

DOUGLAS J. DRETKE

96 Dahlia Road
Huntsville, TX 77320
Cell (936) 661-9306 • Email: djdretke@shsu.edu

PROFESSIONAL OVERVIEW

Doug Dretke is the Executive Director of the Correctional Management Institute of Texas (CMIT) located within the George J. Beto Criminal Justice Center at Sam Houston State University (SHSU). He has served in his current capacity for the past 12.5 years. CMIT serves training and professional development needs of correctional professionals across the broad spectrum of corrections as well as serves as a resource for research needs and technical assistance. CMIT serves as secretariat to a number of correctional professional associations and facilitates international exchanges and training with correctional agencies abroad.

Prior to CMIT, Doug served 26 years with the Texas Department of Criminal Justice (TDCJ) beginning as a correctional officer and advancing through the ranks throughout his career. He served as a Senior Warden at two different facilities before his appointment as Regional Director, Deputy Director and finally Director of the Correctional Institutions Division (prison division). He retired from TDCJ in July 2006 to become Director of CMIT.

He received a B.S. in Criminology and Corrections from SHSU and a Masters of Public Administration (with a concentration in criminal justice) from Texas A&M, Corpus Christi.

In addition, Doug serves as an Adjunct Faculty member for the College of Criminal Justice at SHSU teaching Correctional Systems and Practices. He is active both in his state of Texas and nationally training and presenting on correctional issues, and is very active with a number of professional associations. He is a member of the Advisory Board for Aspire to Win – a Houston, Texas based reentry program.

ACADEMIC BACKGROUND

Masters of Public Administration with a Criminal Justice Concentration, Texas A&M University, Corpus Christi, TX 2001

Bachelors of Science, Criminology and Corrections, Sam Houston State University, Huntsville, TX 1980

PROFESSIONAL EXPERIENCE

Executive Director, Correctional Management Institute of Texas (CMIT) 07/06 - Present
COLLEGE OF CRIMINAL JUSTICE, SAM HOUSTON STATE UNIVERSITY

- Delivers high quality and relevant training, professional development, and technical assistance including:
 - Leadership for Corrections Professionals
 - Emerging Senior Leadership

- Jail Administration and Management Operations (for new Jail Administrators)
 - Newly Elected Sheriffs – Jail Operations and Management
 - New Chief's Development Program (Juvenile and Adult Probation Directors)
 - Mental Health Certified Jail Officer – Master Trainer
- Facilitates research and program evaluation services for juvenile and adult institutional and community corrections agencies, administers several grants including:
 - Texas Specialty Court Resource Center - funded under a grant from the Criminal Justice Division, Governor's Office of Texas.
 - Network of International Corrections Experts – funded by the U.S. Department of State, International Narcotics and Law Enforcement (INL), as a resource for international initiatives.
- Administers CMIT as it serves as secretariat for numerous criminal justice professional associations including:
 - Texas Corrections Association (affiliate of association of ACA)
 - Texas Jail Association
 - Texas Probation Association
 - Texas Association of Specialty Courts
 - Texas Association of Court Administrators
 - National Association of Probation Executives
 - Association of Paroling Authorities International
- Oversees CMIT as it delivers annually a number of conferences, meetings of agencies and professional organizations, and training initiatives (national and International) including:
 - Wardens Peer Interaction Program
 - National Jail Leadership Command Academy
 - International Executive Leadership Forum (U.S. Department of State, INL)

Adjunct Professor, College of Criminal Justice
SAM HOUSTON STATE UNIVERSITY

01/11 - Present

- Correctional Systems and Practices

Director, Correctional Institutions Division
TEXAS DEPARTMENT OF CRIMINAL JUSTICE

09/03 – 05/06

- Provided direction, supervision, and guidance in strategic operations and planning for over 100 secure facilities including prisons, state jails, private facilities, and support and management
- Established the strategic plan, goals and objectives, develops policy, reviews guidelines, procedures, rules and regulations, establishes priorities, and standards and measurement tools for determining progress in meeting goals
- Coordinated and evaluates program activities, reviews and approves budgets, assigns and supervises the work of others

Positions Prior to 2003:

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|--------------------------------------------------------------------------|---------------|
| • Deputy Director, Institutional Division | 08/01 – 09/03 |
| • Regional Director, Region IV | 11/97 – 08/01 |
| • Senior Warden, Holliday Unit | 02/96 – 10/97 |
| • Senior Warden, Pack Unit | 08/93 – 02/96 |
| • Assistant Warden, Hughes Unit | 09/89 – 07/93 |
| • Assistant Warden, Eastham Unit | 10/85 – 08/89 |
| • Major, Eastham Unit | 09/84 – 09/85 |
| • Security Captain, Coffield Unit | 07/84 – 08/84 |
| • Education Consultant/E&R Supervisor, Jester III Unit and Ellis II Unit | 08/82 – 07/84 |
| • Social Services Counselor, Jester Unit | 08/81 – 07/82 |
| • Correctional Officer, Diagnostic Unit | 07/80 – 07/81 |

PROFESSIONAL ASSOCIATIONS and ACTIVITIES

CURRENT:

- **American Correctional Association**, Chair of Policies and Resolution Committee; Member of Professional Certification Committee (past chair – two terms); Past member of Board of Governors (two terms).
- **American Probation and Parole Association**, Facilitated development of the APPA Leadership Institute.
- **American Jail Association**, Facilitated development of the National Jail Leadership Command Academy and deliver program at CMT
- **North American Association of Wardens and Superintendents**, Board Member; Developed and deliver their Wardens Peer Interaction Program at CMT.
- **International Corrections and Prisons Association**, Member of Training Committee, Board member of ICPA, North American Chapter.
- **Prison Fellowship, Warden Exchange Transformative Leadership Program**, Advisory Board Member
- **Supervision across the World Project**, Advisory Board Member

PAST:

- **Correctional Technology Working Group**, National Institute of Justice, Past member
- **National Law Enforcement and Corrections Technology Center**, Regional Advisory Member
- **Vera Institute of Justice Roundtable**, Cost Benefit Analysis within Criminal Justice, October, 2012, Advisory Board Member, 2010-2012
- **Texas Corrections Association**, Past President; Received the Dr. George J. Beto Hall of Honor Award in 2009 recognizing his significant achievements to the correctional profession.

SPEAKING/PRESENTATIONS/ACTIVITY

- **American Probation and Parole Association, Executive Summit, *Learning from Domestic and International Partners***, Miami, Florida, March, 2019
- **American Corrections Association, *Developing Transformative Leadership***, New Orleans, Louisiana, January, 2019
- **International Corrections and Prison Association**, Moderated Plenary Session: *Transformative Leadership*, Montreal, Canada, October, 2018
- **National Sheriffs Association, *Jail Officer Mental Health Certification Initiative – A Texas Model***, New Orleans, Louisiana, June, 2018
- **Texas Jail association, *Lessons in Leadership, Maximizing Employee Performance***, May, 2018
- **American Corrections Association, “Communicating an Agency’s Code of Ethics to a Multi-Generational Workforce”, and “Going Green = Saving Money and Reducing Recidivism”**, St. Louis, Missouri, August, 2017
- **National Warden’s Exchange Program, “Transformational Leadership”**, San Diego, California, January, 2019; Norfolk, Virginia, April, 2018; Sacramento, California, January, 2018; Denver, Colorado, September 2017; Houston, Texas, April, 2017; Petaluma, California, January, 2017; Minneapolis, Minnesota, September, 2016; Baton Rouge, Louisiana, January, 2016; West Palm Beach Florida, September, 2015; Salinas, California, January 2014

- **National Institute of Justice**, Advisory Panel, “*Workforce Issues in Corrections*”, Washington D.C., March, 2017
- **Statewide Reentry Conference**, Moderated panels on “*Barriers to Employment*” and *Comprehensive approach to Reentry – Counties*”, State Capitol, Austin, Texas, January, 2017
- **International Corrections and Prisons Association**, “*Developing Transformational Leadership: The role of Higher Education – Evidence Based Leadership*”, Bucharest, Romania, October, 2016
- **American Corrections Association**, “*Leadership for Sustainability: Manifesting Systems Change in Corrections*”, Boston, Massachusetts, August, 2016 and San Antonio Texas, January, 2017
- **Statewide Reentry Conference**, Moderated panel on “*New Legislation Impacting Reentry*”, State Capitol, Austin, Texas, January, 2016
- **Shanghai Police College**, “*Evidence Based and Data Driven Decision Making*”, Shanghai, China. November 2015
- **Nebraska Justice Alliance**, “*Changing Correctional Practices– Restrictive Housing*” Omaha, Nebraska, September, 2015
- **Shanghai Police College**, “*American Correctional System*” Shanghai, China, November, 2014
- **American Corrections Association**, “*From Transactional to Transformational Leadership: Paving the way to Developing Organizational Performance.*”, Salt Lake City, Utah, August, 2014
- **American Jail Association**, *Transparent Leadership and the Human Element*, Dallas, Texas, April, 2014
- **American Correctional Association**, “*Correctional Leadership – Developing Leaders, International Corrections – Women in Prison*”, Tampa, Florida, February, 2014,
- **9th Annual Security Conference, Keynote Speaker**, “*The Impact of Management Practices on Safety and Security*”, Cincinnati, Ohio, September, 2013
- **Texas Association of Counties, Executive Leadership Program for Elected Officials**, “*Lessons in Leadership*,” Austin, Texas, February, 2013
- **American Corrections Association**, “*The Impact of On-Line Training in Corrections*,” Houston, Texas, January, 2013
- **Texas Juvenile Justice Summit**, “*The Role Of Leadership Style in Emergency Preparedness*,” Austin, Texas, June, 2012
- **American Corrections Association**, “*Transparent Leadership and the Human Element*,” Denver Colorado, May, 2012, August, 2013
- **Virginia Department of Corrections**, System-wide Wardens and Probation Director’s Conference, “*Our Message, Our Time: Protecting the Public*,” Richmond, Virginia, April, 2012
- **Public Safety Leadership Development Consortium**, *American Jail Association Leadership Competencies Project*, Myrtle Beach, December 2011
- **The Alliance of Universities for Democracy**, “*Embracing the Criminal Justice Profession: Higher Education’s Role in the Administration of Justice – Training the Practitioner*”, Dubrovnik, Croatia, October, 2011
- **Detainee Operations Strategic Leadership Training**, US Army, “*Fundamentals of Confinement Operations*”, July 2007 Leavenworth KS, September 2007 Detroit MI, February 2009 Fort Lewis WA, June 2008 Ashley PA, November 2008 Fort Bragg NC, February 2009 Fort Hood TX, November 2009 Lansing MI, October 2010 Warwick RI, July 2011 Fort Lewis, WA

- **National Institute of Justice 12th Annual Innovative Technologies for Corrections**, *"A New Paradigm for Corrections: Improving Outcomes With Technology While Containing the Risks"*, June 2011
- **Texas Corrections Association**, *"National Perspectives of Evidence Based Practices and Methods – Correctional Programs and Supervision"*, June, 2011
- **Major Texas Police Chiefs Seminar**, *"Correctional System Overview from a State and National Perspective"*, May, 2011
- **North American Association of Wardens and Superintendents**, *"Transforming Leadership Competencies into Public Safety Outcomes"*, April, 2011
- **Texas Probation Association**, *"Evidence Based Leadership"*, April, 2010
- **North American Association of Wardens and Superintendents Conference**, *"Southern Corrections- Changing Practices and Cultures"*, April 2009
- **American Corrections Association**, *"Making Corrections a Career Magnet to the New Generation"*, August 2009
- **American Parole and Probation Association Leadership Institute**, *"Systems Thinking and Responding to External Stakeholders in Community Corrections"*, July 2007
- **IV Polish Penitentiary Congress**, Central Board of Prison Services and the Central Center of Training of Prison Services in Kalisz, Poland, Speaker, *"Private Prisons: Promises and Perils,"* November 2006
- **Correctional Security Conference**, U. S. Department of Justice, National Institute of Corrections, Keynote Presentation and Conduct Training Workshop, *"Correctional Security Procedures – Lessons Learned"*, September 2006
- **Opening up a Close World, What Constitutes Effective Prison Oversight**, Lyndon B Johnson School of Public Affairs, University of Texas, *"Contract Monitoring of Private Prisons,"* April 2006.
- **Prison Rape Elimination Act (PREA)**, Regional Workshop, panel discussion of *"Leadership Response to PREA,"* December 2004
- **National Institute of Corrections (NIC)**, Panelist/Presenter, Satellite/Internet Broadcast, *"How the Prison Rape Elimination Act Affects You,"* July 2004
- **National Institute of Corrections (NIC)**, Technical Assistance, to Illinois Department of Corrections, to provide training on *"The Anatomy of an Escape"* (issues surrounding the escape that occurred at the Connally Facility, March 2004).
- **American Correctional Association (ACA)**, Speaker, *"Managing the Effect of Executions on Staff,"* January 2004
- **National Institute of Corrections (NIC)**, Technical Assistance to Maryland and Delaware Departments of Corrections, to provide training on *"The Anatomy of an Escape"* (issues surrounding the escape that occurred at the Connally Facility, March 2004).
- **National Institute of Corrections (NIC)**, Technical Assistance to Ohio Department of Rehabilitation and Corrections, to provide training on *"The Anatomy of an Escape"* (issues surrounding the escape that occurred at the Connally Facility, March 2004).

PUBLICATIONS

- Wrote cover review for **Preventing Riots and Managing Riots and Disturbances**, by Meg and Russ Savage, 2014
- Co-authored article, **The Role of Leadership Style in Emergency Preparedness**, *Corrections Today*, October 2011
- Editorial, **Our Next Generation**, *American Jails*, May/June 2011
- Wrote cover review for **The Myth of Prison Rape**, by Mark S. Fleisher and Jessie L. Krienert, May 2009
- Wrote forward for **On Duty, Purpose and Practice in Christian Correctional Chaplaincy** by Donald Kaspar, 2006
- Advisory Review, **Guidelines for the Development of a Security Program**, Third Addition, ACA Publications

TRAINING PROGRAMS

- **National Institute of Corrections**, Planning Committee, Executive Training for Deputy Directors, 2002, 2003 and 2004
- **Governor's Executive Development Program**, 2002
- **National Conference** on "Sentencing and Managing Violent Offenders," 1999
- **National Institute of Corrections Academy**, Training Seminar, "Staff Sexual Misconduct with Inmates," 1998
- **Huntsville Leadership Institute**, 1997,
- **Quality Prison Management Through Warden Interaction**, Facilitator, May and October, 1997 (Warden's Peer Training), Attendant, Sam Houston State University, 1996
- **National Major Gang Task Force**, "Gang Instruction," 1996
- **Correctional Management Institute of Texas**, "Drugs and Criminal Justice Research Project of the United Nations International Drug Control Program," Sam Houston State University, 1995
- **Governor's Center for Management**, Senior Management Development Program, 1995