



photo: Chief Peter King

Dr. Kevin Gilmartin discusses generational factors impacting police department organizational cultures at the 2nd Annual Command Training Series Alumni Training Forum & Reunion.

## INSTITUTE HOSTS THE 2ND ANNUAL COMMAND TRAINING SERIES ALUMNI TRAINING FORUM & REUNION

The New England Association of Chiefs of Police, in support of its strong partnership with the Justice System Training & Research Institute at Roger Williams University, sponsored the recent 2nd Annual Command Training Series Alumni Training Forum & Reunion. As a result of the partnership entered into four years ago, the Institute has become a premier career development training venue for the policing community in New England and beyond. The event provided the chance for graduates of the various Command Training Series courses to return to Rhode Island to continue the intellectual discourse that developed in their respective classrooms and to carry on that exchange with other police administrators, managers, and supervisors.

Held in July 2007 on the University's Bristol campus, the program featured Kevin Gilmartin, Ph.D., a behavioral scientist who specializes in law enforcement related issues and who previously had twenty years of policing experience in the Tucson, Arizona police department. Additionally, he has consulted with and taught at diverse law enforcement agencies throughout the United States and Canada.

Dr. Gilmartin's keynote presentation, "The Leader's Role in Creating a Positive Organizational Culture" was informed by his research and published materials that include "Malcontent

Cops – An Intervention Strategy", "Dealing with Problem/Disgruntled Employees in the Law Enforcement Environment", and "Hypervigilance: A Learned Perceptual Set and Its Consequences on Police Stress". He is the author of *Emotional Survival for Law Enforcement*, "a book that provides guidance to agency heads and senior management as to the tone that must be set in order to increase survivors and decrease victims within their organizations".

Last year's inaugural Alumni Training Forum & Reunion event featured a discussion by Jack Enter, Ph.D., on the topic of "Why Law Enforcement Managers Fail to Make an Impact: An Analysis of Leadership Problems in Law Enforcement Agencies and How Leaders Can Be a Positive Influence". Consistent in both Forums was the theme of developing practical leadership skills through critical thinking and the use of empirical data for problem solving and decision making, hallmarks of the Institute's programming.

A participant in the Forum informed Institute staff that this "was the most useful seminar I've ever attended", while another stated the content was "realistic and relevant to current staffing". There was strong consensus among the alumni and visiting police executives that they will return for next year's Alumni Training Forum & Reunion.

# MAJOR CITY POLICE CHIEF CONFERENCE



photo: Ron Pino

Roy J. Nirschel, Ph.D., President of Roger Williams University welcomes participants at the New England Major City Chiefs Conference held in May 2007 on the University's Bristol campus. Nearly 200 police leaders from throughout the region attended the two-day conference that featured Dr. George Kelling's keynote presentation "Crime Fighting and Community Policing Post September 11th".

A panel discussion related to contemporary policing issues Recruitment, Retention, and Retirement was facilitated by Joan Sweeney, Ph.D. of Strategic Change Consortium. Panelists included (l-r) Colonel Stephen McCartney, Chief of the Warwick Police Department (RI), Ms. Laura Dickerson, Director of Operations – Bureau of Administration & Technology of the Boston Police Department (MA), Sergeant Detective Norman Hill, Commander – Recruit Investigation Unit of the Boston Police Department (MA), and Chief Anthony Silva, Executive Director of the Rhode Island Municipal Police Academy. An earlier panel discussion, "What's Working: Critical Issues and Promising Rewards", that was led by Associate Professor P. Christopher Menton, Ed.D., of the Roger Williams University School of Justice Studies, included panelists Commissioner Edward Davis of the Boston Police Department (MA), Chief Francisco Ortiz of the Hartford Police Department (CT), and Colonel Dean Esserman of the Providence Police Department (RI). Dr. Sweeney, Chief Silva and Colonel Esserman have served as members of the Justice System Training & Research Institute Advisory Board since its inception.



photo: Ron Pino

## Message from the Director

As you can see from this edition of The Institute News, there has been a continuing effort to fulfill the mission of the Institute to provide high quality, academically challenging training to public safety personnel, and to serve as an applied research resource and information provider for the criminal justice community.

In a Return on Investment report published recently by the Bureau of Justice Assistance – United States Department of Justice the successes of the Institute have been recognized. The report noted that "As a result of its outreach and research activities, the Institute is clearly emerging not only as a training center for all of New England, but also as a regional 'think tank' for criminal justice issues. An executive summit on critical issues in law enforcement for New England is currently being planned for 2007. In addition, the Institute's various partnership initiatives are serving as both a model and engine for developing government, academic, and community collaboration."

Highlighted by offering the Command Training Series continuum of courses presented in partnership with the New England Association of Chiefs of Police, and enhanced by uniquely designed conferences, seminars, and workshops such as the 2nd Annual Command Training Series Alumni Training Forum & Reunion, the 6th Annual Women in Law Enforcement Conference, and the New England Major City Police Chiefs Conference the Institute continues to be "The Place" to seek training and education in the region, evidenced by the over 8,000 criminal justice professionals who have participated in recent Institute programs.

I look forward to seeing you at the Institute in the future.

Robert W. McKenna  
Assistant Dean and Director  
Justice System Training & Research Institute

# 6TH ANNUAL WOMEN IN LAW ENFORCEMENT CONFERENCE

*Continues a tradition...*

Over the course of several years, the Women in Law Enforcement Conference has continued to be the setting for frank dialogue of issues, practical suggestions for improvements, and recognition of successes for programs related to women in the policing profession. Featuring then Chief Elena Ennis of the Burlington, Vermont police department and then Chief Mary Ann Viverette of the Gaithersburg, Maryland police department who later ascended to serve as President of the International Association of Chiefs of Police, the initial Conference served as the benchmark for future events.

Subsequently, the Institute continued to provide intellectually stimulating and practice oriented presentations. The second year event featured Charlotte-Mecklenburg, North Carolina police department Captain Lisa Shores and Sergeant Roslyn Maglione who were instrumental in developing and implementing the Women's Mentoring Network in that agency.

In later years, participants were introduced to thoughtful presentations by Chief Ellen Hanson, Lenexa, Kansas police department, one of the founders of the National Association of Women Law Enforcement Executives (NAWLEE), who offered strategies for success, by Harriet Nezer, Ph.D. and Maureen McNamara, M.B.A., who suggested how to leverage personal competencies, and by University of Rhode Island Professor Emeritus Agnes Doody, Ph.D., who offered guidance for enhancing effective communication skills in the workplace.



Panelists for the 6th Annual Women in Law Enforcement Seminar consider issues related to generational changes in policing as well as examine challenges for the future. Sharing their experiences were (l-r) Deputy Chief Cathleen Moniz, Fall River Police Department (MA), Deputy Superintendent Marie Donahue, Boston Police Department (MA), and Captain Christine Crocker, Cumberland Police Department (RI). Deputy Chief Moniz is a member of the Institute's Advisory Board.

The 6th Annual Women in Law Enforcement Conference at the Institute opened with Ellen Scrivner, Ph.D.'s keynote presentation "The Future of Policing and the Role Women Will Play". Dr. Scrivner recently served as a Deputy Superintendent of the Chicago Police Department where she commanded the Bureau of Administrative Services. She previously served as a Visiting Fellow at the National Institute of Justice and as the Assistant Director of Training & Technical Assistance at the COPS Office in the United States Department of Justice.

Dr. Scrivner began her discussion by reviewing some of the early issues faced by women who sought careers in the policing environment with norms defined by men, and then traced the evolution of women in law enforcement to the present day citing advances in leadership roles and offering suggestions how to enhance opportunities for career development. The Conference also offered the opportunity for attendees to participate in workshops on Internet Safety presented by Officer Jackie Hooper of the Cumberland, Rhode Island police department, and on Identity Theft by Special Agent Caroline O'Brien of the United States Secret Service, as well as an interactive roundtable discussion led by Dr. Scrivner.

A significant milestone in the continuing tradition of the Annual Women in Law Enforcement Conference was the inaugural awarding of the Irene C. Monahan Historical Leadership Award at the 6th Conference. The award was presented posthumously to Irene C. Monahan, the first female police officer in the City of Providence, Rhode Island for whom it is named, and was accepted by women of the Providence Police Department on her behalf led by Lieutenant Mary Day, the highest ranking female officer in the department.

**Robert Engvall, a Professor of Criminal Justice in the School of Justice Studies, facilitates discussion with Rhode Island police officers at the *Enhancing Communications: A Workshop for Police Civil Rights Officers* held in May at the Institute. The workshop was developed and delivered by faculty and staff at Roger Williams University including Assistant Professor of Psychology Bonita Cade, Professor of Psychology Charles Trimbach, Associate Dean of Students and Director of International Students & Multicultural Student Affairs Jason Pina, Director of the Peggy and Marc Spiegel Center for Global & International Programs Rebecca Leuchak, and RWU Counseling Center Counselor Romelyn Woodruff. A discussion of the role of the R.I. Civil Rights Officer at the workshop was presented by Assistant Attorney General Thomas Palombo, Office of the Civil Rights Advocate in the Rhode Island Department of Attorney General.**





The Turkish National Police (TNP) hosted the 2nd Istanbul Conference on Democracy and Global Security in June 2007. During a visit to a police detail assignment outside Istanbul University, a comparative policing discussion took place between members of the TNP and visitors from the United States. Pictured with the uniformed members of TNP are (front l-r) Lieutenant Kadir Ozkan, TNP, and Captain Murat Gulcan, TNP, as well as (back row l-r) Dean Stephanie Manzi, Roger Williams University School of Justice Studies, Director Robert McKenna, Roger Williams University Justice System Training & Research Institute,

Dean Peter Benekos, Mercyhurst College (PA), Executive Director Mittie Southerland, Academy of Criminal Justice Sciences, and Professor Alida Merlo, Indiana University of Pennsylvania. Dean Benekos serves as a member of the Institute's Advisory Board.

#### **Contact Us**

Telephone (401) 254-3320 • Fax (401) 254-3351

Stephanie Manzi, *Dean* – (401) 254-3369 • smanzi@rwu.edu

Robert W. McKenna, *Director* – (401) 254-3715 • rmckenna@rwu.edu

Denise Owens, *Assistant Director* – (401) 254-3320 • dowens@rwu.edu

Liz Campo, *Administrative Assistant* – (401) 254-3731 • ecampo@rwu.edu

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