

THE INSTITUTE NEWS

Roger Williams
University
SCHOOL OF JUSTICE STUDIES

JUSTICE SYSTEM TRAINING AND RESEARCH INSTITUTE

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The inaugural graduating class of the Command Training Series: First Line Supervisor Course conducted in January and February 2004.

COMMAND TRAINING SERIES AT THE INSTITUTE

A new chapter in the history of the New England Association of Chiefs of Police tradition of working in partnership with an academic institution, begun over 35-years ago in Massachusetts, was commenced when the Justice System Training & Research Institute at Roger Williams University conducted the inaugural session of the Command Training Series during January and February 2004. After a series of focus group meetings with police executives and training officials, facilitated by the Executive Board of the New England Association of Chiefs of Police throughout the six New England states, the curriculum for the former Command Training Program was completely revised.

A conceptual continuum of leadership and management training for police officers beginning with Field Training Officer through First Line Supervisor, and then through Mid-Level Manager and Executive Level Manager serves as the basis for the Command Training Series. The Institute has been conducting the Field Training & Evaluation Program – FTO Course for over three years, having trained over one hundred police officers from throughout New England, so it was logical to build upon that foundation initially with the addition of the First Line Supervisor Course and the Executive Development Course. After an analysis of the first year's offerings, a Mid-Level Manager focused course will be synthesized into the Command Training Series offerings during 2005.

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Message from the Director

This edition of The Institute News exemplifies how our formal partnership with the New England Association of Chiefs of Police, Inc. has come to fruition. Intellectually challenging, theory based practitioner training continues to lead the Justice System Training & Research Institute at Roger Williams University as it strives to "overlap the 'real world' with the academic".

Although the *Command Training Series* has become a feature program of the Institute, we have not abandoned our foundation of providing contemporary, topical issue based regional training for criminal justice officials. As you peruse the course schedule and visit our web site, you'll see the breadth of our offerings.

I must admit that I continue to be impressed by the desire of practitioners to enhance their individual and collective professionalism through the pursuit of higher education and relevant training courses offered in an academic environment. In that regard, we need to hear your ideas. Your advice and counsel are always appreciated.

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

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The New England Association of Chiefs of Police Roundtable at the
Command Training Series First Line Supervisor Course 2004-02.

(continued from cover)

Designed for role responsibility rather than rank title, the *Command Training Series: First Line Supervisor Course* addresses topics including *Operational Leadership & Management Principles, Organizational & Interpersonal Communications, Personnel Evaluation, Labor Relations, Disciplinary Issues, Problem-Solving, Planning, Ethical Decision-making, and Media Relations.* Students in the course are provided with information that is contemporary and relevant to their daily roles as supervisors in a modern law enforcement agency.

Likewise, the *Command Training Series: Executive Development Course* was designed with the role responsibility of the students in mind. The course is appropriate for police officers typically holding the rank of Captain, Major, Deputy Chief or Chief who perform administrative duties. In many police departments a lieutenant performs the same duties as higher ranking managers in larger agencies, thus the course is beneficial for those officers as well. In light of the student cohort, the curriculum addresses topics including *Organizational Culture & Change, Leadership & Management Principles for the Law Enforcement Executive, Organizational, Interpersonal & Media Communications, Planning & Data Analysis, Technology, Budgeting & Financial Administration, Labor Law, Labor Relations, Disciplinary Issues, Community Relations, and Ethical Decision-making.*

In addition to a paradigm shift in the course content, the backgrounds of the faculty reflected the focus group and survey research results. Progressive police executives and training officials indicated that the courses should be taught by instructors with extensive "real world" experience and strong academic credentials. In that regard, faculty have been drawn primarily from throughout the New England law enforcement community representing various size agencies and jurisdictional responsibilities. The distinguished faculty typically hold, at a minimum, a Masters degree while a significant number hold a doctoral degree as well.

Included in a representative sampling of the faculty is Gary J. Margolis, Ed.D., who currently serves as the Chief of Police at the University of Vermont, having earned a Masters Degree in Education and a Doctorate in Educational Leadership and Policy Studies. Stephen A. Morreale, D.P.A., has been a federal law enforcement supervisor for a number of years and holds a Bachelor of Science degree in Criminal Justice, a Master of Public Administration in Organizational Behavior and Management degree, and a Doctor of Public Administration. David Lambert, Ph.D., has been a member of the Massachusetts State Police for fifteen years and holds a Master's degree in Criminology as well as a Doctor of Philosophy in Law, Policy and Society. Anthony J. Silva, M.S., who is in his 25th year of

policing currently serving as the police chief in Cumberland, Rhode Island, holds a Bachelor's degree in Law Enforcement as well as a Master's degree in the Administration of Justice, and is a graduate of the Federal Bureau of Investigation Law Enforcement Executive Development School.

Harold Watson, M.S., J.D., retired from the Rhode Island State Police after completing twenty-five years of service, having attained the rank of Major – Field Operations. He holds a Bachelor of Arts degree in History, a Bachelor of Science degree in Criminal Justice, a Master of Science degree in Administration of Justice, and a Juris Doctorate. In addition to serving as a classroom instructor, Mr. Watson coordinates the delivery of the curriculum as the Program Manager.

Academic rigor is a cornerstone to the delivery of the Command Training Series courses and is driven by the quality of the faculty. In both the First Line Supervisor Course and the Executive Development Course, students are assigned textbook readings which are reviewed daily by Program Manager Watson. Learning outcome assessment is measured through the administration of a pre-test and post-test as well as participation by each of

the students in a group case study project which is designed for the application of theoretical and practical coursework.

Over seventy police officers from throughout New England have completed First Line Supervisor Course 2004-01 and First Line Supervisor Course 2004-02. The diverse group of students included police supervisors from agencies such as the Center Harbor, New Hampshire police department with less than ten full-time police officers and the Providence, Rhode Island police department with over four hundred sworn personnel. Not only were the supervisors from geographically and numerically distinct agencies, they were representative of jurisdictionally diverse agencies such as transit authority police, university police, municipal police, county sheriff, state police and federal police departments.

Roger Williams University's motto of "Bridging the World" came to life as three members of the Turkish National Police Service, joining police managers from the six New England states, attended Executive Development Course 2004-01. The Turkish officers are enrolled as graduate students in the School of Justice Studies at Roger



Detective Captain Stephen Lynch of the Rhode Island State Police, elected by his colleagues as Class President, speaks to the members of *Command Training Series: Executive Development Course 2004-01*.

Williams University as part of an international exchange program and their presence in the Executive Development Course provided a unique world view of policing for their American colleagues.

After two weeks of hard work, the students in the sessions of the First Line Supervisor Course and the Executive Development Course enjoyed a class reception sponsored and hosted by the Bristol Harbor Inn in their historic building on the Bristol waterfront. The gathering revealed the networking and comradery that had developed in the classroom as students, Institute staff and members of the Executive Board of the New England Association of Chiefs of police interacted socially.

In less than six months since the inaugural session, the enhanced Command Training Series has become an overwhelming success. There has been significant progress toward attaining the Institute's goal of improving the performance and professionalism of police officers in the northeastern United States and it is expected that as the popularity of the program increases there will be a corresponding increase in performance and professionalism in the law enforcement community.



Lieutenant Denis Riel, M.S., presents the module on Leadership & Management to police supervisors from throughout New England.

JUSTICE SYSTEM TRAINING & RESEARCH INSTITUTE

SCHEDULE FOR SUMMER/FALL 2004

DATE	PROGRAM TITLE	LOCATION
August 2 - 6, 2004	Basic Instructor Development Course	Roger Williams University, Ralph R. Papitto School of Law, Bristol, RI
August 12 - 13, 2004	Cognitive Interview Seminar	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
August 16 - 27, 2004	COMMAND TRAINING SERIES: Executive Management Course	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
September 15, 2004	<i>The Road to Accreditation:</i> Getting Started for Accreditation Managers, Unions, and Administrators	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
Sept. 27 - Oct. 8, 2004	COMMAND TRAINING SERIES: First Line Supervisor Course	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
October 13 - 14, 2004	Field Training & Evaluation Coordinator (FTO Coordinator) Course	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
October 18 - 22, 2004	Field Training & Evaluation Program (FTO) Course	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
October 27, 2004	Women in Law Enforcement Seminar	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI
November 8 - 19, 2004	COMMAND TRAINING SERIES: First Line Supervisor Course	Roger Williams University, Baypoint Inn & Conference Center, Portsmouth, RI

VISIT OUR WEBSITE FOR THE FULL SCHEDULE:

<http://www.rwu.edu/Academics/Academic+Programs/School+of+Justice+Studies/JSTRI/>

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