

## NEW PROGRAM OFFERINGS IN THE SCHOOL OF JUSTICE STUDIES

In addition to the Master of Science in Criminal Justice and the graduate certificate in Digital Forensics, Dean Stephanie P. Manzi, Ph.D. has announced the Master of Public Administration (MPA) and the Master of Science in Leadership are included in the graduate program offerings in the School of Justice Studies beginning with the Fall 2011 semester. These two graduate degrees should appeal to criminal justice practitioners who aspire to leadership, management, and executive roles in their profession.

The MPA is designed for individuals employed or interested in service in federal, state, local, regional, and international government, non-profit, and non-governmental organizations. Courses focus on content areas such as budgeting, personnel and financial administration, the management of organizations, law, political and government institutions, ethics, and global awareness. Working professionals have the opportunity to pursue their study for the MPA part-time in either

the traditional classroom format, through on-line learning, or in a hybrid structure utilizing classroom and on-line delivery.

The Master of Science in Leadership is designed for individuals who seek to acquire or enhance dynamic leadership skills that can create high performance organizations. The program is designed to prepare students to address the challenges that organizations are likely to face in the globalized, technological world of the 21st Century. Students will apply new paradigms, techniques and methods to promote creativity, innovation, improvisation and adaptation. Leadership skills acquired from the curriculum delivered in the classroom or on-line, include communication, negotiation, the leadership process, accountability, inclusive excellence leadership, and strategic leadership.

Inquiries about either program may be directed to Dean Manzi by phone (401-254-3369) or email [smanzi@rwu.edu](mailto:smanzi@rwu.edu).

**Dean Stephanie P. Manzi, Ph.D., School of Justice Studies, and Joan Sweeney, Ph.D., Co-Director of the Teaching Police Department Initiative (TPDI) at Roger Williams University, engage in a discussion with Major Francisco Colon of the Providence, Rhode Island police department detailing the research and preliminary work on the Cooperative Agreement (#2010CKWXX021) funded through the COPS Office that will combine the best of current adult learning principles and practices, evidence-based and other contemporary policing practices, as well as practical strategies for adapting and adopting best practices in the field. The project between Roger Williams University and the Providence police department was the subject of national presentations at the summer 2011 National Institute of Justice Conference and the COPS Conference both of which were held in Washington, D.C. and is being supported by the New England Association of Chiefs of Police.**



## Message from the Director

As another summer comes to a close and the start of a new academic year is underway our work at the Institute endeavors to continue meeting the needs of the criminal justice community in the region. As you'll notice in this edition of The Institute News, the School of Justice has acquired two new graduate programs to complement existing academic programs including the Master of Science degree in criminal justice and the bachelor degrees in criminal justice, legal studies, network security, and security assurance studies.

Institute staff and School of Justice Studies faculty have been quite busy in pursuits that help to bridge the worlds of academe and professional practice. Faculty and staff have been engaged in a number of community service initiatives including a citizen satisfaction survey for a municipal police department, two in-house police department personnel surveys, gang violence research and analysis, development and administration of police department written promotional examinations for several agencies, career development retreats for correctional personnel, and participation in cyber security and cybercrime initiatives with law enforcement. Each of these undertakings actualizes the Institute's goal of having research informed practice and practice informed research.

These projects are in addition to the seminars, workshops, and courses that have been delivered through the Institute by a cadre of highly qualified instructors. Many of the upcoming sessions are cited in this edition and I encourage you to review our web site for additional offerings throughout the year.

As always, I look forward to seeing you at the Institute and hope to hear from you with ideas about how we can better serve the criminal justice community.

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



**Graduates of the 3rd Annual Rhode Island State Victim Assistance Academy (SVAA) conducted in July and August 2011 were congratulated by R.I. Attorney General Peter F. Kilmartin at the close of the 40-hour foundation level training program. The SVAA, hosted at the Institute through a partnership with Family Service of Rhode Island, Inc., was funded through the R.I. Department of Public Safety – Public Safety Grant Administration Office with a Victim's Of Crime Act (VOCA) grant as well as by private and other non-profit benefactors. The curriculum for the course included The Justice System Overview; Impact of Crime on Victims - Trauma, PTSD, and Direct Services; Victim Offender Dialogue; Victim's Issues in Mental Health; Victim's Rights and Advocacy - The Women's Movement; Ethics in Victim Services; A Prosecutor's Perspective on Victims; LGBTQQ; Special Issues; Cultural Competency in Working with Victims; Crime Victim Compensation Program; Victim Services in the Criminal Justice System; Impact of Abuse and Neglect on Children; Elder Victims; Communication with Victims and Survivors; Victim Assistance Portal Training; and Developing Resiliency.**

## Command Training Series

### Alumni Notes...

**Robert ‘Bobby’ Lynn** (*First Line Supervisor* – September – October, 2004) a Sergeant with the Bentley University Police Department reports that he along with other members of his department were sworn in as Middlesex County Deputy Sheriffs (MA).

**James ‘Jay’ Sartell** (*Mid-Management* – October – November, 2006 and *Executive Development* – October – November, 2010) has been promoted to Chief of Police in the Hollis, NH Police Department.

**Maurice Dore** (*First Line Supervisor* – November – December 2006 and *Mid-Management* – February – March 2011) was recently promoted to Lieutenant in the UMass Dartmouth Police Department.

**Todd Olson** (*First Line Supervisor* – November – December 2006) of the Stonington, CT Police Department has been promoted to the rank of Lieutenant.

**John D. Souza** (*First Line Supervisor* – November – December 2007 and *Mid-Management* – February – March 2011) was recently promoted to Lieutenant in the UMass Dartmouth Police Department.

**Kenneth Conti** (*First Line Supervisor* – January – February 2007) has been promoted to Sergeant and is assigned to Administrative Services in the Johnson & Wales University Campus Safety & Security Department, Providence, RI.

**Frank Levesque** (*First Line Supervisor* – January – February 2007) a Detective Lieutenant with the Johnston, RI Police Department is now the Assistant Detective Division Commander.

**Jody Kasper** (*First Line Supervisor* – December, 2008) has been promoted to Lieutenant with the Northampton, MA Police Department.

**Daniel Gannon** (*Mid-Management* – March – April 2008) a Lieutenant in the Providence, RI Police Department and Commander of District 7 was recognized as a “Champion of Change” by the White House Office of National Drug Control Policy, Washington, DC for his work “to reduce drug use and its consequences and for empowering and inspiring members of the community”.

**Dean Isabella** (*Mid-Management* – March – April 2008) a Lieutenant in the Providence, RI Police Department and Commander of District 5 has been recognized as the 2011 recipient of the L. Anthony Sutin Civic Imagination Award. “The U.S. Department of Justice, Office of Community Oriented Policing Services (the COPS Office) sponsors the award, which recognizes the efforts of a law enforcement officer and community member whose innovative civic interactions have transformed public safety in their community.”



The Institute and the Providence, RI Police Department hosted the New England Major Cities Chiefs Consortium in June 2011. Addressing the attendees of police officials, university staff, and victim service providers Bernard K. Melekian, Director of the COPS Office – U.S. Department of Justice, spoke about policing in the new economy and Professor Susan Herman, Pace University, author of *Parallel Justice for Victims of Crime* discussed her work focused on “responses seek(ing) to restore victims’ safety, help them recover from the trauma of the crime, and regain a sense of control over their lives”.

# FALL 2011 SEMINAR AND COURSE OFFERINGS

## *Four Levels of Leadership Seminar*

(September 26, 2011 hosted by Nashua Police Department, NH)  
– This seminar will provide attendees with a structure from which to view and understand the leadership dynamic as it applies to law enforcement organizations at every level. Attendees will acquire an appreciation for the roles of leadership at the strategic, organizational, and direct levels, as well as develop an individual leadership plan for themselves in support of their personal goals and organizational goals. The seminar will focus on the skills required at each level of leadership and will explore the relationship between those levels and how that dynamic relates to mission success.

## *Field Training & Evaluation Program – FTO Course*

(October 3 – 7, 2011 at RWU) – The course is designed to provide formal training and practical information for personnel who will become Field Training Officers in their police department. The course, through reference to the “San Jose Model”, will consider 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.

## *Organized Crime Seminar*

(October 6, 2011 at RWU) – The seminar will consist of a series of discussions focusing on an overview of New England organized crime, organized crime infiltration and informants protocols, recent federal and state organized crime investigations and arrests, and the media practices for the reporting on organized crime followed by a panel discussion with subject matter experts.

## *Internal Affairs Investigation Course*

(October 17 – 21, 2011 at RWU) – The course addresses the crucial role that the internal affairs function assumes in the maintenance of professional conduct within a law enforcement agency. Discussion will revolve around the development and application of internal affairs policy and procedure standards, including essential elements of an internal affairs or professional standards system, and more specifically address complaint reception protocols, investigation protocols, case reporting requirements, employee rights, case review & final disposition, and personnel records management. Attendees will be introduced to common deficiencies found in agency internal investigation procedures, recommendations related to the types of investigations that should be handled by internal affairs investigators versus first-line supervisors, the consideration of the use of proactive versus reactive investigations, and legal guidelines concerning compelled employee statements.

## *Dealing Effectively With Problem Employees Seminar*

(October 17, 2011 hosted by at Nashua Police Department, NH)  
– Nearly all police leaders indicate that it is a monumental task to supervise and manage problematic employees. Why? Because they are the people that don't do what you want them to do, they do what they want to do, and leave you with not knowing how to change that. Learning to deal with problem employees and workplace conflict is one of the most challenging aspects of the police agency supervisory and management role, regardless of rank. In this session we will look at the dynamics of conflict in the workplace; understanding why difficult employees are the way they are and how you can be a more effective leader in dealing with problem employees in your workplace.

## *Understanding and Leading Generation X & Y Employees*

(October 18, 2011 hosted by Nashua Police Department, NH)  
– In today's increasingly diverse workplace, employee differences can be both a source of frustration and energy. Particularly in the field of law enforcement, those differences based on age and experience can be difficult to manage. What are the general characteristics of our employees that may be based on their age and experiences? How do we learn to recognize and deal with these characteristics? What are some strategies that we can employ to make these differences work for our organization? This course focuses on viewing employees of different generations not as problems, but as leadership challenges that can improve organizations and enhance agency mission.

*The Merger of Developing Technology and Death Investigation Seminar* (November 1, 2011 at RWU) – A collaborative effort of the R.I. State Medical Examiner's Office, the R.I. State Crime Lab at URI, the New England Organ Bank, and the Justice System Training & Research Institute at RWU will provide a comprehensive overview of practices of forensic pathology, DNA, evidence collection, death scene investigation, and the ramification of technological advances in transplant for medicolegal cases.

## *Field Training & Evaluation Program Coordinator Seminar*

(November 2 – 4, 2011 at RWU) – The three-day seminar is designed to provide practical information for police administrators or mid-level managers responsible for the supervision and management of a Field Training & Evaluation Program. Based on the “San Jose Model,” topics will include: Overview of the Field Training and Evaluation Program; Field Training Officer (FTO) selection, retention, and evaluation; establishing and maintaining the “Rook Book”; remediation – identification and facilitation; trouble shooting your FTO Program; as well as ethical and liability issues. It is recommended that students enrolling in this course have prior experience as an FTO or familiarity with the San Jose Model.

*Additional courses and registration information  
can be found on the Institute's web site at*

<http://sjs.rwu.edu/jstri>



Visits to the Vermont Police Academy, Vermont State Police Troop C Headquarters, the Chittenden Unit for Special Investigations, and the Vermont Internet Crimes Against Children (ICAC) Task Force, were part of the experiential learning for Chief Superintendents Yakup Palta and Orhan Altuntas of the Turkish National Police (TNP) during the TNP-RWU Career Development Program in Spring 2011. During the visit to ICAC office at Burlington Police Headquarters, Lieutenant Kris Carlson of that agency who serves as the Task Force Commander and Vermont State Police Lieutenant Dee Barbic served as hosts.

## COMMAND TRAINING SERIES 2011/2012 SCHEDULE

### FIRST LINE SUPERVISOR COURSE

2 – Week Course

September 19 – September 30, 2011

November 28 – December 9, 2011

February 27 – March 9, 2012

### MID-MANAGEMENT COURSE

2 – Week Course

November 7 – November 18, 2011

February 6 – February 17, 2012

### EXECUTIVE DEVELOPMENT COURSE

9 – Week Course

Classroom segments:

September 7 – 9, 2011 and October 12 - 14, 2011

Web – based segments:

August 29 – September 6, 2011 and September 10 – October 11, 2011

### REGISTER ON OUR WEBSITE:

<http://sjs.rwu.edu/jstri>



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Roger Williams University is a leading independent, coeducational liberal arts university at which students live and learn to be global citizens. With 40 academic programs and an array of co-curricular activities on its Bristol, R.I., campus, RWU is committed to its mantra of learning to bridge the world. In the last decade, the University has achieved unprecedented academic and financial successes.