

Police Forum

Volume 24 Number 2

December 2014

From the Editor

Hello everyone. Merry Christmas and Happy Holidays. I want to get this new edition of the *Police Forum* out before turning my gaze to last minute shopping and figuring out which credit cards should carry balances for purchases long after my kids have use for anything we buy them.

It has been a sad year for the Police Section given that we lost our President, Charles Johnson, to cancer this past summer. Charles was absolutely dedicated to advancing the Police Section, as well as policing education and scholarship. He also had a passion for his students and their success. Charles will certainly be missed by those of us who were blessed to know him.

Our feature article in this edition of the *Police Forum* is a piece by Dr. Alice Elizabeth Perry of Westfield State University in Massachusetts. This is a terrific qualitative piece which explores police leadership and police leadership training through in-depth interviews with high-ranking law enforcement executives in Massachusetts. The article is timely given that in recent weeks and months, the importance of effective police leadership has been on display in the news in light of several high-profile use-of-force cases which have garnered public attention and galvanized activists.

As always, I hope you enjoy this edition of the *Police Forum*. Please consider submitting an article, essay, book review, or other informative piece for publication in the *Police Forum*. Contributor guidelines can be found in latter pages of this edition.

Jeff Bumgarner
Editor, *Police Forum*

PERSPECTIVES ON LEADERSHIP: MASSACHUSETTS LAW ENFORCEMENT
EXECUTIVES ADDRESS LEADERSHP TRAINING

Alice Elizabeth Perry, J.D., Ph.D.

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Leadership and how we train new law enforcement leaders is profoundly important when examining bureaucratic function, and critical in times of economic upheaval, proposed innovation and policy implementation. Presently, the economic woes facing the United States demand that fiscal resources spent on police agencies reap the most benefit for the communities they serve.

We are currently in the problem-solving or preventive policing era in this country; it also includes community policing in its myriad forms. It has been a dramatic shift from traditional reactive policing used by police departments. The problem-solving approach requires police to consider problem solving as a primary goal, rather than simply reacting to situations after they have occurred. Law enforcement leaders must possess critical thinking skills, flexibility in problem solving and confidence that their subordinates have been schooled in leadership, ethics and integrity training.

This research is a follow-up to the quantitative research that consisted of a survey of Massachusetts's police chiefs and their attitudes, among other issues, as to when leadership training should begin. The majority of respondents in that survey believed that leadership training should begin in the police academy.¹

This qualitative research consists of in-depth interviews with police leaders in a variety of Massachusetts law enforcement organizations; it was the author's intent to interview leaders from diverse backgrounds. Each police leader offered their opinion relative to the education and training they received on leadership. All of the police luminaries interviewed believed that leadership, ethics and integrity training should begin in the police academy. The interviews conclude with the police executives' suggestions on how to improve police leadership training.

The four interviewees are: Former Boston Police Commissioner Edward Davis, United States Marshal John Gibbons, Colonel (ret.) Marian J. McGovern and Dr. Patricia Murphy.

The issue of police leadership is of paramount importance for a variety of reasons; chief among those is the global world in which we live with its varied cultures and diverse attitudes.

¹ Perry, A. E. (2010). *Continued utility of civil service for the chief's position*. *The Police Chief*, August 2010, pp. 106-110.

We must cultivate leaders who have a global view buttressed by an ethical foundation that promotes efficacy in the delivery of police services, yet is steeped in respect for community members. Additionally, in this era of technological advancement and instantaneous communication, law enforcement leaders must be adept at the use of technology and must be prepared to answer a crisis with alacrity and impeccable communication skills.

Former Commissioner Edward Davis Boston Police Department

On April 15, 2013 two pressure cooker bombs exploded near the Boston Marathon's finish line; sadly, people died as a result of the bombing and hundreds were injured. A beautiful spring day and the annual Boston Marathon were eclipsed by the horror of the event. Former Boston Police Commissioner Edward Davis appeared on television repeatedly to explain the situation to Boston citizens and the nation's viewers. Davis was unflappable in his delivery as the situation unfolded. He calmed the cities citizens and mobilized the Boston police department's resources to deal with this tragedy. One can only marvel at his composure at a time when he must have been under enormous stress and pressure to solve the crime. The nation witnessed a leader in action. Davis stepped down as the Boston Police department commissioner in the fall of 2013. He is "currently on a fellowship at the Institute of Politics at Harvard, and he also recently announced he will be a security analyst for WBZ-TV."² Davis will be a board member with Mark43, a tech startup that will assist law enforcement agencies with software that will give them profiles of suspects and gang activity.³

In 2006, Edward Davis was named the Boston Police department's 40th police commissioner. Davis was born and raised in Lowell, Massachusetts. He began his law enforcement career in the Lowell Police department where he worked as a patrol officer, detective, and investigated narcotics and organized crime. He became police superintendent of the Lowell Police department in 1994.

Our interview takes place in a conference room in the Boston Police department when Davis was still the Boston Police department's police commissioner. Edward Davis is an imposing figure with a pleasant countenance but his demeanor and answers demonstrate a shrewd intellect. He explains that he spent ten years in the Lowell Police department running the Narcotics and Organized Crime division and during this time his leadership style was autocratic; he learned the style from his superiors. He believed that over time his management style had evolved into a democratic style of management. He attended a three-week leadership seminar at the Kennedy School of Government and was evaluated by his peers as to his management style. The results were tallied and he learned that his peers concluded that his management style was autocratic; he was genuinely taken aback, having concluded that he had evolved into a democratic leader. Davis, thus chagrined, undertook a period of self-study about leadership style and management. He also attended a number of leadership seminars. He is well versed in

² "Davis to join tech startup fighting crime," Boston Globe by Michael B. Farrell, February 27, 2014, p. B7, B11.

³ Ibid., p. B7.

leading management theories and favors the book *The five pillars of total quality management* by Bill Creech.⁴

Creech was a four-star general whose book on management was well received; many corporations adopted his management principles. Creech wrote that, “Leadership is needed more than ever. As knowledge and attendant complexity grows, the more important, not less important, core values become. Also, complexity calls for even more efficient operation of the human system in every organization, regardless of type. And we know, from countless cases, that the human system does not work harmoniously or efficiently without enlightened, involved leadership – at all levels – that can pull the various disciplines together into an integrated product effort.”⁵

Davis, believes, as Creech wrote, “... leaders build commitment through policies that increase motivation and decrease alienation. And leaders constantly probe for evidence of each. That requires involvement and sensitivity. It also requires trust, openness, and unfettered communication – not aloof, Olympian managerial detachment, as is so common in centralized organizations.”⁶

Edward Davis, a proponent of problem-solving/community policing understands the difficulty in effectively using this model in police departments because police departments are centralized organizations. Problem-solving policing and community policing does require a decentralization of the law enforcement organization. The model envisions decision making by the officers and their supervisors out at their location whether that be a neighborhood police station or a storefront out in the community where the community policing team is located. This decentralization, it has been suggested, must include, and police executives must be responsive to, participatory management. Involvement in creating and implementing programs by the rank and file, as well as management will result not only in a cooperative, and knowledgeable department, but in one that is engaged.”⁷

Davis was in charge of the Lowell Police Department when he put Creech’s ideas into action with his outreach to Cambodian immigrants. Lowell, Massachusetts had a large manufacturing base before the factories closed. The population of similar mill towns suffered as a result of the loss of manufacturing jobs but Lowell’s did not. During the 1980’s and 1990’s, the population in the city grew and was twenty percent more populated than it had been in 1980.⁸ Most of the new population consisted of immigrants from all over the world, including Latin America, Asia and Africa.⁹

⁴ Creech, B. (1994). *The five pillars of total quality management*. New York: Truman Talley Books/Dutton.

⁵ Ibid., p. 329.

⁶ Ibid., p. 304.

⁷ Kelling, G. L. and Moore, M. H. (1988). The evolving strategy of policing. National Institute of Justice, Perspectives on Policing, vol. 4. In Kappeler, V. E. (Ed.) (1995). *The police and society*. Prospect Heights, IL: Waveland Press.

⁸ Ibid., p. 41.

⁹ Ibid., p. 42.

The influx of the diverse citizenry led to flare ups and tensions between the new immigrants and the police force. In 2000, there were cries of racial profiling and police superintendent Davis set out to address these concerns. The police department created a series of facilitated discussions with a group of representatives from each of the cities ethnic populations; this group was named the Lowell Race Relations Council.¹⁰

The biggest challenge to the police department was its relationship with the Cambodian community. After these Cambodian immigrants' experience with Pol Pot's Khmer Rouge genocide during the 1970's, they were understandably wary of the police. The group addressed such issues as cultural differences, gangs and traffic stops. "The council set itself five goals: education, communication, understanding, community unification, and generation of recommendations for the police department, all of which it continues to pursue at its monthly meetings and through follow-up with police and public officials."¹¹

The police department and the council focused on the mutual education of each other. One council meeting featured an immigrant from Cameroon and a police officer acting out a traffic stop. The simulation revealed some potentially dangerous misunderstandings, for example, approaching the officer instead of remaining in the car when stopped. Council members were shown police training videos so that they could appreciate the concerns officers had during traffic stops. It was a success for the police leader's constituents. Everyone benefited. The United States Department of Justice awarded the Lowell police department grants that have allowed members of the department to train police departments around the country.¹²

Davis brought this concept of community outreach with him when he became commissioner of the Boston Police department. "The decentralization that has accompanied the movement to community policing in some cities has had the additional benefit of giving potential future chiefs on-the-job training as the commander of a full-service area or district station. In some departments, these local commanders have the responsibility for managing personnel, making assignments, dealing with media inquiries, and being responsible for crime."¹³

Davis believes that officers must get out of their cars and talk to people. "This is critical, says Davis, because we are only as good as the people we know and the depth of our relationship with the people in the community. More importantly, regarding problem-solving policing, if the officer on the street can identify the problems before they become crimes, we have accomplished our goal." Commissioner Davis, in addressing the importance of problem-solving policing expressed his frustration with the 'no-snitch' creed of the street, and says that the most troubling aspect is that members of the community have bought into that mentality.

¹⁰ Ibid., p. 42.

¹¹ Ibid., p. 43.

¹² Ibid., p. 44.

¹³ Wexler, C., Wycoff, M. and Fischer, C. (2007). *Good to great policing: Application of business management principles in the public sector*. U.S. Department of Justice Office of Community Oriented Policing Services. Washington, D.C.: Police Executive Research Forum, p. 19.

This 'no-snitch' attitude frustrates law enforcement in the investigation of tragic homicides and violent crime. In an effort to combat that street code, he had stressed, to his department members and in the media, the importance of establishing trusting relationships with community members so that those with information can come forward without fear. He set up ways so that those looking to cooperate with the police could do so anonymously. He also partnered with the Boston District Attorney Daniel F. Conley in the establishment of a witness protection program.

Davis is earnest in his explanation of the importance of line level police officers making important decisions on the street. "This is not the military where sergeants are directing a platoon, the police officer is getting out of the car and they are making strategic and ethical decisions every day." He believes that the police academy should include leadership, ethics and integrity training. He believes that police academy training needs to lessen its military style of drilling and education and move to a balance between paramilitary training and team building.

Davis suggests that leadership training should include an explanation of transactional and transformational leadership style. "Management expert Bernard Bass, explains Davis, has written extensively on the transformational leader." Bass felt that transformational leadership could be learned and should be taught. Commissioner Davis believes in the combination of skills, both transactional and transformational. He believes that these management theories should be understood and mastered by leaders. "The goal, Davis posits, is to progress from the transactional style of leadership into a transformational leader."

"Transactional leaders are those who lead through social exchange...[t]ransactional business leaders offer financial rewards for productivity or deny rewards for lack of productivity. Transformational leaders, on the other hand, are those who stimulate and inspire followers to both achieve extraordinary outcomes, and, in the process, develop their own leadership capacity. Transformational leaders help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization. More evidence has accumulated to demonstrate that transformational leadership can move followers to exceed expected performance, as well as lead to high levels of follower satisfaction and commitment to the group and the organization."¹⁴

Davis, if he had to design a curriculum for leadership and ethics training, would limit the number of lectures and would emphasize collaborative learning. He advocates role-playing and the use of case studies. He believes that the use of case studies is one of the best methods to teach leadership and ethics skills. He believes that mentoring in police departments is difficult but essential. He is an advocate of the International Chiefs of Police mentoring program whereby seasoned police chiefs mentor new chiefs. He is adamant that there must be a bridge between research and the practitioner.

¹⁴ Deluga, R. J. and Souza, J. (1991). The effect of transformational and transactional leadership style on the influencing behavior of subordinate police officers. *Journal of Occupational Psychology*, 64, pp. 49-55.

Who was an inspirational leader to him? Janet Reno, the former United States Attorney General. He believes that Ms. Reno was an example of a team builder that Jim Collins' writes about in his bestseller *Good to great*.¹⁵ Her success, Davis opines, is because she was able to transfer her street level skills to the Attorney General's office. "Reno, Davis explains, was an inspiration because she had no ego and was constantly giving praise to her employees and developed a fierce loyalty from her staff. She also gave credit to others and was extremely intelligent."

Commissioner Davis in his role as Boston Police commissioner spent more than half his time as a police executive meeting with community groups and the media. In an effort to stay close to his staff, he was a believer in vertical staff meetings. Those meetings kept him up to date, he explained and infused his democratic style with new ideas and suggestions. His advice to new leaders is to stay abreast of new management theories, encourage input from subordinates and self-review your style. Davis concludes, "Leadership is about intellectual growth and being aware of the research being conducted around the world."

Dr. Patricia Murphy
Superintendent, Western Massachusetts Regional Women's Correctional Center

The entrance to the Women's Correctional Center in western Massachusetts is beautifully landscaped, and the squat brick building is hardly imposing. Dr. Patricia Murphy, the superintendent, meets me in the pristine lobby with a welcoming smile and a firm handshake. The only evidence that this is a correctional facility, and not the lobby of a business, is the correctional guard behind the reception desk.

Dr. Murphy's office, a short distance from the lobby, is brightly painted and laden with books and binders; she is a petite blonde with a reassuring yet resolute manner. Dr. Murphy tells me that she did not plan a career in law enforcement. She graduated with a bachelor's degree in education in the 1970's when there were no teaching jobs. She landed a position teaching for the Department of Youth Services in Massachusetts; this was a locked facility for youthful offenders. Her interest piqued, she returned to school for another Master's degree in special education. "I have always loved school," she laughingly comments.

In 1985, a new school, the Robert F. Kennedy (Action Corp.) School opened and needed a principal. The goal of principal had never occurred to her, but when the opportunity presented itself, she jumped on it. This school was a maximum-security treatment center. The school was one of many treatment centers, part of the non-profit organization started after the assassination of Senator Robert F. Kennedy. It used the behavioral management model and from the incipient stage, according to Dr. Murphy, it did two things right – it was well organized and it hired the right people from the day the doors opened.

¹⁵ Collins, J. (2001). *Good to great*. New York, NY: Harper Collins Publishers.

Dr. Murphy describes her ten years at the school with wistful nostalgia, citing the commitment to make a difference the glue that bound the staff together; it was a tribute to the legacy of Robert F. Kennedy that inspired the staff.

In her position as principal, she was part of a team: with a clinical director and two program directors, under the leadership of a campus director. The school housed fifty-five of the most high-risk DYS kids, they had severe behavior problems and many had committed heinous crimes. At thirty-three years of age, Patricia Murphy, principal at this program began to make leadership decisions. She hired numerous teachers over the years and intuitively realized the importance of mentoring. She immediately commenced weekly staff meetings and tailored specific instruction where she felt her teachers needed it. She introduced orientation training as the first component in the mentoring process. Ms. Murphy, as a fledgling teacher, had had the benefit of mentoring when she started out and introduced programs for her teachers that underscored the importance of mentoring.

It was the training at the RFK School that she brought with her to her successive positions. The allure of more schooling beckoned and she commenced her doctoral work in 1981. Ms. Murphy received her doctorate from the University of Massachusetts; the focus of her study was influenced by Dr. Robert Sinclair, her department chair and Dr. Ralph Tyler of the University of Chicago; her area of expertise is curriculum development.

Dr. Murphy replied to an advertisement for an Assistant Deputy Superintendent for the Western Massachusetts Correctional Alcohol Center. The Center is run by the Hampden County Sheriff's Department in western Massachusetts. She had no contacts in the Sheriff's Department but the position interested her and she applied. She learned valuable leadership lessons from her mentors and believes that an important aspect of leadership is "starting from neutral. I work hard not to make assumptions from first impressions. Everyone gets one free pass on a small issue. You cannot start from a disciplinary perspective. It's important to teach staff to make the best decision for any given situation." Working in high pressure and stressful day-to-day environments, she also learned not to take things personally. Throughout her career she found it critical to take additional classes on leadership and organizational development.

Today, Dr. Murphy is the Superintendent at the Hampden County Sheriff's Women's Correctional Center (WCC) in Chicopee, Massachusetts using a systems approach. "Systems make everything run smoothly and provide consistency. If we, as leaders, provide consistency and continuity to staff, this translates to the work with inmates. Staff become confident in behavior management with the inmates resulting in making the inmates feel safe and 'safe' equals less acting out. In comparison, personality driven leadership only provides a roller coaster of results."

The institution amasses and analyzes data year round as part of the overall operation of the Sheriff's Department. The data and its analysis provide the foundation for the consistency and continuity in evaluation the overall performance of the facility.

Dr. Murphy encourages her staff, particularly the human services staff, to further their education. She has a training coordinator on staff and has a top-notch training program that she is very proud of. In the six years she has been the Superintendent of the Women's Correctional Center she has noted the growth of both middle management and line staff as mentors. When the WCC was being built, the Department hired one hundred and thirty-five new staff and had them undergo five weeks of training which included lengthy review of policy and procedures, security protocol, and gender responsive, trauma-based behavior management. The team spent the weeks training together at a local high school. The staff had two weeks together at the new facility before the inmates moved in. Safety was the number one priority – safety for the correctional officers, the inmates and staff.

Dr. Murphy is a proponent of mentoring. Her advice is to find an internal mentor and if none exists, find an external mentor. She believes that women need to understand their male peers by learning the language of the team - if you must, know your sports analogies she advises. She believes that education and training must be ongoing. Leaders need to be proficient in macro and micro strategies, understand the big picture and be detail-oriented. By all means, leaders must have a sense of humor and use it often.

Dr. Murphy is well versed in management theory but dislikes the use of the business model as the sole model in corrections. John Maxwell, a business guru; has had an influence on the Department; the Department's supervisory staff has watched many of his lectures. They have also been solidly influenced by Dr. Kevin Wright, author of *Excellence in correctional leadership*. He has evaluated the Sheriff's Department twice to assist them in improving their correctional model. She believes, "Jim Collins, the bestselling author of *Good to great* has found the perfect balance between business principles and a human services model." She applauds his tenet that the first step is to get the right people on the bus and then author a mission statement, not the other way around.¹⁶

Dr. Murphy and her staff authored the WCC mission statement after they had hired the transitional team: staff the Sheriff thought most reflected the goals of the Department who could complete all the planning for the opening of the new facility. The core mission statement includes an emphasis on public safety by being firm but fair. The mission statement's central theme is that everyone has an intrinsic dignity and should be treated with compassion; this statement guides the actions of this leader.

Marshal John Gibbons **United States Marshal for Massachusetts**

Marshal John Gibbons was the first African American marshal appointed by President Barack Obama. Marshal Gibbon's first exposure to leadership was as a junior deacon in his church, the Metropolitan Baptist Church in Newark, New Jersey. His father was a deacon and

¹⁶ Jim Collins authored a monograph for social sector leaders. Collins, J. (2005). *Good to great and the social sectors: A monograph to accompany Good to great*. New York, NY: HarperCollins Publishers.

encouraged his son to participate. “Any shyness I had was eradicated as I had to lead the junior members in prayer and singing.” John Gibbons was twelve years old when he started as a junior deacon.

John Gibbon’s first mentor was his father who encouraged him to take a leadership role in the church but also encouraged his athleticism. John’s father was a Newark police detective, his Cub Scout leader and coach for his athletic endeavors. John began running track at age eleven and started on the varsity football team at Southside High school in Newark as a sophomore and became the defensive captain. Gibbons believes that his high school football experience taught him the importance of team building and gave him insight into how a leader can motivate his team.

He learned that he could be a leader, by first, being an example to other team members. Second, he always volunteered for different assignments, third, he tried to be first in the drills, and fourth, the camaraderie of the team was strengthened by group activities like singing together which infused the group with spirit and motivation.

In his senior year in high school, Gibbons went to high school for the first half of the day and then attended Newark College for the rest of the day in the engineering tract. He discovered that though he excelled at math, he found engineering boring. He accepted a position on the football team at American International College and signed up for the pre-law major. In the mid-seventies, the college started a criminal justice program and Mr. Gibbons took a few courses and was hooked. He graduated with a bachelor’s degree and immediately followed up with a Master’s degree in criminal justice.

John Gibbons joined the Massachusetts State police in 1979 and knew that he would be on patrol for the first part of his career. However, his goal to be an investigator materialized at once when he was assigned to the Northampton barracks. He was writing and executing search warrants his first year out. He credits his first two supervisors with providing him with the guidance to grow as an investigator. Because it was a small office, Gibbons relates that, “There was no down time. There was no time for conflicts with other troopers because there was so much that needed to be done and we were a small office.” Gibbons recalls that one of the most important classes in college, Human Relations, taught him the art of active listening. “It was this class that led to my success as an interviewer and investigator.”

By the time he made the rank of sergeant, he was heading a narcotics bureau and authoring twenty search warrants a month. His leadership skills apparent, he was allowed to select the agents he wanted working with him and though he was an administrator he still made it a point to go out on calls with his investigators. During this time, he availed himself of training being offered by the Federal Bureau of Investigation. He attended an eleven-week course administered by the FBI on the management of an investigative unit. He attended schools put on by the Drug Enforcement Administration on interview techniques, drug conspiracy and racketeering cases. He was impressed by the federal seminars because they featured not only national speakers but speakers from around the world. He found diverse viewpoints contributed greatly to his outlook when dealing with criminal cases.

Gibbons' talents did not go unnoticed. He was awarded the Hampden County District Attorney's Law Enforcement Officer of the Year in 1995. He served as a supervisor of both federal and state gang and drug task forces. He graduated from the FBI National Academy 199th session, the DEA National Academy and the National Fire Academy. In 2006, he served as a committee member on the Newark, New Jersey Mayor Elect Cory Booker's Gang, Drugs and Violent Crime Policy Committee. In 2009, he served as President of the National Organization of Black Law Enforcement (NOBLE) Executives New England chapter.

John Gibbons sought out leadership opportunities through the National Organization of Black Law Enforcement. He embarked on a two-year leadership training program provided by NOBLE that was steeped in business management theory. Marshal Gibbons was a fast study and endorses business management principles; he believes that members of law enforcement should have more exposure to business courses and management theory.

Marshal Gibbons is enthused about the training he received through NOBLE. "It truly was invaluable," he says. Patrick Oliver, the former chief of police in Cleveland, ran the two-year Chief Executive Officer Mentoring program; the classes were held at Cedarville University in Ohio. There were only seven individuals in the program and all held high-ranking positions in their respective police departments; Gibbons was a Detective/Lieutenant with the Massachusetts State police at the time of the training.

"We were all assigned a mentor who worked with us over the course of the two year program. The lectures were terrific and we learned from the leader's stories. Because the program was small we were able to sit and really talk to one another and air our concerns; this was invaluable. In fact, when we started the program, one of the participants had just been promoted to chief so he told us about the first ninety days on the job and what was involved; those discussions were excellent."

John Gibbons was paired with Henry Whitehorn, who at the time, was colonel of the Louisiana State police. "His tutelage was motivating and inspiring. He had me accompany him to the Louisiana State House because he was involved in budget hearings; what a learning experience. He also had me sit in on executive meetings with his staff which was an education in and of itself. He was my mentor, he took that role seriously, and we became great friends."

When asked how he had grown or changed as a result of this mentoring program, John responded, "The NOBLE training opened my perspective on leadership because I was exposed to myriad leadership styles. I also heard from leaders from around the country and the various issues they were grappling with and this indisputably broadened my horizons. As far as practical application, it was serendipity that one of my fellow students had just been appointed chief because he explained to us "how to meet your staff." I took those lessons and applied them myself when I was appointed as the marshal for Massachusetts. I am responsible for four courthouses – two in Boston, one in Worcester and one in Springfield. I took the lessons learned from my NOBLE peers and incorporated them when I met my staff."

Some of his favorite courses were “Managing by Walking Around” which was taught by Patrick Oliver and “Taking Command” which was taught by retired General Frank Taylor. The first course encouraged those going into management positions to get out of their office and talk to their staff on a daily basis. This practice of ‘managing by walking around’ is highly successful in building relationships. As Gibbons points out, “If you stay in your office behind your desk, you don’t know your people and what’s going on.”

Gibbons defines himself as an inclusive leader and makes a conscious effort to talk to all of his staff on a daily basis. He lists the attributes of a good leader: flexibility, being able to communicate effectively, and being able to lead by example; this includes an indefatigable work ethic. Gibbons goes on to explain that in law enforcement, where there is often a crisis followed by another crisis, leaders must be able to multitask. This ability to multitask must include being able to assess and prioritize efficaciously. In law enforcement, since much of it is predicated on responding to a crisis, a leader must be able to sustain the momentum and this means staying in top physical shape.

“If I were to design a leadership curriculum, I would include courses on Interviewing, Management Principles, Management by Walking Around, Budgeting, and Ethics. One of the most practical courses taught at the NOBLE training program was interview skills. “As you climb up the management ladder, interview skills become exceedingly important because you are competing with a small group of ably qualified candidates and you have to stand out. The training I received at NOBLE, especially Patrick Oliver’s expertise, gave me the extra I needed in my interviews over the last couple of years.”

“I believe that leadership training should begin in the academy. We must prepare the new members of law enforcement for their future and their future leadership opportunities. We must get them thinking about leadership from the beginning of their career.”

“The leadership books I would recommend, and both are by James Maxwell, are *The question behind the question: Practicing personal accountability at work and in life* and *Developing the leader within you.*”

What is his advice for future leaders? “Get in a position and do your best. Learn as much as you can and keep yourself open to all facets of the job by taking advantage of all training and further educational opportunities. “This job is all about partnerships and collaboration and cooperation but you can’t have teamwork without communication. Ignore those ego-imposed territorial boundaries and reach across the aisle. I make it my daily mission to introduce local law enforcement to state law enforcement and local and state to federal law enforcement. This practice has resulted in relationships around the country and has allowed me to solve crimes that might not have otherwise been solved. Communication and collaboration carry the day.”

Colonel (ret.) Marian J. McGovern
Massachusetts State Police

What an honor and what an achievement – Marian J. McGovern was the first female to lead the 144-year-old Massachusetts State Police; the oldest statewide law enforcement agency in the United States. Ms. McGovern was sworn in to head the police agency in January 2010. She retired in July 2012. When asked if it was difficult to be a female in the Massachusetts State police, she answered without hesitation and emphatically, “Yes! But it is not insurmountable.”

Marian McGovern had never had any plans to join the state police. She was working as a small claims clerk in district court and the state police officers who came in encouraged her to take the civil service test. Recounting her time at the state police academy she says, “I didn’t know what hit me.” She fell in love with the job at the academy and remembers driving her cruiser home and taking it out for repeated drives because she was so thrilled to be riding in it. In 1979 she was one of nine women at the Massachusetts state police academy; today there are more than 170 women on the 2,250 member force.

McGovern started as a road trooper and ultimately moved up the ranks to detective. She spent twenty years in that role investigating some of the most violent crimes, including, child sexual assault, murder, drug trafficking and abduction cases. She began taking promotional exams and received her Master’s degree in criminal justice in 1989 from Westfield State University. During her thirty year career she learned leadership skills from senior officers who mentored her. She recalls being influenced by a few leadership seminars that featured motivational speakers.

She thinks that leadership training should begin in the academy. She is fiercely proud of the Massachusetts State police training academy. She explains that the academy is broken down into three components. The first component is to break down the new recruits. The recruits are purposefully added to see if they can withstand the chaos. Law enforcement is about moving from one crisis to another. The second component is teaching the recruits to respond to drill instructors and to learn to follow orders. The third, and most important component, is to foster team leaders. McGovern explains that this is the most fascinating aspect because it is astounding to see the recruits who are not team players and those that rise to the challenge and become team leaders.

McGovern believes that, “There should be standardized training at all Massachusetts police academies. The Massachusetts State Police training academy goes beyond the standard training. No one wants to be a part of something that is easy, and, no academy is easy, but we are readying them for doing the job they are expected to do, and, do it proficiently. Police officers have to make decisions in split seconds that will affect them, their community, their family and their organization. We have to make sure we are up to the task. We constantly ask, ‘Are we training them the best way possible?’ We need leaders who are not happy with the status quo in training. Crime changes. Now we are dealing with drive-by shootings. I never

saw that when I started so leaders must constantly self-evaluate the training programs and practices.”

She adds, “I believe leadership training should begin at the academy because we need to develop those individuals from the get go. You hope your recruits come in with the philosophy, ‘I am here to serve the community.’ That philosophy is the cornerstone of people who we see are future leaders. People exhibit traits of goodness, and, if they have that as part of their makeup, they make the right decisions for the right reasons. When good people make decisions for the greater good, and not for individual gain, they make the decisions for the right reasons.”

Colonel McGovern taught leadership skills at the Massachusetts State Police academy. When asked about her favorite leadership books, she replies, “There are some great leadership books out there; I have an entire bookcase full of leadership books. I liked Steve Covey’s books, Jack Welch’s books, and the new release, *Lean In*. You need to pick one that matches your style because everyone’s style is different. A book is not going to give you all the tools you need but you take different ideas from each one. I also liked Bill Belichick’s book; the Patriots, as a football team, are a great example in leadership.”

Advice for recruits? “My advice for recruits is gain all the knowledge you can about this business and be passionate.”

Are men and women treated the same? “No, McGovern answers, but we’re close. Women have to do more work, and, as long as you know it, accept it, and do it. Women have shown they can do the job. Both male and female have to understand that law enforcement is involved in the cold, the benign, and the horrific. They are there when a baby is born by the side of the road and when a child is killed in a car crash. Both men and women *must* prove themselves out there. In law enforcement, in general, you must prove to one another that you can back each other up. You must have the physical tools, and mental and emotional abilities, to cope with the situation.”

What is your advice for future leaders? “I would tell them a number of different things. First, we are in the era of intelligence-led policing. We must follow the numbers and use our commonsense. If it wasn’t for analysis, we would not have found Osama bin Laden; the analysts found bin Laden.”

“Second, I endorse the concept of ‘Management by walking around.’ There is a black hole where information doesn’t go up or down. You have to know what is going on. It’s mostly caused by people being overworked. That is why it is critical to get out of your office and go talk to the rank and file and find out what they’re thinking. I found out that the mace holders were falling apart and the troopers were taping them together. I never would have known that but for the fact that I made it a point to talk to the troopers. This was a daily irritant for them and a big deal to them in their daily activities. By spending time with the front line, you find out their needs. Follow through with answers and solutions. If you don’t, you lose your credibility. Follow up is so very important. If you don’t really listen, don’t ask the questions.”

“Third, I never thought I would run the greatest law enforcement agency. The new ones coming up need to take the job, one assignment at a time. If you start the job looking to be the colonel, you miss everything along the way. Every role I took on, my goal was to be the best I could be every day, that is what propelled me into leadership roles. I was a team player and I earned respect. You can be a great test taker, but if you are not a team player, if you don’t get your hands dirty, you will never garner respect and, as a leader, you are not going anywhere. I was always ready to take on any assignment and that has come back to reward me because people knew they could count on me. I was first in the office and the last to leave.”

“Lastly, emulate those leaders you look up to and respect and understand what they do differently. Ask yourself – why do I like working for this sergeant but not that sergeant? Does he or she know the law? Does he or she listen? We all know bosses we would work with 24/7. If you are in a position of power, and you have a reputation as someone who never worked, you will never have respect. Do as I say, not do as I do, will never carry the day. There is no greater feeling than seeing your subordinates listen to you as a leader, not because you are the leader, but because they respect and trust you.”

Conclusion

Police executives and policy-makers continue to grapple with how best to lead policing agencies into the 21st century. When should police organizations begin the development of prospective leaders? This is an issue that is currently fodder for debate and suggestion. In many states, police academy training is not standardized. Some members of law enforcement are sent to rigorous police academies that cover an extensive legal curriculum, ethics training, and have tough physical fitness requirements; other police academies are mediocre at best. We must continue to evaluate our training for prospective criminal justice leaders. The safety of the public demands that our resources be utilized so that law enforcement resources stay abreast of technology, best management and leadership practices; leadership training should begin in the police academy.

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Call for Papers, Authors, Applicants?

If you are working on a project and need authors for book chapters or encyclopedia entries, let us know. We'll include that call in the *Police Forum* for free.

Or, if you are hosting a conference or seminar and need participants, let us know that too. We'll be happy to help spread the word. For free.

Or, if you have a job opportunity—particularly of interest to those teaching or researching in areas related to policing—we'd love to help you announce that position...and yes, we'll do it **for free!**

Send any announcements that you would like to have included in the next issue of the *Police Forum* to Jeff Bumgarner at...
jeffrey.bumgarner@ndsu.edu

ARE YOU AN ACJS LIFETIME MEMBER?

Please remember that you still must pay the Police Section dues annually to remain a member of the Police Section. Membership is \$37 per year and includes a subscription to *Police Quarterly*. Payment of dues is made to ACJS. Thanks!!!

Submission Guidelines for the *Police Forum*

Format Criteria

The format criteria for all submissions are as follows: reasonable length (less than 30 pages), double-spaced, and in a font similar to 12 pt Times New Roman. All submissions should be in Word format. All charts, graphs, pictures, etc. must be one page or smaller and contained within standard margins. Please attach these at the end of the submission as appendices. Due to formatting limitations all appendices must be in a Word, Excel or similar format - PDF's cannot be used.

Feature Articles

Feature Articles can be quantitative or qualitative. Tables, figures and charts should be kept to a minimum and should be inserted at the end of the document with an appropriate reference to placement location within the text. The page limits are flexible, however the editors reserve the right to edit excessively long manuscripts.

Practitioners Corner

Articles written from the perspective of persons currently or formerly working in the field, expressing personal observations or experiences concerning a particular area or issue. Page limits are flexible, however long articles may be edited for length.

Academic Pontification

Articles for this area should focus on making an argument, presenting a line of thought, or formulating a new conceptual idea in policing.

Point/Counterpoint

Authors are encouraged to work with another person to develop a point/counterpoint piece. The initial argument should be between 2 and 5 pages. The initial argument should contain roughly 3 to 5 main points. Following exchange of

Submission Guidelines – cont.

articles between debating authors, a 1 to 3-page rejoinder/ rebuttal will be submitted.

Research Notes

Research notes should describe a work in progress, a thumbnail outline of a research project, a conceptual methodological piece, or any other article relating to research methods or research findings in policing.

Reviews

Book reviews on any work relating to policing. Reviews of Internet sites or subjects concerning policing on the Internet are also welcome.

Policing in the News

News items of interest to the police section are welcomed in any form.

Legal News in Policing

Reviews of court cases, legal issues, lawsuits, and legal liability in policing are welcomed submissions.

Letters to the Editor

Questions, comments or suggestions pertaining to a given Criminal Justice topic, article or research.

This Date in History

Submissions on prior hot topics, research or research methods in Criminal Justice from the past.

Submission Guidelines – cont.

Good News

Submissions relating to professional and personal good news for our members - promotions, new jobs, marriages, etc.

How to Submit

Submissions may be made electronically by sending copy in a Word format to jeffrey.bumgarner@ndsu.edu or by sending a copy on CD or memory stick to Jeff Bumgarner, Editor, Police Forum, Dept of Criminal Justice and Political Science, NDSU Dept 2315, PO Box 6050, Fargo ND 58108. CDs or sticks can be returned if requested.

Disclaimer

The editor(s) of this publication reserve the right to edit any submissions for length, clarity or other issues.

OPEN LETTER TO POLICE SECTION MEMBERS

RE: INVITATION TO JOIN THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP)

Dear Academic Colleague:

The IACP is the oldest and largest law enforcement leadership organization in the world. Under our banner of ‘Serving the Leaders of Today, Developing the Leaders of Tomorrow’ we seek to create dynamic and innovative leadership in federal, state, tribal and local law enforcement across the country.

One way we are achieving this goal is through a strong partnership between law enforcement and academic researchers in U.S. colleges and universities. Our *Research Advisory Committee* (RAC) serves as a model of academic/practitioner partnerships, with equal representation of both disciplines among the 30 appointed members.

As the Co-Chairs of the RAC, we write to invite you to become a member of the IACP. We strongly believe that joining IACP can be of great assistance to you as you achieve your academic mission. Here are just a few examples of the products and services IACP can provide:

Cutting edge, evidenced-based, policing and justice system policy publications to enhance you and your students’ awareness of emerging issues and the police leadership role

Our monthly *Police Chief Magazine* that highlights innovative police practices and ground-breaking police/academic research results

Opportunities within our Student Internship Program, offering 12-week internships to both undergraduate and graduate students in the justice and/or law enforcement field

Advice and support to you, those that teach in your department and your students as they design and carry out thesis or dissertation-level research in justice and law enforcement

Direct linkage to over 22,000 federal, state, tribal and local law enforcement leaders (IACP members) to help you in your work, and to help you guide students considering careers in law enforcement

Membership in the IACP is only \$125.00 per year and it entitles you to a broad spectrum of information and services well beyond the few examples listed here. If you would like to become

a member, we'd be pleased to be sponsors for your application. A copy of that application is attached here with our IACP membership numbers already included. And if before joining you have questions, please contact John Firman, IACP's Director of Research and the staff liaison to our committee.

We hope you'll join us as we work to build a stronger bridge between the academic and practitioner communities that we know will benefit both groups equally and in the end ensure increased public and officer safety to American citizens.

Sincerely,

Ed Davis
Commissioner
Boston Police Department

Laurie Robinson
Professor
George Mason University

Editor's Note: Please contact Laurie Robinson via email at laurieorobinson@gmail.com if you would like join. She will provide you with a sponsor number, which will be needed for the application.

ACJS 52nd Annual Meeting

“Broadening the Horizon of the Criminal Justice Sciences: Looking Outward Rather Than Inward”

March 3-7, 2015

2015 Hotel Accommodations

Caribe Royale All-Suite Hotel and Convention Center

8101 World Center Drive
Orlando, FL 32821
407-238-8000

This hotel is an all-suite property. There is no concierge level upgrade available. The hotel group per night rate for the 2015 ACJS Annual Meeting will be:

Single Occupancy	\$159.00
Double Occupancy	\$159.00
Triple Occupancy	\$174.00
Quad Occupancy	\$189.00

Upgrade to King Deluxe Suite Additional \$20 per night

Two-Bedroom Villa \$259.00

The above occupancy rates are available only until February 11, 2015, subject to available space in the ACJS room block. The room fees and taxes total approximately 12.5% in addition to the rates listed above. Note also that room rates will include complimentary in-suite internet, complimentary access to the Fitness Center, no resort fees, and complimentary self-parking.

It is preferred that you reserve your hotel accommodations through the online reservation system, which also provides more detailed information about the hotel. If you choose to call the hotel for reservations, be sure to mention that you are with the ACJS Annual Meeting group.

The online hotel reservation system link is: <https://resweb.passkey.com/go/acjs15>

NOTE: The minutes below are to be considered and approved, with corrections, at the Police Section Business meeting in Orlando, FL during the 2015 ACJS Annual Meeting.

DRAFT

**Minutes
ACJS Police Section General Business Meeting
Philadelphia, PA**

February 21, 2014

Meeting called to order at 1705. Approx. 47 in attendance.

1. Approval of 2013 General Business Meeting Minutes.
Motion made and seconded. Approved.

Introductions, new vice-chair, Don DeCarlo (will become chair after Orlando). Jeff Bumgarner stepping down as secretary, Veronyka James taking over as secretary. Stan Shurnock (not in attendance) (term ending, Pat Nelson stepping in as counselor). Mike Buerger executive counselor, Jeff Smith executive counselor.

2. Treasurer's Report

New position: Denise Womer, recruitment & membership, Facebook page and group. Staffed police section table and will staff it in Orlando also. Created a social media presence.

3. Police Forum & Police Quarterly Report

Forum editor, Jeff Bumgarner: *Forum* is a non-peer-reviewed quarterly newsletter publication of the section (use information of members from Cathy Barth to send it out to section members). If can fix returned emails, if members are not getting it, and should be contact Jeff B. The minutes are included in the *Forum*. Suggestions or corrections send to secretary and will be fixed before meeting. There are currently 0 articles in the bank for the forum; challenging to get people to submit articles, pilot studies, reviews, etc. The *Forum* needs submissions for newsletter, might wait to get information and submissions after meeting. Fallen to tri-annually (rather than quarterly) due to lack of submissions, if people know students or others interested let them know to submit to *Forum*. Only reviewed by editor. Faculty students, encourage colleague to submit to *Forum*. Also looking for news items, published books, awards, new positions/promotions, job vacancy announcements (no charge), no cost for announcements.

Police Quarterly: contract still not completely finalized but will be soon. Section members subscription to quarterly issues will be delivered completely online, will happen and will lower costs approx. \$5-7 per subscription. Exec board talked about lowering dues approximately the same amount. Not sure what to do with cost savings, nothing realized until final negotiation completed. Not really decided what to do about savings. Currently largest section, need discussions and votes over next couple years. John Worrall, editor, continues to get inquiries from practitioners from field and has relationship with the population, he doesn't want it to be a journal purely for academics. Editor wants to keep PQ relatable to practitioners and academics; fair amount of desk rejections to keep broad readership appeal.

4. Fiscal Report

There are about 225 members at \$37 a piece, bring in about \$8000 per year, publication costs about \$5000 a year and other costs about \$1000, \$1500 a year. Balance is about \$26,000-\$27,000. Section stayed frugal with ice cream social, largest membership, and has bank account and is maintaining it. If there are any ideas for spending monies suggest to the board. Have ability to move some money.

5. Thank You

Rich Mason, retired law enforcement, teaching with Camden County College, introduced and thanked for bringing students to conference and meeting.

6. Awards

Lucy Hochstein received award for ACJS Police Outstanding Service Award for outstanding service for being police section historian. Just awarded a sabbatical for developing more of the historical perspective of the police section and why it is important and why people should join. May have some papers/presentations in the future. Has been historian since 2003; wants everything related to archives/history of police section.

If there is anything related to the ACJS police section, it would like to be acquired and sent to historian. Contact information for historian is in the *Forum*.

Penny Shtull committee chair for O. W. Wilson Award presented it to Edmund McGarrell (he was nominated by previous award winner). He was nominated due to being director for 13+ years, significant work in publication with drug market intervention, public safe neighborhoods, worked with the Department of Homeland Security, is a great mentor to younger faculty in conservation of criminology, counterfeiting, very diverse areas within law enforcement.

7. New business

There was conversation of doing something for student members (cost reduction for dues?) but you need to be a member of ACJS to be a section member. Will have lifetime membership discussion; never had student fee (always the same \$37 for everyone). Will be working on student fee for discounted rate and receiving membership perks.

Section members can download *Police Forum* on ACJS section page and the current officers and information is there.

Motion to adjourn.
Moved & seconded.
Adjourned at 1735

POLICE SECTION BUDGET REPORT

June 30, 2014

Police Section									
Budget v. Actual Report									
As of June 30, 2014									
	2010-2011	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015
	Approved Budget	Actual	Approved Budget	Actual	Approved Budget	Actual	Approved Budget	Actual	Approved Budget
Revenue									
Membership	\$6,900.00	\$9,361.00	\$6,900.00	\$9,472.00	\$7,400.00	\$9,160.00	\$7,400.00	\$9,088.00	\$7,400.00
Total Revenue	\$6,900.00	\$9,361.00	\$6,900.00	\$9,472.00	\$7,400.00	\$9,160.00	\$7,400.00	\$9,088.00	\$7,400.00
Expenses									
Police Quarterly	\$5,500.00	\$5,962.50	\$5,500.00	\$5,512.50	\$5,000.00	\$5,637.50	\$5,000.00	\$5,845.07	\$5,500.00
Police Forum	\$50.00	\$0.00	\$50.00	\$0.00	\$50.00	\$0.00	\$50.00	\$0.00	\$50.00
Elections	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Plaques	\$200.00	\$0.00	\$200.00	\$0.00	\$250.00	\$242.47	\$250.00	\$77.50	\$250.00
Miscellaneous	\$150.00	\$0.00	\$150.00	\$0.00	\$150.00	\$0.00	\$150.00	\$61.00	\$150.00
Annual Meeting Reception					\$4,600.00	\$3,325.00	\$855.06	\$791.72	\$1,200.00
Total Expenses	\$5,900.00	\$5,962.50	\$5,900.00	\$5,512.50	\$10,050.00	\$9,204.97	\$6,305.06	\$6,775.29	\$7,150.00
Revenues Over Expenses	\$1,000.00	\$3,398.50	\$1,000.00	\$3,959.50	(\$2,650.00)	(\$44.97)	\$1,094.94	\$2,312.71	\$250.00

Carryover From 2009-2010: \$18,837.73
Only 1/2 of the Carryover amount may be used to cover current year expenses.
Carryover from 2010-2011: \$22,236.23
Carryover from 2011-2012: \$26,195.73
Carryover from 2012-2013: \$26,150.76
Carryover from 2013-2014: \$28,463.47

RADFORD UNIVERSITY

Special Purpose Faculty in Criminal Justice (Beginning August 2015)

The Department of Criminal Justice at Radford University invites applications for two special purpose (non-tenure track) faculty positions in Criminal Justice beginning August 2015. Successful candidates will demonstrate potential for or evidence of effective teaching with preparation to teach courses in one or more of the following areas: courts, law, corrections, policing, crime analysis, and/or forensic studies. Interest in teaching online is also desired. The department offers courses on the Radford main campus and at the satellite campus in nearby Roanoke. Teaching duties will include up to four courses at the introductory and/or upper-level within the major. Service within the department is also expected, including a leadership role in student and career advising and experiential learning opportunities. Given the duties of these positions, there are no expectations for research productivity. Master's degree in criminal justice or criminology from regionally accredited institution required. This position also requires 5 years previous criminal justice related professional experience. Qualifications preferred, though not required, include: Ph.D. in criminal justice, criminology, or related fields; college/university teaching experience; experience in and knowledge of Virginia criminal justice community; and supervisory experience in a criminal justice related setting. Review of application materials will begin November 15 and will continue until the position is filled.

Located in southwest Virginia, Radford University is a co-educational, comprehensive, state-supported institution with an emphasis on teaching, focused on life-long learning and excellence in education. Small classes allow faculty opportunities to connect with students in an academic environment that is both challenging and enriching. The Department of Criminal Justice has more than 500 undergraduate majors and a thriving graduate program, including an online certificate program in Crime Analysis. Radford University's Department of Criminal Justice offers one of five graduate programs nationwide to have received certification from the Academy of Criminal Justice Sciences. Additional information about the Department can be found by visiting our website at: <http://www.radford.edu/content/chbs/home/criminal-justice.html>. Additional information about the University and surrounding area can be found at www.radford.edu.

Applicants for the position must provide a letter of application that addresses the candidate's interest in our position and fit with the department, including criminal justice related professional experience, current vita, statement of teaching and learning philosophy specifically focused on career advising and experiential learning, all academic transcripts, and the names, addresses and phone numbers of three references. Applicants should send all materials via email to the search committee chair: **Dr. Jack Call (jcall@radford.edu), Department of Criminal Justice, Radford University, PO Box 6934, Radford, Virginia, 24142; phone: (540) 831-5391, fax: (540) 831-6075.** Radford University is an EO/AA employer committed to diversity. Individuals with disabilities desiring accommodations during the application process should contact the search committee chair. All offers of employment are contingent on completion of a satisfactory background check.



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Police Section

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ISSN - 1061-1517