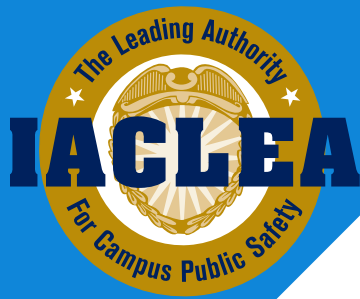


Shaping the Future of Policing & Public Safety



Re-Imagining Training and Education

*Convened on
November 22, 2020*

To view past summits, please visit
IACLEA's Online Education Center.

education.iaclea.org

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Re-Imagining Training and Education

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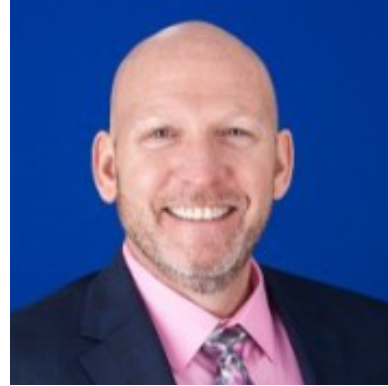
Panelists



Dr. Richie Adams,
*Scottish Courts & Tribunal System
and Police Scotland (ret.)*



Director Graham Goulden,
*Cultivating Minds United Kingdom and
Police Scotland (ret.)*



**Associate Vice
President Grant Gundle,**
Broward College (Florida)



Chief Jill Lees,
University of Indiana Bloomington



Chief Michael Newton,
Iowa State University



Chief David Perry,
*University of North Carolina
Chapel Hill*

Introduction

IACLEA is pleased to present a Summit Series—IACLEA: *Shaping the Future of Policing and Public Safety*—featuring experts from across the spectrum of police and public safety personnel to address issues currently in the international dialogue. The summits are designed to assist you in overcoming the unfolding challenges, changing the narrative around police and public safety, and demonstrating the leadership that campus police and public safety possess. From September 2020 through February 2021, IACLEA will convene police and public safety leaders to discuss community trust and legitimacy, policy and accountability, training and education, officer safety and wellness, and the ever-changing role of police and public safety.

All summit presentations are recorded and can be viewed in IACLEA's Online Education Center,
<https://education.iaclea.org/Future-of-Policing-Public-Safety>

"Step up, speak up, and stand up for what's right. Be the leaders we've been put in these positions to be."

"The things that we have seen we know are likely to occur, again. We cannot let this time pass us by without taking advantage of the moment to move things forward. We need to consider this moment a Renaissance in relation to these issues."

"You are the catalyst for change. We chart the course and direction for our agencies. We ultimately decide who is hired, and we ultimately decide who needs to go. We have to learn from all events—everything that is happening across the country and the globe—good and bad. Continuous improvement must be the goal. There is no ending point to improvement, in my opinion," said Chief David Perry.

Key Takeaways

Establish training as a non-negotiable priority. Speak with community members to learn what your personnel need to know beyond the core public safety curriculum.

"I won't compromise the training, because it will cost us so much more down the line," said Chief Michael Newton.

Leaders need to institute cultural shifts within police and public safety agencies: listen to the community and understand how community members see history and view "the police."

"The training needs to reflect the needs that exist in the communities we serve. Each of our communities is very different. So understanding our communities goes a long way," said Chief Newton.

Live your values. It is important that agency leaders are continual role models and live the agency values.

"The training officers receive must relate back to the agency's core values and what it means to wear a badge. Because we work at institutions of higher education, we need to ensure the values, mission, and vision of the institutions we serve are embedded in the trainings we conduct," said AVP Gundle.

"You can't just send an email and expect officers to make a change,"
said Chief Lees.

Very important training occurs outside the academy. Shift the culture so that learning from actions—correct decisions, as well as wrong decisions—is part of the culture.

"We can share the good just as easily as the not so good. If we look at the good regularly, then people will find it a bit easier to swallow the bad news,"
said Dr. Adams.

"One pat on the back is worth ten kicks in the butt," said Dr. Adams, quoting his mentor Sgt. Dick Whitson.

"Police and public safety leaders need to create a culture in their agencies that helps officers move from doing nothing to doing something. We need to start to create the culture in which officers can challenge each other," said Director Goulden.

"Roll call is the absolute best opportunity for case review, if done frequently it doesn't look like Monday Morning Quarterbacking because agency members are constantly having conversations about what we're doing and how to make ourselves better," said Chief Lees

Train and educate the community. Be transparent and include opportunities for two-way communication to obtain feedback from community members.

"We need to listen; we need to learn; and we need to lead," said Chief Newton.

"Bottom line: be present, be available, be able to be uncomfortable in community groups and answering hard questions," said Chief Lees.

Discussion

Establish training as a non-negotiable priority. Speak with community members to learn what your personnel need to know beyond the core public safety curriculum.

"It's what you learn after you know it all that counts," a mantra of legendary basketball coach John Wooden and shared with participants by Director Goulden.

"You have to be the champion for what you know is important," said Chief Perry.

Chief Newton is clear about the value of training: *"I have made it a priority. The training budget will be the last budget cut made. That has to be a leadership decision. I won't compromise the training, because it will cost us so much more down the line."*

With that line in the sand, so to speak, Iowa State personnel are drafting a written training plan, produced by a lieutenant devoted full-time to special events and training and a sergeant dedicated to training; they sought input from agency personnel. The plan first will align with state law to ensure it meets state mandates for law enforcement training and incorporate campus/community/agency needs. It also will follow national trends that can influence local priorities (implicit bias, for example).

Indiana University (IU) has its own police academy, for officers at its seven campuses statewide that function as one police department with a systemwide organization.

With control of the curriculum, instructors can keep themselves and the curriculum on the cutting edge of training and deliver courses in line with the agency philosophy. Chief Lees is a graduate of the academy (1994). IU cadets complete 600 hours of training, which is 100 training hours more than required by the state of Indiana to become a certified law enforcement officer.

The IU curriculum includes implicit bias, procedural justice, and Integrating Communications, Assessment, and Tactics (ICAT) is a component of de-escalation training. The agency is transparent and forward-looking in sharing information and policies with the community: they can be found on the ProtectIU.edu website.

The core moment to start to make cultural change begins in how people are trained at the academies. It may be necessary to add training components, even to lengthy training courses to achieve our goals, recommended Chief Perry.

Chief Perry routinely educates colleagues and administrators about the value of training, and he believes that information helped lead to the schools providing the police departments significant assets at which to conduct training. At Florida State University, the police department was provided an apartment building to convert into a training complex. At University of North Carolina, the agency has access to an airport (valuable for conducting a driving training course, for instance).

With the many demands on training programs, Chief Perry recommended prioritizing by examining high-liability topics (in order of importance):

- National trends
- Campus surrounding in the community
- Critical Incident Training

- By-stander intervention
- Mental health issues (officers and community members)
- Vehicle operations
- Weapons usage
- Access to information systems (ensuring security around who has access to data so that sensitive information related to drug-enforcement operations, evidence handling, sexual assault investigations, for example, are not comprised)
- NCAA rules and COMPLIANCE
- Accreditation

Leaders need to institute cultural shifts within police and public safety agencies: listen to the community and understand how community members see history

“The training needs to reflect the needs that exist in the communities we serve. Each of our communities is very different. So, understanding our communities goes a long way,” said Chief Newton.

Within the profession, training has not evolved as much as needed, said Chief Newton. Inexcusable incidents [such as the beating of Rodney King (1991) and the suffocation of George Floyd (2020), and other excessive force incidents] continue to occur. “Law enforcement isn’t always the best at getting outside our comfort zone. Our officers need to delve into cultural competency and the other issues that we can’t seem to get past and focus our training on those,” Chief Newton said.

Iowa State U. police officers attended the National Conference on Race and Ethnicity (at officers’ request). The staff want to study the true history of policing and how the American policing model originated. ISU staff taught at the National Conference on Race and Ethnicity, as part of an effort to disseminate the true history of policing. They believe doing so will help officers understand community attitudes and where community members “are coming from,” because marginalized communities members know the history, Chief Newton said. Attending the conference has “helped us think about our community as a whole and its history.” He said police will benefit from “thinking about the view of other people and what’s happening in society today, as a whole.”

Too often, issues of community engagement and inclusivity have been addressed as “checkboxes” and can sound like “buzzwords.” But the panelists agreed inclusivity and respect for all community members are not and do not need to be perceived as obligatory, perfunctory tasks. “We have to make these core issues fundamental and part of the organization. We must integrate all inclusivity issues into the staff and culture,” said Chief Newton. He offered the example of Iowa State PD officers having conversations with representatives of the local chapter of the NAACP. He explained to officers who were surprised that communicating with a variety of community members is necessary to learn and grow and build a stronger organization.

“Introduce key concepts as early as possible in all training, so it develops naturally. Peer intervention can occur around ‘the little things,’ so it’s normal on the ‘big things.’ It also helps to talk about important concepts throughout the organization,” Chief Perry suggested.

Iowa State PD produces an annual training plan that addresses the needs and philosophies of the agency and the ISU community, as well as the skillsets that we need to build.

Iowa State PD created an Engagement and Inclusion Officer (EIO) program, which earned the 2020 IACLEA Innovations in Community Oriented Policing Award (https://view.flipdocs.com/?ID=10003982_581190&P=36). The agency worked with the Vice President of Inclusion to develop the program, which initially began with three officers; now there are 12 EIO officers and civilian employees. While certain officers are trained and designated as EIOs, the principles are ingrained across the agency. The EIOs work with all student groups on campus to build community with everyone. They operate with the mantra: “Moving forward, Building community.”

"Informal leaders" are vital to initiating and achieving cultural shifts within organizations. Agency leaders should empower role models and influencers across the organization, providing the basic knowledge, skills, and structure to impart knowledge to other people, said Director Goulden. He stated, "Picking the right team is very important. Do not just go to the usual suspects. You need personnel beyond the high-achievers and those who always volunteer. Find agency members with skills and life experience and help them feel comfortable training and being the teacher. Offer continuous support and check-in to see how it's going."

Additional training tactics:

Book Club.

- Iowa State PD read and discussed *White Fragility*, which led to an interesting conversation.

One of the key shifts is comfort with officers challenging each other—and all understanding that the goal is TO DO BETTER. (IMPROVE PERFORMANCE).

Live your values. It is important that agency leaders are continual role models and live the agency values

Dr. Adams noted that in Scotland agencies start with values and what the agency stands for. Those values permeate everything that happens. "In Scotland, that means integrity, fairness and respect. It is upon those values that we do everything else. It affects how the laws are implemented, how people talk to one another, how we run big events. We start and end with integrity, fairness and respect; when the going gets tough we can reflect back on those values and how they ground our training and use those to help solve any problem with which we are faced."

"We live and breathe our mission statement," said Chief Lees.

The Indiana University Police Department creates a safe environment through respectful, fair, and impartial policing and community engagement

"Opportunity is my favorite word. We have opportunity to innovate. We have opportunity to improve. We have opportunity to advance our agencies. You never know when that opportunity will present itself, and you need to be prepared," said Chief Lees.

In terms of training, leaders can demonstrate its importance by participating, panelists agreed. "You can't just send an email and expect officers to make a change," stated Chief Lees. "Leaders should do more than introduce the training; sit down and take the training with officers," suggested Director Goulden.

Many agency leaders routinely model effective leadership. Panelists noted that is especially true with training, particularly that designed to effect culture shifts. "You can't just send an email and expect officers to make a change," Chief Lees stated. Chief Perry echoed that advice, "You cannot just assign the education. During trainings chiefs should sit in the front of the room, pay attention, and remain engaged (not responding to text messages or other routine work). This behavior encourages officers to take the training more seriously."

As difficult as hiring and training new officers is, leaders sometimes need to terminate an officer/s. Chief Perry said, "We don't acknowledge enough in words or actions that when serious incidents occur, sometimes we have to remove people from this line of work. It is currently taboo to discuss or do that regularly. This action shows that we are good, and we are trying to police our own. In every other profession people have to go. They have to go in our profession, too."

Indiana University strives to stay abreast of evolving training topics to present relevant and innovative training topics, for example ICAT (Integrating Communications, Assessment, and Tactics) and VirTra System to learn scenario-based training. "If we train it, that's how we act out on the streets," said Chief Lees. Additionally, "in higher ed, there is a wealth of knowledge in our own backyard." At IU, officers can earn the Intercultural Competence

Certificate to increase their cultural understanding. This began in 2020, in collaboration with the office of Office of International Services.

AVP Gundle reminded leaders that emotional intelligence is very important: a person's self-awareness and understanding of how others are reacting to them. Agencies and the police academy are considering incorporating this concept to a greater degree (in his area).

Police need to understand the scope of trauma in society and our communities, which has only been amplified with COVID. Leaders need to remind officers that their presence might trigger childhood trauma (reactions) from members of the public that could lead to a violent response. Like much else in policing, "Relationships are the intervention," said Director Goulden

Very important training occurs outside the academy. Shift the culture so that learning from actions—correct decisions, as well as wrong decisions—is part of the culture.

"Police and public safety leaders need to create a culture in their agencies that helps officers move from doing nothing to doing something. We need to start to create the culture in which officers can challenge each other in these situations," said Director Goulden.

Several panelists noted that agencies likely are staffed with personnel from different generations. "We have to teach, lead, and educate to different generations to be effective," said Chief Perry. Entry-level officers thrive once "the WHY" is explained. When agency leaders provide the context about why decisions are made and the organization goals, they thrive and will "run toward the goal line, without taking a breath, because they feel empowered," as Chief Perry noted. Simultaneously, longer-serving law enforcement officers may find that explanation is unnecessary.

Dr. Adams echoed this philosophy. Leadership benefits from explaining, he noted. "Staff begins to inherently understand and trust the leader's decision making and judgment. Then in the cases when decisions are not explained, people tend not to question because they already know the basic rationale on which decisions are made and how the leader reached a judgment."

Chiefs need to help agency members and the organization, as a whole, change as society does. Officers have to sit and talk with community members. Iowa State PD has had conversations with the local chapter of the NAACP.

"I would say to officers who are surprised: That's how we learn; that's how we grow; that's how we build a stronger organization," said Chief Newton.

Director Goulden suggested the benefits of making training ideas practical, without over-complicating the concepts. "Keep it basic. Practice with a variety of situations. Let officers fail, but give them the skills to get better. And prepare officers with both the skills and confidence to succeed. Culture is equally—or even harder—to manage than the difficult circumstances officers face on the job. Officers need to support each other. Agencies benefit when chiefs model vulnerability."

Indiana University incorporates actual incidents that could have gone better in training scenarios.

"Roll call is the absolute best opportunity for case review, if done frequently it doesn't look like Monday Morning Quarterbacking because agency members are constantly having conversations about what we're doing and how to make ourselves better. We always look to improve service delivery to make us better," said Chief Lees.

In 2020, Indiana University began Response to Resistance (R2R) monthly meetings (with the Associate Vice President). Chief Lees is “on the hot seat every month.” The ongoing and timely reviews lead to more rapid changes in policy and procedures. From this process “we’ve changed ‘what we’ve always done’ and we’re innovating and providing better service,” said Chief Lees. She also involves as many officers as possible in R2R. “Many officers on patrol cannot understand the view from the administration side. ‘You can’t do this...’ is not sufficient for officers to understand the full picture of university commitments and responsibility to students.”

Additionally, Chief Lees attends several roll calls per month to help explain things, answer questions, and go over case reviews. This aids in building legitimacy and trust in the organization. “You can’t just send an email and expect officers to make a change,” she said.

Dr. Adams states unequivocally, “communication is king. We can share the good just as easily as the not so good.” People instinctively review what has gone wrong, but “rarely inspect success. Monday Morning Quarterbacking can examine why something went well to identify the learning that can be shared. Inspecting success becomes key. If we look at the good regularly, then people will find it a bit easier to swallow the bad news.”

He quoted a former mentor Sgt. Dick Whitson: “One pat on the back is worth ten kicks in the butt.”

AVP Gundle observed that the packaging is important. Rather than “Monday Morning Quarterbacking,” leaders could discuss “revising the playbook.” The framing of the follow-up discussions should be “*This is how we learn.*”

While it is not routinely addressed directly, policing remains predominately a male-oriented profession, noted Director Goulden. Leaders striving to make change “need to take gender into account, because there are factors that keep men from speaking up” (i.e., the stereotypes about masculinity). Bystander programs are helpful in shifting male-dominated cultures.

Train and educate the community. Be transparent and include opportunities for two-way communication to obtain feedback from community members.

“We need to listen; we need to learn; and we need to lead,” said Chief Newton.

“Bottom line: be present, be available, be able to be uncomfortable in community groups and answering hard questions,” Chief Lees said.

Panelists concurred that it is vital to “stay on the radar” of campus community members: administrators, faculty, and students, who can be particularly effective messengers as to the vital role public safety agencies play on campus.

The Broward College agency incorporates students into portions of their trainings; this can include student workers within the agency, Criminal Justice majors, or students in work-study programs. As appropriate, students participate in full-scale trainings/drills (they serve as role players in the emergency trainings and also take part in the after-actions). Through participation many of their questions are answered about why the agencies do things in a certain way, and they can educate other students, in real-time conversations.

AVP Gundle states that it is value to “advertise” what the agency does. Tools Broward College uses include:

- Campus Safety Academies
- Newsletter
- Student newspaper. (They have a relationship with the student newspaper).
- Volunteer programs
- Website

“Let students be heard and educated,” he said. Ensure that it is “done with intention, it is done transparently, and with everyone involved.”

Chief Perry shared approaches and tactics he uses to manage expectations through education and outreach.

- Be honest and transparent. We are not perfect, but when we make mistakes, we will learn from them and address those involved appropriately. We will acknowledge and modify.
- Leverage CS committees. Invite campus leadership groups “in;” remind them of what’s occurring on- and off-campus, in the city, state, world regarding public safety. (He sends news articles or other information around “for their review” to stay on their radar).
- Keep students informed and involved. This may even include during the chief’s hiring process. Student leaders can be force multipliers for the police department messages; that helps manage expectations, break down misnomers about practices (related to the law, Clery requirements, etc.)
- Leverage Civilian Police Academy program. Let community members observe the scenarios that officers encounter. Then let participants tell the story about the challenges in making decisions (even something routine, such as how it feels to make a traffic stop).
- Leverage social media...chiefs’ and agencies’. Social media posts add to the constant reminder of the work the agency is conducting. The popular apps are vital. They help keep you in front of your key constituencies.
- Publishing general orders, without sharing confidential information or jeopardizing safety of officers can show the community how we do business.
- Create space for feedback. 🗣️

Resources

ABLE Program (Active Bystandership for Law Enforcement)

<https://www.law.georgetown.edu/innovative-policing-program/active-bystandership-for-law-enforcement/>

Book Club

Influence by Robert Cialdini

<https://www.influenceatwork.com/>

White Fragility by Robin DiAngelo

<https://www.robindiangelo.com/publications/>

Critical Issues in Policing: Contemporary Readings

<https://www.amazon.com/Critical-Issues-Policing-Contemporary-Readings/dp/1478622873>

EIO program modeled after Iowa State

<https://www.diversity.iastate.edu/what-we-do/programming/eio>

The Elephant in the Room (IACP article on effectiveness of training)

<https://www.policechiefmagazine.org/addressing-the-elephant-in-the-room/>

Emotional Intelligence research

National Conference on Race and Ethnicity

<https://www.ncore.ou.edu/en/>

Resilience. A film on toxic stress and its effects on the body and mind.

<https://kpjrfilms.co/resilience/about-the-film/>

Biography



Dr Richie Adams, Retired Police Leader

Dr Richie Adams is a retired police leader. Richie was previously the senior officer responsible for North West Glasgow in Scotland. In this role Richie had responsibility for around 1800 staff and supported a community of around 600 000 people. Currently, Richie is the Director of the Education and Learning Unit of the Scottish Courts and Tribunal Service.

While with Police Scotland, Richie was responsible for the development of Police Scotland's Code of Ethics for Policing and led national work in the field of police ethics. Richie has taught ethical leadership across the UK and, in 2015, was a Fulbright Scholar. During six months in the United States, Richie spoke with a range of departments including Manassas, Roanoke and Leesburg as well as the FBI. He led critical incident command training within Police Scotland and was both a firearms incident commander and licensed negotiator.

Richie holds a doctorate in Policing, Community Safety and Security, a Master's degree in International Law and a Bachelor's degree in law.



Graham Goulden, Former Scottish Police Officer

Graham Goulden is a former Scottish Police Officer. Before retiring Graham was a Chief Inspector with the Scottish Violence Reduction Unit (VRU). Tasked with the long-term prevention of violence this well respected unit simply asked 'Scotland' to think differently to prevent violence.

Prior to this role Graham's policing lens was focused on doing what was traditionally expected from policing. His work with the VRU provided Graham with a more informed lens of communities across Scotland which identified trauma as a major factor contributing to many of the social issues that police officers faced.

Since retiring from policing Graham continues to work to prevent violence in society. He provides trainings and consultancy to other VRU's across the UK. He also delivers trainings in many different settings including universities, schools, workplaces, sports-teams and in prisons.

Where conflict and abuse are all too common Graham simply asks "What are you doing to doing to improve relationships?"

For further information on what Graham offers see his website <https://grahamgoulden.com/>

Biography



Chief Jill Lees, Chief of Police of the Indiana University Police Department Bloomington Division

Originally from Hammond, IN, Chief Lees graduated from Indiana University in 1995 with a degree in Criminal Justice. During her time as a Hoosier, she worked as a part-time campus police officer and attended the Indiana Law Enforcement Academy in Bloomington during the summer of 1994. She was sworn in as a Plainfield Police Officer on May 15, 1995, National Peace Officers Memorial Day.

In 2004, she was promoted to Support Services Sergeant and was also placed in charge of the Evidence Technician and Community Support Officers. In December 2006, she graduated IUPUI with a Graduate Certificate in Public Management. In June 2007, she was promoted to Support Services Lieutenant and was named the Department's CALEA (Commission on Accreditation for Law Enforcement Agencies) Accreditation Manager and supervisor for the Juvenile Programs Officer, Records, and Traffic sections.

In December 2012, Lees was promoted to Captain of the Support Services Division. She continued to be the Accreditation Manager for the Plainfield Police Department and also worked off-duty as a CALEA Assessor. In 2017, CALEA promoted her to Team Leader. In August 2018, Lees was appointed as the Deputy Chief of Support over the Investigations and Support Branches of the Department.

Lees is a graduate of Leadership Hendricks County, Class of 2013, and also attended the Public Service Leadership Institute Leadership Development Course in 2014.

During her 23 year career at the Plainfield Police Department Lees has served as a DARE Officer, Department Instructor/Field Training Officer, Bicycle Patrol Officer, School Resource Officer, Explorer Post Leader, Hostage Negotiator, Chaplain, Public Information Officer, Child Safety Seat Technician, CALEA Accreditation Manager, R.A.D. Instructor, and Crime Watch Coordinator.

While serving the Plainfield Police Department, she received numerous awards from within the Department and also from the Plainfield Community including the Van Buren Elm awarded in 2019 which is the Town of Plainfield's highest honor.

Chief Lees retired from the Plainfield Police Department on March 1st, 2019, and started as the Chief of Police of the Indiana University Police Department Bloomington Division on March 4th, 2019.

Chief Lees graduated from the FBI National Academy Session #279 on March 13, 2020.

She also was selected in June to be a member of the Distinguished Alumni Council for the IU O'Neill School of Public and Environmental Affairs and most recently serves on the NAWLEE social media committee

Biography



MICHAEL R. NEWTON, Ph.D., Associate Vice President and Chief of Police
Iowa State University Department of Public Safety

AVP/Chief Michael R. Newton currently leads the Iowa State University (ISU) Department of Public Safety, which includes the police department, parking division and risk management. Michael began his career at ISU in April of 2017 and was initially an Assistant Vice President and Chief of Police responsible for police and parking. In March of 2019, his role expanded and he became an Associate Vice President and Chief of Police. In addition, Michael is responsible for community engagement and outreach; emergency planning and management; threat assessment and response; and Clery Act compliance. Michael leads a team of over 70 professional staff members and over 50 student staff.

Prior to coming to ISU, Michael led the University of Wisconsin (UW) – Madison Police Department's Field Services Division. This division was responsible for police patrol, security services, health science security, 911 communications and special events. Michael had been with the department since 1998, and was initially assigned to third shift patrol. In 2002, he went from third shift patrol to the department's Court Services Officer position. In this position, Michael was the department's liaison to the Dane County District Attorney's Office. In 2003, he was promoted to sergeant and began working in a new department division called Planning and Development. Michael was assigned as the sergeant of that new unit, which was responsible for all emergency management activities on campus. Michael remained in this position until 2007, when he went back to third shift patrol, leading a shift of police and security officers. In 2008, Michael was promoted to lieutenant and returned to the department's Emergency Management Unit. In 2010, he was promoted to captain and was assigned to lead the Planning and Development Division (Emergency Management and Infrastructure Security). In 2013, Michael was assigned to lead the Field Services Division.

Michael has a strong work ethic and is dedicated to making improvements within the agency and community. Michael has extensive experience working on crowd management issues in areas of October 2020 special events and also protests. Michael worked for over 30 days in the interior branch at the Wisconsin State Capitol during the 2011 Capitol Protests related to Wisconsin Act 10. Michael likes to be involved in the community. Michael is currently on the board of directors for the National Alliance on Mental Illness – Iowa. NAMI Wisconsin awarded Michael Crisis Intervention Team (CIT) Officer of the year in 2016. NAMI – Dane County recognized him as CIT officer of the year in 2017. In 2020, Michael received the Iowa State University Division of Student Affairs award for leadership and steadfast support of students and the student affairs division.

Michael has an associate's degree and a certificate in psychology from North Central Technical College in Wausau, Wisconsin. He has a bachelor's degree from Mount Senario College in Lady Smith, Wisconsin, and a master's degree from the University of Louisville in Louisville, Kentucky. Michael has his Ph.D. from Northcentral University in Prescott Valley, Arizona. His Ph.D. research focused in on leadership styles and emotional intelligence in law enforcement. Michael is also a graduate of the Southern Police Institutes' 113th Administrative Officers Course.



Grant Gundle, Associate Vice President Broward College (Florida)

Grant S. Gundle is the Associate Vice President of Safety, Security, and Emergency Preparedness at Broward College.

With over 25 years of experience in public safety, Mr. Gundle has an advanced knowledge in administrative and functional mechanisms of organizations. With specialized experience in training; accreditation; and professional standards development, implementation, and management, Mr. Gundle has served to integrate best practices into wide-scoped public safety operations.

Mr. Gundle is a U.S. Army veteran whose distinguished military experience includes serving as a Drill Sergeant and Drill Sergeant Leader, who trained approximately 1400 new recruits and 1200 elite Drill Sergeant Candidates in the areas of combat soldiering skills, weapons, first aid, equal opportunity, instructional techniques, supervision, leadership, and personal affairs.

Mr. Gundle holds a Bachelor of Arts in Criminal Justice and a Master of Science in Criminology and Criminal Justice from Florida Atlantic University. During his educational tenure, Mr. Gundle centered much of his research and studies on understanding crime and crime prevention at institutions of higher education to include the assessment of thefts stemming from open and public areas of campuses, the effectiveness of sexual violence prevention programs at colleges and universities, and how the cultural conditions within the environment impact crime and criminal justice.

Before assuming his current role, Mr. Gundle served as a Campus Safety Captain and Lieutenant at Broward College. Mr. Gundle has also worked as a municipal law enforcement officer in South Florida. As a police officer, Mr. Gundle was distinguished as the administrative officer responsible for accreditation and professional standards management and as a class advisor and adjunct professor at the police academy in Broward County.

Also included in Mr. Gundle's professional experiences, training, and program management are the following: Florida Crime Prevention Through Environmental Design (CPTED) Practitioner, Behavioral Intervention Team (BIT) & Threat Assessment Team (TAT) member, response to active killer trainer, high liability instructor, human resource management, policy and procedure development, management consultation, staffing and operational analysis, and change management.



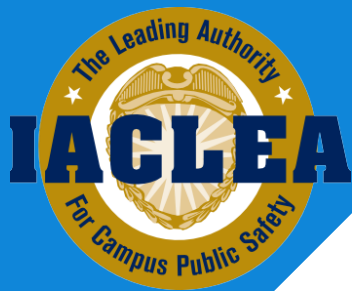
David L. Perry, Assistant Vice Chancellor and Chief of UNC Police

David L. Perry is the Assistant Vice Chancellor and Chief of UNC Police and started Sept. 3, 2019. Chief Perry oversees all Police and Security related functions at the University of North Carolina at Chapel Hill. Perry previously served as Assistant Vice President for Public Safety and Chief of Police for Florida State University for 14 years. He has worked in law enforcement and campus safety for 25 years. Chief Perry shares his extensive knowledge of the campus law enforcement profession while teaching as an adjutant professor and lead instructor for the Bureau of Justice Assistance Valor Program. He has provided instruction related to criminal justice to hundreds of students in a traditional instruction setting and online, as well as presenting in-service training courses to campus, city, and county law enforcement agencies.

In addition to serving as the Past President for the North Florida Chapter of the National Organization of Black Law Enforcement Executives, David is a past president for the Florida Police Chiefs Association and past president for the International Association of Campus Law Enforcement Administrators where he represented colleges and universities nationally and internationally.

David is a graduate of Albany State University with a Bachelor of Arts Degree in Criminal Justice (1993). He holds a Master's in Public Administration from Albany State University (2002). He has also completed the basic police recruit training academies in Georgia, South Carolina, Florida and North Carolina.

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