



The Spelman & Johnson Group

**POSITION SPECIFICATION
DIRECTOR OF PUBLIC SAFETY/CHIEF OF POLICE
UNIVERSITY OF MASSACHUSETTS BOSTON
BOSTON, MASSACHUSETTS**

HISTORY AND OVERVIEW OF THE UNIVERSITY

The University of Massachusetts Boston (UMass Boston) has two histories. One begins in 1852 with the founding of Girls' High School, the future Boston State College. The second begins in 1863, with the founding of Massachusetts Agricultural College, the future University of Massachusetts. The University takes on new life in 1964, when the state legislature voted to establish a new university campus in Boston. These two histories, which came together in 1982 when Boston State became part of UMass Boston, have long shared a common strand: the abiding belief of generations of students and their teachers in what the Boston State motto calls "education for service." UMass Boston takes pleasure in presenting a rich and varied past and an exciting future.

UMASS BOSTON MISSION AND VISION

Mission Statement

The University of Massachusetts Boston, one of five campuses of the University of Massachusetts, is nationally recognized as a model of excellence for urban universities. A comprehensive, doctoral-granting campus, we provide challenging teaching, distinguished research, and extensive service in response to the academic and economic needs of the state's urban areas and their diverse populations.

The mission and goals of the campus derive from, and reflect, the six components of the Vision Statement of the University system:

Access

The University of Massachusetts offers liberal arts and professional programs on the graduate and undergraduate levels, with doctoral programs addressing issues of particular importance to urban environments and people. Our curricula, the way we teach, and our financial and academic support services address the needs both of traditional and nontraditional students, who come to the University from varied social, cultural, and ethnic backgrounds, who may have a variety of previous educational experiences, and who characteristically combine University education with work and family responsibilities.

Excellence

The University of Massachusetts Boston addresses the intellectual and professional needs of individual students through classes and other educational experiences that encourage dialogue with faculty who are active scholars, performers, and/or practitioners. Our programs reflect contemporary thinking about the disciplines and professions, while honoring the disciplines' and professions' historical contexts. Students benefit from rigorous, specially tailored approaches to fostering gains in abilities and understanding. We

seek to distinguish ourselves in four areas of inquiry: the physical environment; critical social and public policy issues; leadership in health, education, and human services; and high technology manpower needs.

Public Service

Extending the land grant tradition, the University of Massachusetts Boston forges linkages between research and service, and is forming partnerships with communities, the private sector, government, other colleges and universities, and other sectors of public education. These linkages bring the intellectual, technical, and human resources of the University community to bear on the economic and social needs of metropolitan regions -- for example, through public policy analysis and applied problem solving in areas such as environmental quality, city planning, tax policy, the schools, and economic development, especially in ethnic and minority communities.

Innovation

The University of Massachusetts Boston pursues research and offers programs serving current and emerging needs of urban populations, institutions, and environments, for example, in gerontology, public policy, and environmental sciences. Programs incorporate new knowledge developed through research, new methods yielded by emerging technologies, and insights and opportunities afforded by interdisciplinary, cross-disciplinary and other collaborative enterprises.

Economic Development

The University of Massachusetts Boston works cooperatively with metropolitan businesses, major public and private sector employers, representatives of state and local governments, neighborhoods, and communities to develop programs to link Massachusetts with economic communities around the world. We offer professional education in areas critical to regional employers, assist state executives in policy analysis and development, and work to strengthen small businesses and local governments through the application of knowledge and expertise and by providing an effectively educated workforce. We conduct research on critical economic issues, e.g., the environment, especially, but not solely, harbor and coastal aspects thereof; social, public, and fiscal policy. And we offer programs to enhance Massachusetts' participation in the global economic community.

Quality of Life

The University of Massachusetts Boston sponsors and supports cultural diversity by helping ethnic and international communities to articulate and celebrate their cultural values and identities, and by recognizing the contributions and achievements of members of these communities. We educate artists, performing artists, writers, archivists, teachers, environmentalists, and others whose lifelong contributions will enrich the culture and environment of the urban populace. By the nature of our enterprise and through our normal activity, we contribute to the rich and diverse cultural life of a major American city.

Vision Statement

UMass Boston's aspirations are similarly reflected in the following vision statement, which is a joint product of the campus's Faculty Council and the Office of the Chancellor:

The University of Massachusetts Boston, a doctoral-granting, research university, will be a leading urban public university in the nation. Through the depth and breadth of its commitment to the following areas of endeavor, the University will serve as a model to other such institutions. The University of Massachusetts Boston will:

- Sustain a superior faculty dedicated to excellence in undergraduate and graduate teaching;
- Provide innovative and often interdisciplinary programs that can respond in a timely manner to societal issues and problems;
- Meet the needs of both traditional and nontraditional students; continue to promote diversity among students, faculty, and staff; and conduct educational, scholarly, and service activities that contribute to meeting the needs of a diverse society;
- Nurture both pure and applied research to advance knowledge and to create a better society for all;

- Devote a high proportion of research and public service activities to the cultural, social, and economic development of the Commonwealth and the global community; and dedicate itself especially to understanding and improving the environment and the well being of citizens of this region.

INSTITUTIONAL LEADERSHIP

Chancellor J. Keith Motley

J. Keith Motley, Ph.D., is the eighth chancellor of the University of Massachusetts Boston. He leads an institution with approximately 15,000 undergraduate and graduate students, a full-time and part-time faculty of more than 900, and a \$294 million annual budget.

In addition to representing UMass Boston locally, nationally, and internationally, Chancellor Motley provides direct oversight of a four-pronged strategic plan for the university whose stated goals are to increase student access and engagement; attract, develop, and sustain highly effective faculty; create a physical environment that supports teaching, learning, and research; and enhance campus-community engagement through improved operational structures. In support of this strategic initiative, Motley is also guiding a 25-year master plan for the physical plant of the University that will significantly enhance the face of the campus and its layout on the scenic Columbia Point Peninsula in a way that invites and welcomes the greater Boston community to interact with its public university.

This project will also include the construction of the Edward M. Kennedy Institute for the United States Senate, which the late Senator requested to be located on the UMass Boston campus next to the JFK Library. The institute will be dedicated to educating the general public, students, teachers, new senators, and senate staff about the role and importance of the senate.

Chancellor Motley has also overseen considerable growth in UMass Boston's faculty research spending, which has increased to more than \$46 million in 2008-2009, and an expansion of the University's private development funding, which has increased by nearly 200 percent under his leadership.

Prior to his appointment as chancellor in July of 2007, Dr. Motley served as vice president for business, marketing, and public affairs at the University of Massachusetts President's Office, where he worked closely with President Jack M. Wilson, university leaders, and the Board of Trustees. Prior to joining the President's Office, he was the interim chancellor of the University of Massachusetts Boston, where he previously had served as vice chancellor for student affairs, following more than 20 years in higher education administration that included 10 years as dean of student services at Northeastern University.

Dr. Motley holds bachelor's and master's degrees from Northeastern University and a doctor of philosophy degree from Boston College.

Vice Chancellor of Student Affairs Patrick Day

Patrick Day has served as the Chief Student Affairs Officer at UMass Boston since 2006. In this position, he provides leadership for the co-curricular educational experience of the University as well as strategic direction and administrative oversight for nine functional areas including Student Activities, Student Leadership and Community Engagement, Office of Student Housing and Commuter Services, University Health Services, Campus Ministry, Judicial Affairs, the Early Learning Center, the Office of the Dean of Students, and the Department of Public Safety. The Division has an annual operating budget of \$8.3 million and employees over 90 staff members.

Patrick Day holds a bachelor's degree in education and social policy from Northwestern University and a master's degree in higher education administration from Texas Tech University. He has held a wide range of leadership positions in student affairs at institutions including Johnson C. Smith University and Temple University.

THE ACADEMIC PROGRAM

UMass Boston offers 150 academic programs to both degree-seeking and non-degree-seeking students.

Academic Structure

UMass Boston has eight schools and colleges—College of the Liberal Arts, the College of Management, the College of Nursing and Health Sciences, the College of Public and Community Service, the College of Science and Mathematics, the College of Education and Human Development, the McCormack Graduate School of Policy Studies, and University College. UMass Boston has been able to expand its academic offerings by creating tracks or concentrations of a broader degree-granting program. This allows the University to offer modern and specific areas of study around a core of established degrees.

- **Doctoral:** PhD and EdD programs and tracks
- **CAGS:** Certificate of Advanced Graduate Study are offered to students who have already achieved a master's-level degree
- **Master's:** MS, MA, and MEd programs and tracks
- **Bachelor's:** BA and BS programs and tracks as well concentrations within the management degree offered by the College of Management
- **Minors:** Minors are available to students seeking a bachelor's degree in another area of study
- **Certificates:** At both the undergraduate and graduate level, the University offers programs that award a certificate of completion and in some cases prepare students for government or industry certification in a particular field
- **Programs of study:** Special groupings of courses that may be open to both degree-seeking and non-degree seeking students.

The Faculty

Student faculty ratio (2008):	16:1
Total number of faculty:	462 full time, 451 part time
Male faculty:	52% full time, 42% part time
Female faculty:	48% full time, 58% part time
Faculty of color:	23% full time, 11% part time
International faculty:	2% full time, 2% part time

Percent of full-time instructional faculty who have earned a Ph.D. or other terminal degree: 93%

THE STUDENT BODY

Total number of undergraduates:	10,478
Percent full-time undergraduate degree-seeking students:	72.8%
Percent part-time degree-seeking undergraduate students:	27.2%
Percent degree-seeking undergraduate women:	57.8%
Percent degree-seeking undergraduate men:	42.2%
Percent non-degree-seeking undergraduate students:	8.7%

Percent of undergraduates who are from out-of-state:	5%
Region from which most U.S. students come:	Northeast
Percent of undergraduate students age 25 and older:	32%
Average age of full-time undergraduate students:	23
Average age of all undergraduates (full- and part-time):	25

Ethnic Breakdown

Percent of undergraduates who are African-American:	16%
Percent of undergraduates who are Asian-American:	14%
Percent of undergraduates who are Hispanic:	9%
Percent of undergraduates who are white:	58%
Percent of undergraduates who are international:	3%

UMASS BOSTON DEPARTMENT OF PUBLIC SAFETY

Mission

The University of Massachusetts Boston Department of Public Safety is committed to creating and maintaining a safe and secure environment for the University community. In order to accomplish this task, the department subscribes to a community oriented policing philosophy. Police officers are on duty 24 hours a day, all year long. Police officers patrol the University and adjacent roads in marked police vehicles, police bicycles, and on foot. All police officers are sworn under chapter 75, section 32a of the general laws of the Commonwealth of Massachusetts. All police officers have the same law enforcement authority as state or municipal police officers and are trained at state certified municipal police training academies.

Overview

UMass Boston is the urban campus of the University of Massachusetts system located on Boston Harbor, just south of downtown Boston, with the Massachusetts State Archives and the John Fitzgerald Kennedy Presidential Library as neighbors. The University of Massachusetts Boston, Department of Public Safety is charged with the responsibility of providing a safe and secure environment in which the students, faculty, staff, and visitors will be able to learn, teach, work, and visit. The department is committed to a community based policing philosophy to accomplish this goal.

The Department of Public Safety maintains three basic service divisions:

Uniformed Police

This is the largest component of the Department of Public Safety. This branch consists of sworn police officers, ranging in rank from patrol officer to the Director:

- Director of Public Safety
- Three Administrative and Command Police Lieutenants
- Four Police Sergeants
- 23 Sworn Police Officers

University police officers have the same authority as any municipal or State police officer to enforce all criminal and motor vehicle statutes of the Commonwealth of Massachusetts. Many University police officers have additional training in specialized areas ranging from varied investigative techniques, crime prevention, sexual assault investigation, and emergency medical technician training.

The police division also provides the same basic services such as emergency response to criminal activity, medical, hazardous materials, and public safety problems. Additionally, the police division will attempt to assist the public with personal safety escorts and motor vehicle assistance, such as unlocking an auto and giving a battery boost when needed.

Special Services

The Special Services division, also known as the detective division, provides specialized services in the area of criminal investigation and community outreach programs. This division assists members of the community with advice on how to obtain assistance from the proper resources to deal with matters such as domestic violence, sexual

assault, harassment, and other matters which effect everyday life at the University. The Special Services division will also assist in directing parties to the proper court so that they can seek assistance there if needed.

Institutional Security

These are security guards who perform basic security services, such as unlocking and locking of office doors, fire watch patrols, building security patrols, and remain alert for public safety and security concerns. They are in constant radio contact with the uniformed police patrol division

UMASS BOSTON DIRECTOR OF PUBLIC SAFETY

Overview of the Position

The former Director, Philip O'Donnell, retired from the position after a 30 year tenure where he had moved up the ranks within the department. In order to prepare for this transition in leadership, the Vice Chancellor for Student Affairs commissioned a LEMAP review through IACLEA. The LEMAP team report has made key recommendations in nineteen areas. Currently, Stanley Stewart is serving in an interim capacity as the Director.

One consistent theme from the LEMAP report was that the department does not have the visibility and outreach that is expected, and that will be needed, for a growing and diverse campus. Implementing the first phase of a 25-year master plan, the University is about to embark on a construction program that will include new academic buildings, the Edward M. Kennedy Center for the Study of the Senate, and most critical to the overall campus culture, residence halls for 2000 students. The University has also purchased, several blocks from campus, the former Bayside Exposition Center building which is currently vacant but it is anticipated will be a mixed-use building for a variety of campus departments and services. The department is expected to consult throughout this period of growth and construction both with designs and suggestions for security of the new buildings but also with the traffic, access, safety throughout the construction and building process.

Currently, UMass Boston students looking for housing close to campus, rent apartments at two complexes that are within walking distance—the Peninsula Apartments and the Harbor Point Apartment Community. Both of these complexes are operated and managed by separate, private entities and provide their own security. Both complexes also call upon the Boston municipal police for assistance and emergency services. The Department of Public Safety does not have jurisdiction, nor does it respond to, any student incidences at these complexes. Up until November of 2002 the department had Deputy Sheriff Police Powers which did allow added protection to officers when dealing with incidences on the edges of campus or when traveling between University owned properties.

Emergency planning and coordination is also the responsibility of the department. There is an Assistant Director position, currently not a sworn officer, within the department that is responsible for emergency and safety planning. The University also has a Coordinator of Safety Planning position that reports to into the Vice Chancellor for Administration and Finance.

The campus engages in many high profile events that attract many visitors as well as students, faculty, and staff. The department is responsible for the security, traffic flow, and safety management of all events on campus. The understanding and implementation of community policing principles is particularly critical around these high profile events as well as the recognition of operating public safety programs within a diverse institutional community.

Responsibilities of the Position

The Director is responsible for providing public safety and related security services to the UMass Boston community and manages all administrative, personnel, and financial responsibilities for a comprehensive 24-hour/365 days-a-year department with 30 sworn officers, three staff, eight security officers, and a \$2.6 million annual budget. The department is organized with vehicle, bike, and foot patrols across the campus's 87 acres encompassing nine buildings. The position oversees patrol operations, investigations, officer recruitment and training, a communication center, community policing, emergency response, crime prevention strategies, college

crime statistic reporting, event management/crowd control, dignitary protection, facilities security, traffic control and enforcement, and criminal incident/emergency scene management. The department is represented by Teamsters Local Union No.25.

Additional responsibilities include:

- Possess a clear vision of community policing as the law enforcement directive for a diverse and urban campus;
- Be a strong advocate and leader in understanding issues of race and cultural differences as they relate to campus law enforcement;
- Evaluate, review, and develop a strategic plan for the department that manages resources, staffing, and technology moving forward with the pace of the University;
- Provide University leaders with up-to-date information on all campus issues and concerns;
- Develop strong relationships and clear communication channels with area law enforcement organizations;
- Promote the professional development and training of officers as well as team building within the department;
- Be cognizant of the responsibilities of working in a union environment and maintain positive working relationships with union representatives;
- Develop a strong program for training new officers in the differences between municipal/public police activities and the nature of community policing within higher education;
- Collaborate on University's emergency management plans, and be a part of the critical incident management team;
- Develop and implement departmental policies and procedures with a focus on community policing and ensure that these policies and procedures are clearly communicated to the campus community;
- Participate actively in the committee work of the larger institution and within the Division of Student Affairs, including serving on the Division's Behavioral Management Team;
- Be connected with IACLEA and maintain the standards set by IACLEA for a contemporary public safety department.

Anticipated Challenges and Opportunities for the New Director:

In no particular order the new Director of Public Safety will need to consider:

- Developing strong working relationships across campus and creating a Department of Public Safety that provides one-stop shopping for all campus safety/security issues;
- One recommendation of the LEMAP report was to seek accreditation for the department;
- Develop a long range plan for facility, equipment, personnel, and changes in mission based on anticipated University growth;
- Develop an effective hiring plan that includes objectives to establish qualified diverse pools of candidates and hire to fill vacancies in an efficient manner as well as establishing comprehensive training programs;
- Assemble an advisory group to the Department of Public Safety and encourage department staff to participate widely on campus committees and to interact in a consultative role with student leaders and student organizations.

Characteristics of the Successful Candidate

The successful candidate will ideally possess the following qualities, attributes, and experiences in no particular order of importance:

- A bachelor's degree in Criminal Justice or a related field;
- A minimum of ten years of progressively responsible management experience in law enforcement administration and previous command experience in a college or university setting is important;
- The ability to meet all requirements for certification and licensing under Massachusetts General Law;
- Strong leadership and problem-solving skills and the ability to engage in strategic planning and program/policy development;
- Excellent interpersonal skills including conflict management, community outreach, customer service, and public speaking;

- Demonstrated knowledge of current issues and best practices in law enforcement, crime prevention, and public safety within a higher education environment;
- Possession of multi-cultural competencies as they relate to the intersection of a diverse community and law enforcement;
- An understanding of student life and the needs/issues of a campus community;
- Experience working on a campus with a residential life program;
- A hands-on supervisory style with the ability to hire, train, develop, motivate, and evaluate staff;
- Knowledge of emergency planning and management, current technology and communication systems, and community policing in a complex, urban environment;
- Candidates must have the ability to meet all requirements for certification and licensing under Massachusetts General Law.

UNIVERSITY BENEFITS

UMass Boston offers the following benefits for the Director of Public Safety position:

- Medical and dental plan options;
- Long-term disability;
- Life insurance;
- Fixed and optional retirement plans;
- Flexible spending accounts for health and child care expenses;
- Tax sheltered annuities program;
- State deferred compensation program;
- 13 paid holidays, generous paid time off and programs to promote a healthy workplace as well as a healthy lifestyle;
- Tuition benefits at UMass Boston and other UMass campuses as well as other Massachusetts state and community colleges for employees, their spouses and eligible dependents.

APPLICATION AND NOMINATIONS

Review of applications begins immediately and will continue until the position is filled. To ensure full consideration, candidates should submit a resume and accompanying cover letter through the SJG website at www.spelmanandjohnson.com under the link Open Positions. Margolis, Healy & Associates, LLC, a strategic partner of SJG, is assisting with this search. For confidential inquiries, or to nominate an individual for this position, please email eth@sjgsearch.com or gmargolis@margolis-healy.com. If you are unable to submit materials electronically, please call 413-529-2895.

SJG — The Spelman & Johnson Group
in partnership with Margolis, Healy & Associates, LLC (MH&A)
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Visit the UMass Boston website at www.umb.edu

UMass Boston is an Affirmative Action/Equal Opportunity Employer.

UMass Boston is dedicated to the goal of building a culturally diverse and pluralistic faculty and staff committed to teaching and working in a multicultural environment and strongly encourages applications from women, minorities, individuals with disabilities, and covered veterans.