

## TEACHING POLICE DEPARTMENT INITIATIVE: *Creating a New Paradigm for Police Leadership*

The Teaching Police Department Initiative (TPDI), the brainchild of Colonel Dean M. Esserman, is a collaborative effort between university educators and police practitioners to help advance the “profession of policing” by creating a new paradigm for police leadership, professional development and organizational change. Envisioned as a multi-year, multi-stage effort, the TPDI will begin by designing, developing, and piloting the implementation of a model for transforming police leaders and police departments. This new model will challenge and support police departments - first in New England and subsequently nationally – to become working laboratories for conceptualizing, developing, testing, and implementing new crime reduction and crime prevention strategies, and to create and foster a police culture committed to innovation and organizational learning, as well as to life-long learning for officers.

The U. S. Department of Justice - COPS Office, by means of a Cooperative Agreement, has provided \$474,000.00 of initial funding to the Justice System Training & Research Institute within Roger Williams University’s School of Justice Studies for a two year effort to design, develop and pilot the TPDI model. The work will be informed by and based on the success of the medical school and teaching hospital models which offer doctors lifelong, evidence-based, best practices professional education and residency programs at teaching hospitals.

Under the TPDI, the University will serve as the “medical school” offering training, continuing education and degree programs and the Providence Police Department will function as the “teaching hospital”.

Additionally, the TPDI model will be developed with assistance from Brown University Medical School in Providence RI, the Institute for the Study and Practice of Nonviolence in Providence RI, and John Jay College of Criminal Justice in New York, NY. The TPDI will benefit from strong partners and community-based organizations who will inform program design and curricula, provide subject matter expertise, assist in research and help document TPDI outcomes for replication nationwide.

The TPDI, co-directed by Joan Sweeney, Ph.D., and Robert McKenna, M.S., J.D., will adapt the lessons learned from the medical profession’s experience with “medical schools” and “teaching hospitals”, as well as current best practices in the preparation of leaders in other fields and in implementation of innovations, and apply them to policing. In the medical profession, teaching hospitals are where research is applied, medical knowledge continuously evolves, and new cures and treatments are found. The residents’ ability to be skillful professionals and leaders in their specialties hinges on their exposure to leading edge research and on knowledge, techniques, and effectiveness of teaching physicians. They need to see that residents develop a solid foundation in diagnosis, use current medical research to inform their decision making, apply knowledge of innovative practices and techniques to solving problems and devising treatments, as well as develop commitment to life-long professional learning so that they remain current in their field and effective providers of medical care.

In its role as the “teaching hospital”, the Providence Police Department will provide police officers with leadership development

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photo: Matthew Corcelli

### Newport, RI

City Manager Edward Lavallee and Police Chief Michael McKenna brief a contingent of police officials from the Republic of Georgia during a week-long program hosted by the Justice System Training & Research Institute in partnership with the R.I. Department of Public Safety Municipal Police Academy during the Fall 2010. The program included visits with local police departments, the Rhode Island State Police, federal agencies in Boston – including the Drug Enforcement Administration – and other justice system entities such as the U.S. Marshals Service, the Rhode Island Department of Corrections, the U.S. District Court, and R.I. Superior Court.

## Message from the Director

Great things continue to happen at Roger Williams University. During the Fall police officers from the Turkish National Police and the Republic of Georgia National Police participated in career development sessions with their American colleagues, a Fulbright Visiting Researcher from Ukraine is working on a comparative study of domestic violence, and the COPS Office announced the award of \$474,000 cooperative agreement for the "Teaching Police Department Initiative". It is my sincere hope that our efforts in the Institute contribute positively to the criminal justice system.

As always, thank you to those who contribute; Institute staff, School of Justice Studies faculty, Institute instructors, and the practitioners who continue to challenge us to meet their needs.

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

## Teaching Police Department Initiative *cont.*

and an environment to implement best practices in crime reduction and crime prevention strategies, as well as an opportunity to study their effectiveness in a real-time, real life laboratory which supports on-going learning. Selected police managers will be taught to become "Teaching Police Fellows / Instructors" and work with TPDI staff on the creation and implementation of the TPDI "Residency Program".

The TPDI 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. Informed by pertinent research on implementing innovations and change management, TPDI will serve as a test site for innovative police department organizational designs, operating policies & procedures, and performance measurement tools. The result is intended to engender a new paradigm for the evolution of policing – equipping police leaders and police departments for the transformations of thinking and action necessary to meet current and future challenges.

## Command Training Series Alumni Notes...

**Eric Audette** (*First Line Supervisor* – September – October, 2004) of the Auburn, ME Police Department has been assigned as the department's Criminal Investigation Division Supervisor.

**Timothy Cogle** (*First Line Supervisor* – September – October, 2004) a Lieutenant with the Auburn, ME Police Department has been assigned as the department's CID commander.

**Robert 'Bobby' Lynn** (*First Line Supervisor* – September – October, 2004) was recently recognized for 20 Years of Service with the Bentley University Police Department and has attained an 8th degree Black Belt in Kenpo Karate while continuing to serve as a Defensive Tactics Instructor in Massachusetts.

**George Stansfield** (*First Line Supervisor* – September – October, 2004) has been promoted to Lieutenant in the Cumberland, RI Police Department.

**Joshua Bernegger** (*First Line Supervisor* – January, 2005 and *Mid-Management* – March, 2007) of the Naugatuck, CT Police Department has been promoted to Deputy Chief.

**David Neill** (*Mid-Management* – October – November, 2005) is serving as the Commander of the Professional Standards Unit for the Rhode Island State Police following his promotion to Major.

**Sultan Abdiev** (*Executive Development* – October – November, 2005), a member of the Kyrgyz Republic National Police, has been assigned since April 2010 as the Chief of the Automation Systems Section of the National Police Academy in Bishkek.

**Behsat Ekici** (*Executive Development* – October – November, 2005) completed the requirements for his Ph.D. from the University of Pittsburgh and has returned to assignment with the Turkish National Police.

**Michael Spera** (*Executive Development* – October – November, 2005) has assumed command of the Old Saybrook, CT Police Department where he serves as the Chief of Police.

**David Terlmezian** (*First Line Supervisor* – April, 2006) was promoted to Captain in May 2010 and serves as the Support Services Division Commander for the Dover, NH Police Department.

**Scott Ferguson** (*First Line Supervisor* – September, 2006) was promoted in January 2007 to Sergeant in the Farmington, CT Police Department.

**Robert Nutt** (*Mid-Management* – October – November, 2006) a Lieutenant with the Middletown, RI Police Department completed FBINA Class 243 in December 2010.

**James Sartell** (*Mid-Management* – October – November, 2006 and *Executive Development* – October – November, 2010) a Lieutenant with the Hollis, NH Police Department recently completed his Master's Degree in Criminal Justice and is scheduled to begin teaching as an adjunct professor in a local NH college.

**Dean Belanger** (*First Line Supervisor* – September, 2007) was promoted in June 2009 and is now serving as a Lieutenant in the South Coastal Bureau of the Massachusetts Environmental Police Department.

**Brian Carr** (*First Line Supervisor* – September, 2007) continues to serve as a Lieutenant with the Raynham, MA Police Department.

**Christopher Correia** (*First Line Supervisor* – September, 2007) of the Johnston, RI Police Department was promoted to Lieutenant in January 2011.

**Shawn Pelletier** (*First Line Supervisor* – September, 2007) is serving as a Patrol Sergeant in the Milford, NH Police Department where he organized the Mountain Bike Unit and has been appointed the FTO Coordinator.

**Lewis Best** (*Mid-Management* – March, 2007) was promoted to Deputy Chief of the MBTA Transit Police, Boston, MA where he is in command of the Investigative Services Division and is enrolled in FBINA Class 244 scheduled to graduate in March 2011.

## Command Training Series Alumni Notes... cont.

**Joseph 'Rico' Amoroso** (*First Line Supervisor* – November - December, 2007) a Sergeant with the Massachusetts Institute of Technology Police Department has also been conducting federal employee background checks as a contractor in the Boston area.

**Matthew Kite** (*First Line Supervisor* – January - February 2008; *Mid-Management* – November - December, 2010; and *Executive Development* – October – November, 2010) a Sergeant with the Cranston, RI Police Department earned his Doctorate in Law & Public Policy in September 2010 from Northeastern University.

**Mark Buckley** (*Mid-Management* – October, 2008) a Captain with the New Milford, CT Police Department was promoted to his current rank in December 2010 after having been promoted to Lieutenant in September 2010.

**Raymond Dunbar** (*Mid-Management* – October, 2008) is now the Administrative Lieutenant in the Branford, CT Police Department.

**William Scribner** (*Mid-Management* – October, 2008) was promoted to Lieutenant in the New Milford, CT Police Department in December 2010.

**Jody Kasper** (*First Line Supervisor* – December, 2008) who is a Sergeant with the Northampton, MA Police Department recently authored a book, "Progressive Police Supervision: A simple and effective approach to managing a police agency", that was published by Looseleaf Publications.

**Kevin Sullivan** (*First Line Supervisor* – December, 2008) a Sergeant with the Northeastern University Police Department, Boston, MA has spent the last 6 months serving with the 447 Expeditionary Security Force Squadron in Baghdad, Iraq in his role as a Master Sergeant with the Massachusetts Air National Guard.

**Scott Weiss** (*First Line Supervisor* – January – February, 2009) continues to serve as a Sergeant with the Center Harbor, NH Police Department following his January 2010 promotion.

**Skyler Genest** (*First Line Supervisor* – September - October, 2009) has returned to the University of Vermont Police Department following a year-long deployment with the United States military in Afghanistan.



(l-r) Detective Gail Zienowicz of the Providence, RI Police Department and Detective Pamela Bourgalt of the Fairhaven, MA Police Department were

recognized for outstanding contributions to policing at the 9th Annual Women in Law Enforcement Conference where they received the 'Irene C. Monahan Historical Leadership' award.

**Irfan Ciftci** (*First Line Supervisor* – November - December, 2009; *Mid-Management* – October - November, 2008; and *Executive Development* – October – November, 2009) a member of the Turkish National Police has been assigned by his agency for further study in the Masters degree program at Rutgers University, Newark, NJ.

**Hikmet Maviyildiz** (*First Line Supervisor* – November - December, 2009; *Mid-Management* – October - November, 2008; and *Executive Development* – October – November, 2009) a member of the Turkish National Police has been assigned by his agency for further study in the Masters degree program at Rutgers University, Newark, NJ.

**Paul Doucette** (*Executive Development* – October – November, 2009) was promoted in September 2010 to Chief of Police in the Bennington, VT Police Department and additionally serves as the Director of Public Safety with oversight of the Bennington Fire Department.

**Andrew Fournier** (*First Line Supervisor* – January - February, 2010) a Lieutenant with the University of Connecticut Police Department announces the birth of his baby daughter Kelly Will in December 2010.

**David Petitti** (*First Line Supervisor* – January - February, 2010) has been promoted to permanent status as a Sergeant with the Hingham, MA Police Department.

**Michael Kane** (*First Line Supervisor* – April, 2010) is assigned to the 3rd shift in the Patrol Division of the Pawtucket, RI Police Department.

**David Nelson** (*First Line Supervisor* – September - October, 2010) of the Coventry, RI Police Department was promoted to Sergeant and is assigned to the Day Shift in the Patrol Division.

**Michael Want** (*First Line Supervisor* – September - October, 2010) is serving as a Sergeant in the Braintree, MA Police Department.

**Murat Yelkovan** (*Mid-Management* – November - December, 2010 and *Executive Development* – October – November, 2010) has returned to the Turkish National Police after a three-month career development program and has been assigned as the Deputy Chief of the IT Section at TNP Headquarters in Ankara.



**Graduates of the 2010 Command Training Series:**

**Executive Development Course** included police leaders from the Center Harbor (NH), Cheshire (CT), Cranston (RI), Greenwich (CT), Hollis (NH), Milford (NH), Moultonborough (NH), New Haven (CT), and Portland (ME) police departments as well as the R.I. Capital Police and the Turkish National Police.

# Spring 2011 Seminars and Courses at the Institute

## *Pre-Employment Background Investigation for Public Safety*

(March 28 & 29, 2011) – This 2-day seminar will address contemporary concepts, issues, and practices to include: practical implications for background investigation, definitions and terminology, steps in the pre-employment screening process, laws of the hiring process, medical standards, psychiatric standards and the screening process, polygraph VSA examinations (where applicable), the background investigation process itself, sources of information, and the background investigation report. The course will increase the knowledge, skills, and confidence of participants who conduct background investigations of law enforcement line employees.

*Northeastern Association of Criminal Justice Sciences 2011 Annual Meeting* (June 8 – 11, 2011) – “Ten Years Out: The Lingering Effect of September 11, 2001 on Criminal Justice”.

*Field Training & Evaluation Program* (FTEP) (June 13 – 17, 2011) – This 5-day course is designed to provide formal training and practical information for personnel who will become Field Training Officers in their police departments. 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. The instructors for the program are seasoned law enforcement practitioners with advanced academic experiences

## COMMAND TRAINING SERIES SPRING 2011 SCHEDULE

### MID-MANAGEMENT COURSE

2 – Week Course

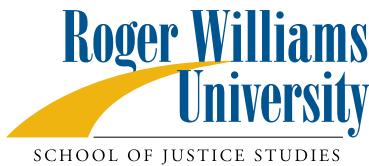
February 28 – March 11, 2011

### FIRST LINE SUPERVISOR COURSE

2 – Week Course

March 21 – April 1, 2011

Additional courses and registration information can be found on the Institute's web site at  
<http://sjs.rwu.edu/jstri>



Justice System Training  
and Research Institute  
One Old Ferry Road  
Bristol, Rhode Island 02809

### Contact Us

Telephone (401) 254-3731

Fax (401) 254-3351

### Visit our website:

[sjs.rwu.edu/jstri](http://sjs.rwu.edu/jstri)

Stephanie Manzi, Dean

(401) 254-3369 • [smanzi@rwu.edu](mailto:smanzi@rwu.edu)

Robert W. McKenna, Director

(401) 254-3715 • [rmckenna@rwu.edu](mailto:rmckenna@rwu.edu)

Denise Owens, Assistant Director

(401) 254-3320 • [dowens@rwu.edu](mailto:dowens@rwu.edu)

Liz Campo, Administrative Assistant

(401) 254-3731 • [ecampo@rwu.edu](mailto:ecampo@rwu.edu)

Roger Williams University located in Bristol, R.I. is a leading independent, coeducational liberal arts university with education for the professions, where students learn to be global citizens. With 41 academic programs, an array of co-curricular activities and study abroad opportunities on six continents, RWU is committed to its mantra of learning to bridge the world. In the last decade, the University has achieved unprecedented successes including recognition as one of the nation's greenest universities by The Princeton Review and a College of Distinction by Student Horizons, Inc.