

Minutes

**Board of Juvenile Justice
Thursday, August 26, 2004
9:00 a.m.**

**3408 Covington Highway
2nd Floor, Boardroom
Decatur, Georgia 30032**

OPENING REMARKS

Peter J. Boylan, Acting Chair

Major General Peter J. Boylan, Acting Chair, called to order the August 26, 2004 meeting of the Board of Juvenile Justice. He then asked for Roll Call.

Roll Call

Lena Wilson took Roll Call. A quorum was present.

Board Members Present: Peter J. Boylan; Lois Frank; Donnie Haralson; Elizabeth Lindsey; William McQueen; Judy Mecum; Daniel Menefee; Edwin A. Risler; J. Daniel Shuman; Mary E. Wilhite

Advisory Board Members Present: None.

DJJ Staff Present: Albert Murray, Commissioner; Nellie Akridge, Metro RYDC; Dr. Thomas L. Coleman; Ericka Davis; Victoria Earles, Metro RYDC; Nina Edidin; Sonia Johnson; Devadas Lynton; Bryan Thrasher, Metro RYDC; Lena Wilson

Others: Tom English; Pete Colbenson, Children and Youth Coordinating Council; Dr. John Knapp, The Southern Institute for Business and Professional Ethics; Dr. John McAllister, Coles College Business (KSU); Dr. Timothy S. Mescon, Coles College of Business (KSU); Ann Mintz, GCAPP; Betty Siegel, Kennesaw State University; Dr. Judith Stillion, RTM Institute for Leadership, Ethics & Character

After Roll Call, Chairman Boylan asked for a vote to approve the minutes from the July 22, 2004 meeting. William McQueen made a motion to approve the minutes and Daniel Shuman seconded the motion. The minutes were unanimously approved.

At this time Mr. Boylan introduced Dr. Betty Siegel, President, Kennesaw State University.

TRUE NORTH
An Ethical Compass for Leadership, Ethics & Character

Dr. Betty Siegel, President, Kennesaw State University
Dr. Timothy S. Mescon, Dean, Coles College of Business, KSU
Dr. John McAllister, Chair & Professor of Accounting, Coles College of Business, KSU
Dr. John Knapp, President, The Southern Institute for Business and Professional Ethics
Dr. Judith Stillion, Director, RTM Institute for Leadership, Ethics & Character

BACKGROUND

Dr. Siegel greeted everyone and expressed her appreciation for being allowed the opportunity to share information with the Board. She began by thanking Board members for being community stewards. She stated that everyone's membership on the Board is very important. She posed the question, 'How did you come to here, why did you do this?', and followed it with a reference to a book titled The Remembrance Rock by Carl Sandburg. The story goes that each day, the hero of the book goes to a remembrance rock every year and sits on the rock all day. As he sits on the rock, he asks the same three questions 'Who am I, Where did I come from, Where am I going?' She stated that she shared this story to her minister and he added that the man should have asked the fourth question, 'What is the meaning?' Dr. Siegel stated that the training will focus on all four of these questions.

Dr. Siegel indicated that beyond our work there is a series of processes that bring us to where we are. We use who we are, in leadership, as well as what we know. She stated that discussion will be centered around things that really matter and how to use our considerable energies to focus on the important things that we are about.

STEWARDSHIP OF THE PUBLIC TRUST

Dr. John Knapp, President of The Southern Institute for Business and Professional Ethics, thanked Dr. Siegel and acknowledged her accomplishments in the area of leadership. He stated that Dr. Siegel is the Dean of College Presidents in the state of Georgia and is the first woman to serve as college president in the university system of Georgia. She has

served longer than any college president in Georgia. He stated that Dr. Seigel co-authored the book *'Becoming An Invitational Leader: A New Approach to Professional and Personal Success'* a copy of which was provided to each participant.

Dr. Knapp stated that for some reasons they don't quite understand, the sessions conducted has been labeled "Ethics Training." He assured the participants that he and his colleagues were not there to train anyone, or to presume that they need to be trained or that they were qualified to train them. He indicated that the materials used does not include the term "ethics training" and that they don't believe or that the Governor does not believe that anyone appointed to a Board of this importance are people who need to be trained. He stated that, instead, their role was to stimulate conversation among the group to help them think about what makes Board service challenging and difficult at times; what makes for a successful Board; and the role of the Board in serving the public and the agency. Dr. Knapp continued that the session includes exercises for the participants to complete together and to share their thoughts.

Highlights of Dr. Knapp's presentation included 1) The language of the Executive Order by Governor Perdue establishing a Code of Ethics for Officers and Employees; and, 2) declining public trust. Dr. Knapp stated that the foundation of public service is made up of two paramount commitments or core values: 1) to serve the public interest; and, 2) to perform with integrity. To fully exercise these commitments, a set of guiding principles was shared with participants to help guide day-to-day work and to help deal with ethical dilemmas frequently faced.

ETHICS: THE HEART OF LEADERSHIP AND SERVICE

Dr. Tim Mescon, Dean of Coles College of Business at KSU, began by stating that Dr. Knapp's message ties in to his presentation. He stated that he would be discussing trust and values and shared the story of Bob Beeman, gold medal winner in the long jump at the 1968 Olympics. Dr. Mescon indicated that Bob Beeman broke the existing record in the long jump by two feet and, instead of applause the feat was greeted with silence because no one wanted to believe that anyone could break the record by that much unaided. The Olympic committee conducted an investigation of every possibility before acknowledging that the jump was legitimate.

Dr. Mescon continued that relationships are built on trust and our values impact our decisions. He posed the following questions: 1) Why were you chosen to serve on this Board; and 2) What strengths do you have that can really contribute to this Board's great work? He stated that our strengths are usually parallel with our values and shape what we do and how we do it. He then asked the participants to jot down a couple of the strengths they have a share them with each other. He stated that sharing them will give some insight into the talents that each bring to the Board and to the agency.

Some comments during the exercise were:

- Lois Frank stated that she thought it was a fabulous exercise in terms of getting to know each other and how trustworthy they are to one another. She shared that this was the first time she has heard anything about anyone on the Board and that she did not have the trust and that she comes very skeptical. She continued that she did not have the positive thinking which is an abdication of an honest search and could not be positive until she could buy in.
- Mr. Boylan stated that in his former profession, they operated on the nod of a head and a handshake was not necessary. He stated that he has carried that trust into his current organization.
- Commissioner Murray stated that he believes most relationships are built on trust and in his role as commissioner there is a need to trust people you really don't know because there was no preexisting relationship. He stated that it is a strength to be willing to trust individuals you have not had the opportunity to bond with and that risks are involved. He added that trust flows both ways and it is important to give trust and to receive trust from those whom we have not had the opportunity to connect or bond with.

Dr. Mescon stated that great organizations build trust top to bottom, inside out. If you don't like what you see at the bottom, it's reflective of what's going on at the top. If you like what you see, it's reflective of a culture that works. He then presented his last challenge for thought to the participants: How do you leverage your own strengths, talents and attributes in the process to make the Board more effective and efficient. He thanked the Board for their interaction and called for a break.

SEVEN PRINCIPLES OF EFFECTIVE BOARD SERVICE

Dr. John McAllister was next to address the Board. He shared with them the oath taken by ancient Greeks participating in the Olympics. He stated that the Greeks not only invented the Olympics but, in many ways, they invented democracy. The oath reads as follows:

“We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive increasingly to quicken the public's sense of civic duty. Thus in all these ways we will transmit this City, not only not less, but greater and more beautiful than it was transmitted to us.”

He stated that the oath included values, laws and compliance, all of which should be a part of the Board's commitment to the work they have sworn to do in their service to

juvenile justice. He added that the oath speaks to a higher standard which we are about and the ideal that our real goal is to transmit the juvenile justice system in Georgia to the next generation better than we found it.

Dr. McAllister presented an exercise to the Board that consisted of two parts. The first was for the participants to identify a potential problem and the second part was to offer a solution. He noted that the first part was an individual action and the second part was a collective action. He asked that they be creative and write something substantive and added that discussing the results would lead into the principles of board service.

Some of the possible issues and their resolution that were explored were:

- Undermining an established common goal – Establish trust
- Unwillingness to compromise - Learn to agree to disagree
- Undermining effectiveness/credibility – Synergism of input
- Failure to attend meetings regularly – Monitor and report

Other issues included:

- Reluctance to contribute ideas
- Failure to carry out responsibilities
- Repetition of information
- Taking responsibility for productivity

After discussing these items, Lois Frank stated that it would be a good idea if the collective Board was provided an orientation session. She also stated that they need to know what their major responsibilities were.

Mr. Boylan stated that the last Commissioner of DJJ was a very effective leader but the Board was kept uninformed about issues concerning the Department, therefore, were powerless to act. He added that it has been a struggle overcoming the history of the Board and the new members are seeing some of the struggle the older members are dealing with. He indicated that Ms. Frank alluded to an incident that occurred at a previous meeting where the Board was asking questions. He stated that his position was that the Board can ask any question it wants but cannot direct the Department to take any particular action in an operational sense, but have every right to know what's going on in the Department. Here to fore, he stated, this has not been the case. He continued that he has had discussion with Commissioner Murray and Chief of Staff Bill Reilly and does not believe the issue will arise again. Mr. Boylan stated that he is encouraged by the input arising out of the questions posed to them and, as a group, will address them.

Mr. Boylan asked the Board to consider whether the next meeting should be a day long goal setting session. He stated that he will have some comments at the end of the session and will work with Commissioner Murray to get a mediator to conduct the session.

THE COURAGE TO LEAD FOR THE COMMON GOOD

Dr. Seigel stated that it was wonderful watching the Board actively involve themselves in shaping its own agenda and destiny. She stated that the only thing her group had left was a list of suggested reading materials that should be helpful to the Board.

Dr. Seigel stated that she would like to explore why the session is entitled ‘TRUE NORTH: An Ethical Compass for Board Leadership and Service.’ She stated that the session was a compass, not training, working with principled people, thinking about what has brought us to this point and moving to the next level. She acknowledged that there was a richness of experiences the members bring to the table; that they are energized for service to the Department. She stated to Commissioner Murray and Mr. Boylan that that sounds very positive, and what is seen is a commitment that flows in all directions.

Dr. Seigel stated that their job was the heighten awareness. The Board has covered ‘Who am I, Where did I come from, and, where am I going.’ The last piece is ‘What is the meaning?’ She asked if you are to be involved with a compass, what are the basic assumptions that seem to be prevalent in community services? She added that there are four basic assumptions that she will leave with them. They are: respect, optimism, trust, and intention.

Dr. Seigel concluded this session by likening the Board to the great Sequoia tree: Although they have shallow roots, they stand tall with the support of each other.

Board Governance

Tom English, President
Thomas R. English & Associates

Mr. English stated that performance measurement is part of a planning process that includes the following:

- Contextual analysis - Where are we now
- Mission and goals - Where do we want to go
- Evidence-based strategies - How do we get there
- Specific outcome measures - How do we know when we have arrived

Mr. English indicated that the state has a big inference in what this agency does in reducing crime and that quality of life issues are important. He added that adult and juvenile corrections consume a large part of the state’s budget and elected officials are reelected or fail based on how well the corrections system is running.

Mr. English stated that good performance measures must gauge progress toward achieving goals and, often, a mix of measures is needed to tell the whole story. He continued that different kinds of measures play different roles and agencies must decide how “high up” to go for their key measures. He indicated that administrative measures generally support program measures and that the performance measures must have targets. He added that target setting is based on trend data, comparison and expert opinion and that performance measure data must be accurate and reliable. Without trustworthy data, the system is meaningless.

Mr. English stated that part of the Board’s role and responsibility is to look at the strategies, the mission and the goals of the Department, then monitor how well the Department is doing. He added that data does not get rid of politics, but it does rationalize it.

He stated that the last thing is how well the Board operates together. He indicated that the most important things for a Board member are civility and resisting impugning other people’s motives.

Lois Frank stated that while he has given them the basic tools to use for planning, it is hard to track the Board’s progress because there is so much new business to conduct at each meeting. She wanted to know if there was a grid that they could use for tracking their progress. She added that they have not yet seen the results of the Department’s strategic plan.

Mr. English stated that implementing a strategic plan is a change process and one must be patient for the outcome. He stated that it has to be done while the agency does all of its regular work and the pacing of it is extremely important.

Ericka Davis, Director of the Office of Public Affairs, injected that meetings are currently being conducted. Commissioner Murray is meeting with Regional Administrators and District Directors and their staff, because he wants their input to see where they are interested in the agency going and what their goals are. Once those strategic plans are complete and the Commissioner has reviewed them, he will certainly share them with the Board.

Mr. Boylan asked if the Board should wait to have their goal session until after Commissioner Murray has completed his Strategic Plan. He asked Commissioner when his session will be finished. Commissioner responded that the session should be finished in mid-September or sooner.

Mr. Menefee injected that he thinks the Board should go ahead with their session then match their goals to the Commissioner’s to see if they are similar. Mr. Boylan stated that the commissioner’s goals would give them some direction in setting their goals and that the goals of the Board have to be consistent with Commissioner Murray’s vision.

Mr. Menefee stated that the Department's goals and the enterprise's goals are different, even though they are going in the same direction. He stated that the Board's goal is comprehensive and the Department's goal is more specific.

Mr. English suggested that there is work for the Board to do. He stated that they should decide how to change the way it does business with its current committee structure. He indicated to Commissioner Murray that being released from the MOA will allow some flexibility to focus on other agency concerns that was placed on the back burner.

Lois Frank stated that it would be good to meet. She stated that she believes that they still have a lot of work to do as a Board about how they would like to see their role. She continued that even if the strategic plan isn't finished, they should be ready to approach their session with their own vision, even if the specifics are not exactly alike.

Mr. Boylan asked if everyone was easy with setting the next meeting as a goal setting session and, if so, will plan for an all day affair. He stated that if the Department is not able to hire a mediator, then the school would handle it. He stated that if the school does it, the meeting will have to be held in Milledgeville at his offices. Mr. Boylan then asked if there was anyone who could not make it, that have a conflict. After hearing comments from the Board, he stated that it appear that there is no good or best time for the meeting so they will just set it.

Mr. Boylan asked if there were other questions for Mr. English. There were none. He then asked if there were other concerns the Board wanted to address. Hearing none, he asked for a motion to adjourn.

Mr. Menefee moved that the meeting be adjourned and Elizabeth Lindsey seconded the motion. The motion was carried and the meeting was adjourned.

Major General Peter Boylan, Acting Chair
Board of Juvenile Justice

Albert Murray
Commissioner

Dr. Ed Risler, Acting Secretary
Board of Juvenile Justice