



## Senior Management Institute for Police

There will be **THREE SMIP Sessions in 2016**

**Session 62: June 5 - June 23**

**Session 63: June 12 - 30**

**Session 64: July 10- 28**

SMIP is designed to prepare today's police executives for the challenges of the next decade and beyond. The profession is changing more rapidly than ever before. For example, new technologies and privacy issues, the implications of cybercrime, and the constantly evolving and increasing threat of terror represent new and difficult challenges for police that did not exist a generation ago. Communities also expect more from their police departments in terms of procedural justice, increased accountability and transparency, police use of force and racial reconciliation. And today's recruits differ in significant ways from past generations. Chiefs must reengineer to address these issues and deliver a wider scope of services with fewer resources. The very nature of leadership in policing is changing.

Our goal is to ensure that SMIP instruction reflects the best thinking about the changes that are taking place in the field. In 2015 the SMIP curriculum was revised and new faculty members were brought on board. The SMIP faculty has the experience and wisdom to prepare attendees to address the current and future challenges in policing. These enhancements were rooted in recommendations of former SMIP attendees as well as the leading academics and practitioners who participate in PERF's conferences.

**Program Description** - SMIP is a program of the Police Executive Research Forum that provides senior police executives with intensive training in the latest management concepts and practices used in business and government, as well as discussions of the most challenging issues facing law enforcement executives today. A demanding three-week course, SMIP brings together a faculty from top universities, successful law enforcement chief executives, and subject matter experts from the private sector. It is designed for mid-to upper-level police executives who ultimately will lead police agencies throughout the United States and other participating countries. SMIP's curriculum addresses the issues that demand the attention of today's forward-thinking law enforcement leaders. Classes are held at Boston University, where participants learn and reside in the university's finest classrooms and residence hall.

**The Value Proposition for SMIP** – SMIP brings together leading thinkers in corporate and public management to provide intensive training in the best management theories and practice, innovative solutions to organizational problems, and discussion of important issues in managing public service organizations effectively. The program's goal is to give police managers the same quality of management education available to leaders in other public and private-sector endeavors.

As a developmental program for the profession's current and future leaders, SMIP focuses on leadership and executive development. The curriculum is much more conceptual than technical and requires participants to think in broad terms about their agencies'

environments. Readings and class discussions stimulate critical thinking and problem-solving. Participants emerge with an understanding of advanced management practices and effective leadership, and enhanced awareness of the management methods and resources necessary for fulfilling current or future responsibilities. By sharing individual management experiences and exchanging ideas during group discussions, participants gain confidence in their managerial abilities and develop sources of consultation, advice and support that will endure well beyond the course.

Upon graduation, attendees will be offered free PERF membership for the remainder of the calendar year, and a registration fee waiver for PERF's next Annual Meeting. The extensive resources of the Police Executive Research Forum and the Senior Management Institute for Police remain available to participants after the course. This commitment has helped make SMIP a national center for the education and training of the future leaders of American policing.

**What the Course Is All About** – SMIP gives participants a clear understanding of general management theory, policy development, planning processes, and organizational behavior. Topics such as diversity, political management, organizational strategy, performance management, organizational change, leadership, managerial problem-solving, career planning, negotiation, process analysis, media relations, and new policing strategies and innovations will be discussed.

The program requires extensive reading with classroom discussion of the issues presented in the readings. Participants are encouraged to apply the concepts and issues presented to their own organizations. Because of the program's intensity and daily group study, **all** participants are **required to reside on campus for the program's duration**, except weekends.

Because the majority of participants have already completed post-graduate studies, SMIP does not offer college credit. However, former participants have been awarded graduate credit by colleges they attended upon presentation of the SMIP objectives and course curriculum.

**Individual Commitment** – SMIP is a very demanding, fast-paced, reading-intensive program that requires considerable commitment and hard work in class and after class through independent and group study assignments. Each day, participants will be called upon in class to offer their perspective on the issues presented in the assigned cases and readings. A lack of preparedness will result not only in diminished success of the individual, but it can also impact the progress of the entire class. Keeping up with assignments and team work is essential.

**Qualifications for Individual Attendance** – Enrollment is limited. To qualify for SMIP, you must be the chief executive or a senior manager in your agency (Lieutenant or above, or civilian equivalent) with significant responsibility for major agency activities. A 4-year college degree – or the accumulation of 120 credit hours – from an accredited college or university is required. PERF is committed to select only those who are fully committed to actively participate in this valuable management education experience.

**Attendance Starts with Application Online** – SMIP online applications are now being accepted on the PERF website at [www.policeforum.org](http://www.policeforum.org). Submitting the application (and receiving an auto-generated invoice) does not assure a seat. Only after an acceptance letter is received and acknowledged, via email, can applicants be assured that they have been accepted into SMIP.

Those who are PERF members should log in as a member, follow the SMIP and member applicant prompts (this will populate some application fields with information already in our member files). But anyone can apply as a non-member by following the prompts and completing and submitting the online application.

Applicants must acknowledge their understanding that SMIP is a very intensive program that requires a significant commitment to pre-session reading, class attendance, daily reading assignments, and group study sessions.

**It is critical that NO ONE SHOULD SUBMIT AN APPLICATION UNTIL the applicant can positively affirm:**

- His/her **AGENCY HEAD HAS APPROVED** the applicant's attendance,
- **FULL FUNDING HAS BEEN APPROVED**, and that payment of the tuition balance will follow **45 days** after the application's acceptance.

**Investing in Your Development** - Tuition for the 2015 sessions of SMIP is \$9,250. A \$250 deposit must be paid by credit card at the time of application. In the event an applicant is not accepted by PERF, the deposit will be refunded in full to the credit card to which it was charged. Otherwise deposits are non-refundable. Applicants will be officially notified, via email, of their acceptance within 14 days of their application. Applicants who are not accepted will be contacted by telephone.

**Tuition includes:** instruction, books, materials, program activities and events, lodging and meals for the duration of the program. Tuition does NOT include travel expenses. Applicants may choose to arrive one day before the program starts and remain on campus one day after the program ends, however meals before or after the program are not included. Tuition (less the deposit) may be refunded if an applicant must cancel, provided PERF is officially notified in writing or by email 90 days or more before the start of class. Refunds cannot be given when the application is received within 90 days of the start of class. However, alternate qualified personnel from the nominee's department may replace a previously accepted applicant.

**Notice:** The application **MUST** be completed by the individual attending **SMIP**. The SMIP application calls for personal information and **demands affirmations that must be provided only by the applicant.** Applications completed by training, procurement or administrative staff or others on behalf of the applicant typically lack correct information and are therefore NOT acceptable.