and be encouraged that there is hope for change in how we do business."

"Great program, great networking; level of knowledge & experience was awesome."



Telephone Interviews

The interview protocol did not include a specific question related to networking during the Warden Exchange program. However, comments relevant to this issue were provided such as:

"Network created is invaluable. Made lifelong colleagues can call on for a variety of things."

"I feel more focused – a lot calmer. I feel grounded and know what I want to do. I am focused on a more collaborative effort; reaching out more and engaging others in shared decision making to get to what are we going to do."

"Weekly meetings are great; have been reinvigorated!"

"Helps you to realize you are not alone!"



Online Impact Surveys

Question 3 on the Online Impact Survey was “Please describe the most important outcomes of your participation in the Warden Exchange for you personally.” Networking was frequently mentioned as one of the most important outcomes. Sample responses included:

“I really appreciate the connections to other wardens. I have reached out to them for support and they have done the same. This expanded network of resources and friendships helps to remind me that I am not on an island alone.”

“Networking and sharing with the program participants and facilitators. So many good, smart, and professional people to share with and gain perspective and ideas from. This has led to a personal boost in confidence, leadership, and education. This has directly had an impact in running my facility.”

“Networking with fellow wardens and believers.”

“It was great networking and met a lot of knowledgeable people.”

“Networking with other wardens.”

THEME 4

Warden Exchange graduates believe that...

Their learning in the program has been highly valuable for the people with whom they work.

The evidence to support this theme can be found in all three data sources, 1) Residency Surveys, 2) Interviews, and 3) Online Impact Survey.



Residency Surveys

The residency surveys did not include a specific question related to this theme, but responses to other questions in the survey yielded data that indicate that the learning the respondents accomplished during the Warden Exchange was valuable to the people with whom they work. Sample responses include:



Residency Surveys

"It was a wonderful experience for the team and myself. It has opened our eyes and minds to all things possible. Be the leader that inspires you and pay it forward through actions, integrity and mentoring/inclusion of our staff, offenders and partnerships."

"Thank you for the opportunity to participate. I do believe that I have learned tools, reshaped my thinking and will be a better warden."

"Thank you for everything. You have left a lasting impact and positive influence for career direction. I appreciate the opportunity to learn how to make lifelong changes."

"Excellent, as a facility administrator, this residency provides an outstanding opportunity to interact with other administrators and identify commonalities and solutions for positive correctional reform."

"A learning, informational experience providing me with thought provoking ideas to put into action."

"An excellent opportunity wardens to be instrumental in evolution of the 21st century prison transformation."

"The program is a must to challenge beliefs or to change your prison system."

"Affirming the steps I've already taken and given additional tools to go even further to improve more."

"I feel energized to raise facility to higher level. I will use what I have learned to create an environment where staff want to be at work and to improve moral rehabilitation."

"Very rewarding and insightful. I'll be able to bring many of my takeaways back to work and apply to my population."

"Wonderful. Personally, I was getting into a stagnant spot in my career where I was believing I couldn't do anymore. Now I feel revived and want to do more to help the offenders and staff."

"It has been invaluable to me. WE has given me perspective on myself, my approach to work that has changed the way I work and communicate with staff and prisoners."

"The value of meeting, talking, interacting so closely and for a number of months is beyond measure. This program will succeed as each facility implements the goals, values of the WE mission."



Telephone Interviews

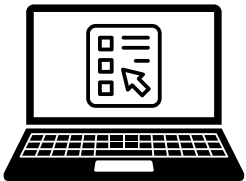
The interview protocol with participants did not include a specific question related to how participating in the Warden Exchange program improved their relationships with the people with whom they work. However, comments relevant to this issue were provided such as:

“I see lots of things differently – transformational leadership mind! – and look at things and how to do things differently. Give them meaningful work – staff and prisoners. Every conversation I have is a transformational leadership conversation.”

“It comes from the top down and leadership matters. But it is a comprehensive thing – a different way of thinking. Need to work to change thinking and a lot of it is about education. All need to buy into it – staff, inmates, volunteers, and community. A system wide change is really needed to keep it going.”

“We are all leaders at the institution. We have to get the line staff energized and involved. If I don’t get the folks doing it 24/7 to understand it on some level, the change won’t happen. Have to have their buy-in. Working to get the staff on-board is critical.”

“Everyone is valuable! Working to make that clear to everyone in the facility.”



Online Impact Surveys

Question 4 on the Online Impact Survey was “Please describe the most important outcomes of your participation in the Warden Exchange for the people with whom you work now.” The respondents described many ways that their relationships with their staff and others has been transformed by the participation in the WE program. Sample responses included:

“I believe that I have always been approachable, however I didn’t always listen well. I would anticipate what the person would say next and check out of the conversation. That has changed since my conversation with WE. I, now, listen better and I coach myself along in an attempt to always be alert and respectful by not checking out. In addition, utilizing the tools presented to accomplish goals, manage facilities and be open to new ways of getting the work done and being open to new ideas. We don’t always need to do things the same way all the time to get the desired results.”



Online Impact Surveys

"I am passionate about criminal justice reform - about helping people think about the entire system differently, and changing the culture within prisons. I work in Labor Relations now, and try to constantly talk about the things we need to change in order to create a better and more effective corrections system. One that creates more safety for everyone, and everyone is valued."

"Hopefully they also have gained insight from the transformational leadership characteristics that I have shared with them."

"I am a better leader and strive to ensure all staff understand our mission and direction. "

"Building my new team was beneficial for me and those I am working with."

"I believe they see a better leader in me. They too are able to see the great ideas and brainstorm sessions that have spawned out of my participation in WE."

"Have them to take ownership in what you are doing."

"I listen more and take their opinions and ideas more in to my decision making."

"Passing on the knowledge and experience of others in the program."

"Better communication. More ideas from other residency members and ways of doing things to accommodate more programming within our facility. Having a purpose with goals for what I as a Warden want to accomplish with my team."

"Prior to retirement, I and my staff applied the outcomes daily. My two deputies were also a part of the program."

"Often share reading material and experiences of onsite tours of out of state facilities."

"I do more to let them know they are valued and appreciated. I give staff more accountability and we follow the chain of command."

"It helped me develop into a better supervisor."

"Take time to get know your staff & offenders and really hear their ideas for possible application."



Online Impact Surveys

I now work to connect inmates with training opportunities and employment opportunities. I get to tie the knowledge of prison to aim quest to reduce recidivism.

Continuing to focus on transformational leadership has been the key. 85% of our work is transactional but the transformational work is how culture is changing.

I am consistently providing them with current information/research on how to effect positive changes in inmate behavior, recidivism reduction, prison reform.

I try and understand their feelings better instead of being so concrete in my decision-making process.

My team understands that programming and security are not mutually exclusive."

I have really taken great strides at ensuring that all levels of staff have the ability to provide input on institution operations

I feel I listen more and try to involve more people into the process. Getting people invested and giving them a voice. Guiding and supporting staff to meet and get involved with other administrators at work to "show off" their skills.

It gave me the skill set to truly understand the role of modern wardens in today's corrections professional environment.

Several programs were researched, planned and implemented at the facility directly benefitting the inmate population. IE. Restorative Justice, Fellowship academy, Use of virtual reality to assist the re-entry needs of offenders.

We are implementing new and exciting programing.

Many of the employees that I have engaged have been promoted on to other agency positions. I push the non-traditional and when I see the light click on for an employee, I see the greatest growth in that person.

More patient, more understanding, [and] more transparent."

"Compassionate leadership for staff and inmates."

"Supervisors listening and communication more with their staff."

THEME 5

Warden Exchange graduates state that...

They are applying what they have learned from the program in numerous ways.

The evidence to support this theme can primarily be found in all three data sources, 1) Residency Surveys, 2) Interviews, and 3) Online Impact Survey.



Residency Surveys

The residency surveys from all five years included statements that suggest that the respondents are finding different ways of applying what they learning from the program. Sample comment are shown below:

"Loved the program. I will use a lot of this in my own life and my facilities to make a positive change."

"The Vision Plan exercise opened the door and gave clarity to the mission of our future goals."

"I loved the vision plan exercise - had Lee and me thinking of where we were, where we are and where we are going."

"This program has really opened my eyes to some new opportunities that can be implemented to improve lives and reduce recidivism."

"Unbelievable experience and can't help but want to reinvent not only my facility to be better, but I also want to be better!"

"It has been an experience that will continue to impact me for the rest of my career!"

"These specifically addressed transforming not only facilities, but the people within. Shining examples of how to change culture."

"This program has influenced me to think differently about my role as a warden and the impact prisons can have on our society. I am on fire to be a change agent in our department."

"I feel energized to raise facility to higher level. I will use what I have learned to create an environment where staff want to be at work and to improve moral rehabilitation."



Telephone Interviews

The interview protocol included this specific question related to how the participants are applying what they learned during the Warden Exchange program: “How has your leadership style changed, if at all, as a result of learning more about transformational leadership?” Responses relevant to this issue were provided such as:

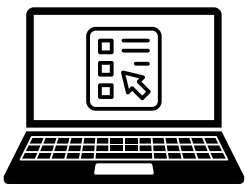
“Gave me more confidence in being the change. Being more bold, taking more risks. Not being shy about the direction I am going.”

“Going in, I had no idea [of what transformational leadership meant]. Now living it!”

“The program helped me – revitalized me. I have been doing this for 39 years and can sometimes get into a rut. Things they taught me I really do believe in – helped to inspire and encourage me to push forward. Opened back up my memories to things I used to do and don’t do anymore – get me back to where I want to be.”

“My personal definition of transformational leadership has expanded. Wraps around everything – not just in workplace but in community and in my personal life too.”

“Instead of saying no right away, say how might we make this happen?”



Online Impact Surveys

Question 2 on the Online Impact Survey asked: “To what extent are you applying what you learned during the Warden Exchange in your life and/or work today?” Respondents were asked to indicate the extent of application on a 10-point scale ranging from “No application” to “Extensive application.” The weighted average for the responses was just over 8. Figure 3 illustrates the very positive distribution of responses across the 10-point scale.



Q2 To what extent are you applying what you learned during the Warden Exchange in your life and/or work today?

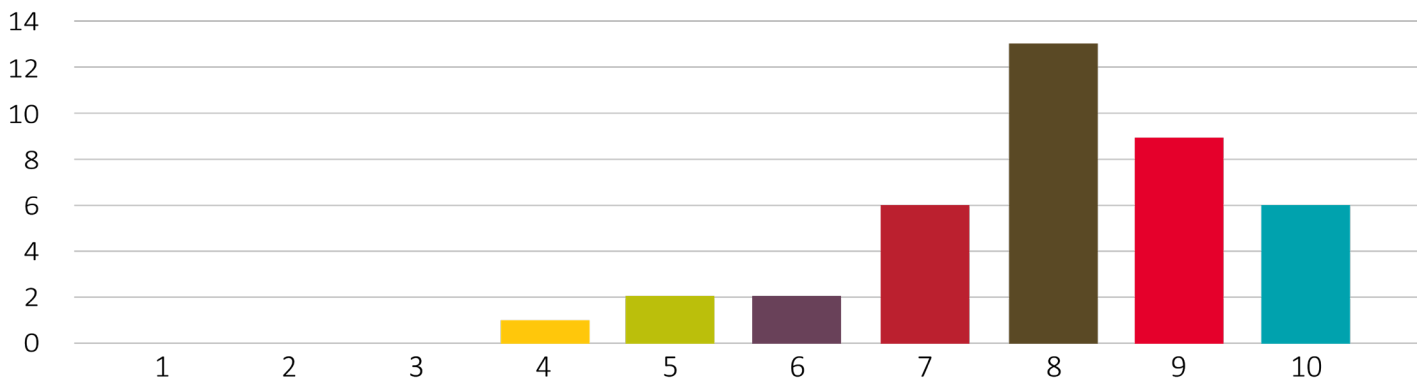


Figure 3. Extent of application of the learning from the WE in the respondents' lives and work.

Comments added to this question included:

"For me transformational leadership is huge. Utilizing staff and offenders in developing and participating in programs, problem solving and solution sharing is how I have applied what I learned during the WE program. When making decisions, I take my time and really think of the impact they have on the offender and staff - looking at the situation holistically from a big picture point of view. How are they (both) affected personally, professionally and outside of the facility."

"Communication and engagement were two key factors for me. These tools are used daily. We need input at all levels to build a team that feels valued."

"The Action Plan on leadership that was developed as part of my training I have used to mentor numerous ODOC managers and staff!"

"I try to focus on the important goal of transforming lives to reduce recidivism when going about my work. I also realize that effective leaders must be grounded in principled leadership."

"The language and skills I learned during the Warden Exchange are part of my daily life."

"I am trying to be the best person I can and believe that when you treat people well, it will have a greater impact."

"The program was a blessing both professionally, and personally. At my facility, we are in a drastic time of change where leadership and fresh ideas and perspective are not only needed, but welcome. I have been utilizing skills and ideas brought forth in the program to help inject this positive change."



Online Impact Surveys

"We are working very hard to continue with our strategic plan we developed while in the program."

"The work we are doing is changing and the people we are hiring changing as well as offenders."

"The program gave me some communication skills and taught me more about empathy."

"Applying different methods of leading as a transformational leader. Sharing information with other staff."

"Keep a monthly metrics and meet bi-weekly with Administrative Team to discuss action plans set forth. Really focus on team morale and ensuring everyone has accountability to their part of our plan. Keep offenders engaged in Faith and Character programs. Continue to foster a culture of mutual respect."

"The class created an openness to newer ideas and an understanding of value each staff bring. It fostered relationships with like-minded corrections professionals."

"Since program I have been promoted 3 times. As a new warden it was helpful learning from other wardens. Still friendships from class. And I hear more about change and my leadership style."

"My project saw two of the three objectives accomplished. Now I am working the State of California's Prison to Employment Initiative which was a Governor's [initiative]."

"Always using transformational leadership by thinking outside the box and encouraging participation from all stakeholders."

"Using is to inform my daily and long term decision making at the facility regarding expectations for inmates, staff training and developing department heads to promote as well as facility culture."

"I try and incorporate what I learned in my work habits by trying to be more understanding with staff and offenders. I listen more, instead of just expressing my feelings to people."

"We have made significant changes to prison operations as a result of our [doing] WE. I personally need to get back to focusing on transformational leadership and servant leadership."



"I am taking the lessons learned and trying to apply them to my current institution and the management team I now lead."

"The resources and the relief of knowing that what I'm experiencing is not unusual and can be resolved. I need to slow down and consider the whole picture and use my resources. The different experiences and perspectives from my colleagues, the readings and guest speakers eased me outside my comfort zone. Working as a team, managing the different personalities and how others were successful or not at their approach was very useful. Finding staffs skills and honing those skills to work for the successful operation of the facility. I learned to gently push risky ideas through even though they are not popular, do your diligence, be thoughtful of all areas that would be effected by your idea, involve people and have confidence."

"Application of education received is part of my daily implementation of organizational culture. The skills and overall exposure helped me drive transformation throughout my section and organization."

"I follow the ideals of transformational leadership and extend such to my administrative team."

"Slowly implementing plans and being a transformational leadership ."

"I strive for extensive transformation efforts at the facility and community level daily but am mindful of when to push, create and when to pause."

"I try to use it as much as possible but I slide back at times to the way I use to be."

THEME 6

Warden Exchange graduates are interested in...

**a continuing relationship with
the Warden Exchange program.**

The evidence to support this theme can primarily be found in two of the three data sources, specifically 2) the interviews, and 3) the online impact survey.



Telephone Interviews

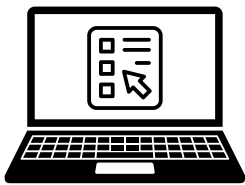
The interview protocol did not include a specific question related to networking during the Warden Exchange program. However, comments relevant to this issue were provided such as:

“Network created is invaluable. Made lifelong colleagues can call on for a variety of things.”

“I was thinking about it from the perspective of the inmate culture – but now know it is 3-D: inmates, agency itself (programs, employees, administrators, executive level), and the public (inmate families, volunteers).”

“Hearing the stories from others was very impactful. Reinforced it is a difficult challenge and to keep moving forward.”

“Weekly meetings are great; have been reinvigorated!”



Online Impact Surveys

Question 9 on the Online Impact Survey was “How interested are you in participating in a Warden Exchange Peer Network? The respondents expressed considerable interest in further participation in the Warden Exchange program though a Peer Network. Figure 4 illustrates the extent of interest in a continuing connection with the Warden Exchange.

Q9 How interested are you in participating in a Warden Exchange Peer Network?

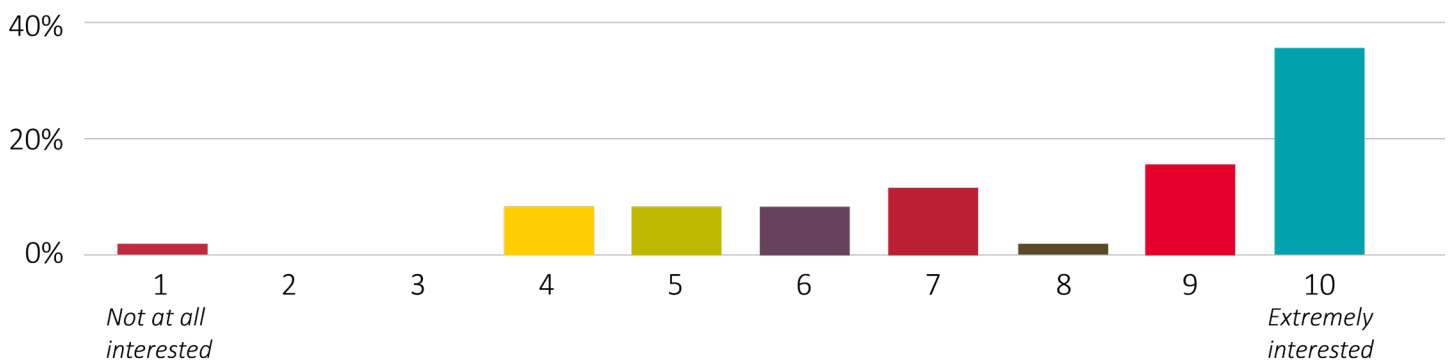


Figure 4. Percentage of respondents expressing interest in Warden Exchange Peer Network.



A strong majority of the respondents expressed an interest in the Peer Network, although many also expressed concern about the amount of time that might be required to participate. Sample comments included:

"VERY INTERESTED. JUST LET ME KNOW WHEN"

"I think this is something that can change the impact of the WE exponentially."

"I would be happy to be a part of a peer network."

"Would love to."

"I am willing to participate in any way that I can."

"Very interested, just a struggle of time as usual. Learning from the peers and mentors is what I value the most!"

"Don't know exactly what this entails but the ability to interact with peers from other states is always beneficial."

"I believe we all are part of the change."

"I think that is a wonderful step forward."

"I loved the experiences and stories I heard and discussed in this program. I'd love to further my connections and make new ones."

"I am not sure of the details, but I would be very interested."

"We seek to improve ourselves through networks that share our common interest."

"No one has extra time, but a more formal way to stay in contact will encourage me to continue to stretch professionally."

"I believe the post work is of the utmost importance so many times we let valuable information die on the vine."

"I have done many things for PF and remain willing to assist."



DISCUSSION

The positive impact of the Warden Exchange on the participants is supported by ample evidence across the five years since the program began. Not only have the participants consistently indicated their enthusiasm for the Warden Exchange during the program (as evidenced by the residency surveys and telephone interviews), their high praise of and recommendation for the program was even more evident in the online impact survey specifically designed for this evaluation. The data demonstrate that the positive outcomes of Warden Exchange extend beyond the professional to the personal impact the program brings to the participants.

Perhaps the highest praise of the Warden Exchange programs comes in two areas.



First, two former participants in the Warden Exchange are now members of the advisory board and several others act as hosts for residency prison tours at their facilities. Warden Exchange graduates clearly are committed to the program and to helping others benefit from it.



Second, many of the participants request opportunities to continue to meet and interact with the participants in their cohort, as well as with others who completed the program. Warden Exchange participants recognize the benefit of staying connected with others and, despite time constraints, seek ways to continue the interactions.

Northouse (2013) described transformational leadership as “a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals” (p. 185). Decades of research supports the efficacy of transformational leadership in a variety of contexts, including business, military, industry, healthcare, and education (Bass, 1999; Bass & Reggio, 2014). Although very few studies have been done to examine the application and results of transformational leadership in the context of corrections, the results of those rare studies are positive. For example, Atkin-Plunk and Armstrong (2013) reported that “wardens who perceived themselves as having higher levels of transformational leadership capacity also experienced less job stress.”



This impact evaluation report by no means matches the rigor of a formal scientific investigation of the efficacy of transformational leadership in corrections, but the results align well with the limited research done in this area. The bottom line is that...

The Warden Exchange program enables the development of transformational leadership skills among its participants, and that this shift from more traditional leadership styles (e.g., transactional, laissez-faire, or authoritarian) to transformational leadership has positive results on both the professional and personal levels as well as at the facilities where these correctional leaders work.

RECOMMENDATIONS

The following recommendations are suggested by the analysis of the results of the surveys and interviews:



This report clearly indicates there are many positive aspects to the Warden Exchange program. Continuing to offer the Warden Exchange opportunity to wardens and their staff will provide highly beneficial professional development and invaluable networking opportunities.



It will be useful to find more and better ways to help graduates of the program to continue their engagement with the Warden Exchange and to perhaps extend their support of current and future Warden Exchange cohorts.



The online-only version of the Warden Exchange should be subjected to a similar impact evaluation to see how the results of that delivery mode compare with the residency model.



A more in-depth summative evaluation is recommended to identify the changes made at the various facilities where the Warden Exchange graduates have served or are serving as transformational leaders.

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APPENDIX A - RESIDENCY SURVEY INSTRUMENT

QUESTIONNAIRE

Warden Exchange 2018 Graduation Residency

Grand Rapids, MI September 12-13, 2018



Participant Name: _____ Role (circle one) 2018 Class / Advisory Panel / Guest / PF Staff

Thank you for your participation in this evaluation of the Warden Exchange residency meeting. Please circle your rating for each session offered during the residency in terms of value to you and potentially others in the future. 1 represents the least level of value, 3 represents a neutral level of value, and 5 represents the highest level of value. Choose N/A if the item is not appropriate or not applicable for you. Use back as needed for additional comments.

NA=Not applicable 1 = Least value 2 = less value 3 = neutral value 4 = more value 5 = most value

1.	Case Study: Burl Cain	N/A	1	2	3	4	5
2.	Reimagining Prisons	N/A	1	2	3	4	5
3.	Case Study: Reggie Wilkinson	N/A	1	2	3	4	5
4.	Muskegon Correctional Facility Visit	N/A	1	2	3	4	5
5.	Motivation & Risk	N/A	1	2	3	4	5
6.	Kinetic Effect	N/A	1	2	3	4	5

Please respond to each of the questions below regarding the Warden Exchange Graduation Residency.

7. What were the STRONGEST aspects of this residency and why?
8. What were the WEAKEST aspects of this residency and why?
9. If you could improve anything for future residencies like this, what would it be?
10. What specific content, topics or techniques would you like to see added to future residencies?
11. How would you describe your overall experience with the Warden Exchange to other potential participants?
12. Describe your experience, good or bad, with regards to the experience of developing your vision plan. What, if any, changes would you recommend for future classes.

SEE BACK FOR ADDITIONAL QUESTIONS

Online Sessions Feedback

Please take a few more minutes to give us feedback regarding your experience this past year from the weekly online sessions.

Please circle your rating for the online sessions offered during the residency in terms of value to you and potentially others in the future. 1 represents the least level of value, 3 represents a neutral level of value, and 5 represents the highest level of value.

13.	Quality of Guest Speakers/Interviewees	N/A	1	2	3	4	5
14.	Overall Format	N/A	1	2	3	4	5
15.	Time/Duration of the Sessions	N/A	1	2	3	4	5
16.	Roundtable Exercise	N/A	1	2	3	4	5

Please respond to each of the questions below regarding the Weekly Online Sessions.

17. What speakers/interviewees stand out or were of MOST VALUE to you. Please comment on why. If you do not remember a name(s), please describe the topic.

18. What speakers/interviewees were of the LEAST VALUE to you. Please comment on why. If you do not remember a name(s) please describe the topic.

19. What changes would you recommend to improve the quality of the weekly online sessions.

Use this space for any additional comments to help us improve the overall experience of the Warden Exchange program.

May we quote you? Name _____ **Facility/Department** _____

APPENDIX B – INTERVIEW PROTOCOL

Warden Exchange Program Final Interview Questions

Questions

I would like to start with a few questions about your overall impressions of the Warden Exchange program to date.

- When we talked earlier this year, you mentioned that your hopes/expectations in relation to overall program were/were not being met so far. Did this continue to be true?
- Are there things we can do with the overall program that would have enhanced your experience?
- What recommendations would you offer so that we can improve the experience of the overall program for the next cohort?

I would now like to talk about your impressions of transformational leadership.

- When we talked earlier this year, you mentioned that your hopes/expectations in relation to transformational leadership were/were not being met. Did this continue to be true?
- What was the most impactful aspect of the program in relation to transformational leadership?
- How has your leadership style changed, if at all, as a result of learning more about transformational leadership?
- What recommendations would you offer so that we can enhance the training in regard to transformational leadership?

One of the areas explored in the Warden Exchange program was prison culture.

- When we talked earlier this year, you mentioned that your hopes/expectations in relation to prison culture were/were not being met. Did this continue to be true?
- What was the most impactful aspect of the program in relation to prison culture?
- How has your approach changed, if at all, as a result of learning more about prison culture?
- What recommendations would you offer so that we can enhance the training in regard to prison culture?

Another area explored in the Warden Exchange program was moral rehabilitation.

- When we talked earlier this year, you mentioned that your hopes/expectations in relation to moral rehabilitation were/were not being met. Did this continue to be true?
- What was the most impactful aspect of the program in relation to moral rehabilitation?
- How has your approach changed, if at all, as a result of learning more about moral rehabilitation?
- What recommendations would you offer so that we can enhance the training in regard to moral rehabilitation?

Yet another area explored in the Warden Exchange program is educational/vocational programming.

- When we talked earlier this year, you mentioned that your hopes/expectations in relation to educational/vocational programming were/were not being met. Did this continue to be true?
- What was the most impactful aspect of the program in relation to educational/vocational programming?
- How has your approach changed, if at all, as a result of learning more about educational/vocational programming?
- What recommendations would you offer so that we can enhance the training in regard to educational/vocational programming?

I just have a few more logistical related questions as we conclude the interview. Many of your sessions involved delivery via online technology.

- What were your experiences with the online component of the training?
- What recommendations would you offer so that we can enhance the training in regard to the online experience?

One last question for you today: Do you have any thoughts or comments about the Warden Exchange that I didn't ask you about today that you'd like to address or mention?

APPENDIX C – ONLINE IMPACT SURVEY

* 1. In which year did you participate in the Warden Exchange?

☐ 2018

☐ 2015

☐ 2017

☐ 2014

☐ 2016

* 2. To what extent are you applying what you learned during the Warden Exchange in your life and/or work today?

1=No
application.

2

3

4

5

6

7

8

9

10=Extensive
application.



Please explain your response here.

3. Please describe the most important outcomes of your participation in the Warden Exchange for you personally.

4. Please describe the most important outcomes of your participation in the Warden Exchange for the people with whom you work now.

5. What, if anything, do you wish you had learned during the Warden Exchange, but didn't?

6. What would be the best ways to improve the Warden Exchange?

* 7. How likely are you to recommend the Warden Exchange to other Corrections Professionals?

1=Not at all likely. 2 3 4 5 6 7 8 9 10=Extremely likely.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Please explain your response here.

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8. What advice would you give to someone just beginning the Warden Exchange program?

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* 9. How interested are you in participating in a Warden Exchange Peer Network?

1=Not at all interested. 2 3 4 5 6 7 8 9 10=Extremely interested.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Please explain your response here.

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10. What other things do you wish to share about the Warden Exchange?

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