



Graduates of the *Leadership Development for Law Enforcement Workshop* conducted at the Vermont Police Academy in Pittsford, Vermont in June 2006 are pictured with Justice System Training & Research Institute lead instructor Denis Riel, M.S.

INSTITUTE TAKES TRAINING PROGRAMS ON THE ROAD

Since its inception, the Institute has focused on the formulation and delivery of courses, seminars, and conferences that have been related to the career development of personnel, primarily police officers, in the criminal justice system. Early participants at Institute programs were typically from Rhode Island and southeastern Massachusetts. Although there has been expanded geographic representation related to the participation of officials from the six New England states, for the most part, those programs were available only at Roger Williams University in Rhode Island.

In October 2005, through the efforts of Lieutenant Frank Fredrickson of the Yarmouth, Massachusetts police department and the Cape Cod Regional Law Enforcement Council a *Field Training & Evaluation Program - FTO* course was delivered by the Institute in Yarmouth. The course, through reference to the "San Jose Model", addressed specific teaching

methods applicable to adult learners, performance evaluations using standardized rating procedures, remedial training techniques, and legal issues in recruit training, as well as ethics, leadership, communication, evaluation, retention and dismissal.

Police officers from several Cape Cod communities including Barnstable, Brewster, Dennis, Falmouth, Harwich, Orleans, Sandwich, and Yarmouth, as well as officers from the Boston Police Department, the Waltham (MA) Police Department, and the North Kingstown (RI) Police Department completed the course. The collaborative experience for both the Cape Cod Regional Law Enforcement Council and the Institute was deemed a rousing success and later discussions resulted in the offering of the *FTO* course in March 2007 at the same venue.

During the same period, through the creative efforts of

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R.J. Elrick, Executive Director of the Vermont Criminal Justice Training Council, plans were made to deliver the *Leadership Development for Law Enforcement Seminar* at the Vermont Police Academy's Pittsford, Vermont site. The two and one-half day program was delivered in early June 2006 for law enforcement professionals from diverse agencies such as the Chittenden County Sheriff's Office, the Essex Police Department, the University of Vermont Police Services, the Vermont Department of Liquor Control, the Vermont State Police, and the Swanzey (NH) Police Department. The workshop provided them with exposure to the basic tools and concepts of leadership, and included a leadership challenge field exercise where participants had an opportunity to incorporate and explore skills to which they had been exposed in the classroom setting. As a result of the accomplishment of that initial Vermont offering, four courses are being offered in Vermont in early 2007 including the *Leadership Development Seminar* during May.

The Vermont series began in March, with a one-day *Ethics in Leadership & Decision-making for Law Enforcement Seminar* offering practical approaches and techniques for experienced police officials who are confronted with leadership and ethical decision-making issues on a daily basis. This participant driven, instructor facilitated discussion encouraged police supervisors and managers from Vermont and Massachusetts to consider ethical behavior in the workplace in the context of their role in maintaining an ethical culture and environment.

In April, a one-day *Understanding and Managing the Generation X & Y Employee Seminar* will be presented to address issues associated with the emergence of Generation X and Generation Y employees in the workforce which has caused Veterans and Baby Boomers to struggle in understanding the needs and motivational issues of these unique populations. In an interactive classroom setting, police supervisors and managers will explore



Stephen Morreale, D.P.A., lead instructor for the *Command Training Series: Executive Development Course* (Fall 2006) and Robert McKenna, Director of the Justice System Training & Research Institute congratulate Chief Art Reed of the Newfields (NH) police department for successfully completing the course.

suggestions related to recruitment, hiring, and employee developmental issues as well as several theoretical models for retention and motivation in the workplace.

A one-day *Budgeting for Law Enforcement – A Seminar for Police Administrators* will be offered in May and will encourage police officials to consider the various structural formats and terms used in municipal budgeting, the development and presentation of an organizational budget, and the analytical tools used to both evaluate a submission and monitor the fiscal plan. As is characteristic of Institute programs, the seminar is designed to create critical thinkers and to provide practical strategies and techniques for the “real world”.

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Message from the Director

In a little over five years, the Roger Williams University Justice System Training & Research Institute has evolved from a Rhode Island and southeastern Massachusetts focused setting for police training to a New England and beyond venue for criminal justice professionals and academicians to collaborate. Although there continues to be an expanding geographic constituency, the core values of education and training have remained constant. The approach at the Institute is to allow the students to explore issues through their experiences, reflection, and contemplation while developing or enhancing critical and strategic thinking and analysis skills.

As I have written previously, bridging the academic with the practical continues to be our objective, and the ability to improve what we do is directly related to the suggestions and criticisms that those of you in the field thoughtfully provide. Please tell us what you think; we really do listen.

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

1st Annual Command Training Series

ALUMNI TRAINING FORUM & REUNION

The 1st Annual Command Training Series Alumni Training Forum and Reunion was held at Roger Williams University in August 2006. Jack Enter, Ph.D., a former police administrator, delivered the keynote address on “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”. Dr. Enter, who has lectured at significant police seminars and conferences nationally and internationally in venues such as the American Academy of Forensic Sciences, Great Britain’s New Scotland Yard, and the Moscow Police Command College, blended research based concepts with employment setting application suggestions. In addition to the keynote session, participants discussed “Technology’s Impact on the Future of Policing” which was led by Donald Kennedy, Executive Director of the New England State Police Information Network, as well as “Issues Impacting the Future of Policing”, a panel discussion with Chief Anthony Silva, Executive Director of the R.I. Municipal Police Academy, Chief Charles Reynolds (ret.) Dover, New Hampshire police department and past President of the International Association of Chiefs of Police, Chief Thomas Sweeney, Glastonbury, Connecticut police department, and Dean Stephanie Manzi, Ph.D., School of Justice Studies at Roger Williams University. Each of the discussants serves as a member of the Institute Advisory Board and continues to provide advice and counsel to Institute staff.



Chief Thomas Sweeney, Dean Stephanie Manzi, and Chief Charles Reynolds (ret.), engage in dialogue with the alumni of the Command Training Series at the Alumni Training Forum & Reunion.



Chief Joseph Faughnan, Clinton (CT) police department, Chief Timothy Hefferan, Nashua (NH) police department, and Chief Vincent Vespia, South Kingstown (RI) police department participated in a New England Chiefs Roundtable during a recent Command Training Series Course at the Institute.

Associate Professor P. Christopher Menton, Ed.D., Roger Williams University School of Justice Studies, provided a training module entitled “Examining the Effectiveness of Police Bicycle Patrols” at the 2006 Annual Meeting of the New England Association of Chiefs of Police in Portland, Maine. The presentation was based upon an Institute funded Faculty Fellowship that Professor Menton completed while working in conjunction with the Charlotte-Mecklenburg (NC), Boston (MA), Washington, D.C Metropolitan, and Providence (RI) police departments.



ROGER WILLIAMS UNIVERSITY SCHOOL OF JUSTICE STUDIES
JUSTICE SYSTEM TRAINING & RESEARCH INSTITUTE 2007

DATE	PROGRAM TITLE	LOCATION
April 23, 2007	<i>Understanding & Managing the Generation X & Y Employee</i>	VCJTC*
May 8 – 9, 2007	<i>Police Civil Rights Officer Training</i>	RWUBICC*
May 9, 2007	<i>Budgeting for Law Enforcement: A Seminar for Police Administrators</i>	VCJTC
May 16 – 18, 2007	<i>Leadership Development for Law Enforcement</i>	VCJTC
June 7 – 10, 2007	<i>Northeastern Association of Criminal Justice Sciences Conference</i>	RWUBICC
June 11 – 15, 2007	<i>Field Training and Evaluation Program (FTO) Course</i>	RWUBICC
August 8 – 9, 2007	<i>Grant Writing Seminar</i>	TBA
September 17 – 28, 2007	COMMAND TRAINING SERIES: <i>First Line Supervisor Course</i>	RWUBICC
October 1 – 5, 2007	<i>Internal Affairs Investigation Course</i>	RWUBICC
October 2 – 4 & November 6 – 8, 2007	COMMAND TRAINING SERIES: <i>Executive Development Course</i>	RWUBICC
October 22 – November 2, 2007	COMMAND TRAINING SERIES: <i>Mid-Management Course</i>	RWUBICC
October 29 – November 2, 2007	<i>Field Training and Evaluation Program (FTO) Course</i>	RWUBICC
November 26 – December 7, 2007	COMMAND TRAINING SERIES: <i>First Line Supervisor Course</i>	RWUBICC

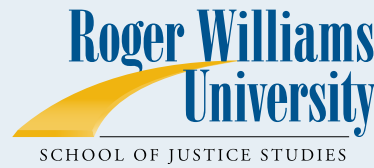
*VCJTC = Vermont Criminal Justice Training Council - 317 Academy Road, Pittsford, VT

*RWUBICC = Roger Williams University Baypoint Inn & Conference Center - Portsmouth, RI

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Visit our Website : <http://www.rwu.edu/academics/schools/sjs/jstri>

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