

# **Caruth Police Institute University of North Texas at Dallas**

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Survey of University-Affiliated Police Academies

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Revised March 2020



# Contents

<b>Introduction.....</b>	<b>2</b>
Purpose.....	2
Methodology.....	2
Overview of Academies.....	2
<b>Considerations.....</b>	<b>4</b>
<b>Appendix One: Institute Fact Sheets.....</b>	<b>9</b>
Temple University Police Academy.....	9
University of Akron Police Academy.....	11
University of Central Missouri Police Academy.....	12
Mercyhurst University Police Academy.....	13
Kent State University Police Academy.....	14

## Introduction

### Purpose

The University of North Texas at Dallas aims to assist the City of Dallas in creating a state of the art, modern, and competitive police academy that will serve the Dallas Police Department through enhanced training, recruiting, and retention of the State's finest police officers. This briefing provides information from comparative university-affiliated police academies across the nation and analyzes the operations and programs that have contributed to the success of those institutes.

### Methodology

We obtained information about the academies through interviews with each academy's leadership and an examination of their training programs. We contacted the office of each academy by phone and inquired about research, training, funding, and staffing. If an academy contact did not or could not answer questions, we then gathered information from the academy's webpage, publications, and media outlets.

We placed the information collected from each academy in a Fact Sheet (see appendix). We then analyzed the information from each institute to identify any trends among capacity, training courses, research and operational characteristics, including the amount of staff per academy and funding sources.

### Overview of Academies

Regional police academies are typically associated with community or junior colleges. This, however, greatly reduces the ability of the academy to participate in, and benefit from, rigorous police science research as well as academically enhanced and informed instruction beyond the State required minimum course. Understanding topics such as reducing use of force, retaining a healthy workforce, recruiting top candidates, building public value and improving police/community relations, utilization of evidence-based policing strategies and cultivating and improving positive departmental morale are critical in modern policing—and inform the very tenets of 21<sup>st</sup> Century Policing. Embedding an academy at a university with the academic and research capacity to inform training at the initial level can serve to enhance a workplace-ready police force while also making the department competitive in recruiting and retention.

Research related to embedded police academies at the four-year university level supports that these institutions are relatively rare when compared to two-year institutions of higher education. In fact, reviews of relevant literature and search results yielded only a handful of basic police academies that met this criteria: our sample of these agencies includes The University of Akron Police Academy in Akron, Ohio; Kent State University in Kent, Ohio, the Temple University Police Academy in Philadelphia, Pennsylvania; University of Central Missouri in Warrensburg, Missouri; and Mercyhurst University Police Academy in North East, Pennsylvania.

### **Operations and Contracts:**

The common source of revenue for these institutes is private tuition fees with some training sites supplementing this with federal, state, and municipal contracts for training. Temple University contracts with federal agencies for their basic training; though they did decline to share their contracts with CPI due to proprietary bid processes, director Chris Willard explained that the contracts with the agencies that they served specified the following:

- Use of on-campus housing for students in residence
- Student/instructor ratio
- Required equipment and which party was responsible for providing/maintaining said equipment.
- Overtime documentation for students during training
- Specific curriculum requirements
- Classroom set-up and maintenance
- Access to locker room and storage facilities

Kent State University initially indicated that they engaged in contract training with the Ohio Bureau of Adult Detention but in further conversations with their training manager, Robert Altier, students from correctional facilities are actually placed in the Academy as a “sponsored enrollment”; i.e., their employer pays their tuition on a per student basis. Both Kent State and Temple University assert that these contracts and sponsored enrollments are a small part of their overall revenue, with open enrollment in regional academy courses and in-service training making up the bulk of revenue.

All Academies included in our research met their state standards for basic peace officer certification; all offered in-service training per state mandates; and a few offered continuing education courses for officer development such as investigations training. All but one offered academic course credit to their

affiliated universities upon completion of academy. Additionally, Kent State University offers citizen academies and other community training courses at their location.

### **Facilities:**

Each of the University based academies CPI contacted owned and maintained the training facilities. These academies have a mix of both dedicated classroom or outdoor spaced and space shared with other university departments. A few examples also maintain a satellite campus for additional training. All provided firearms training through contracted services offsite, generally at a local law enforcement training facility. Interestingly, while the University of Akron has a range on campus, it is not utilized for their training academy. The Academy's commander stated that it was geared more toward sport shooting, and therefore did not meet requirements for law enforcement training.

Driving facilities were a mix of contracted external driving courses; parking lots; and dedicated driving courses on campus.

### **Research:**

Research is curiously absent from many of these university-housed academies: only one could recall collaborating on research with the university. This innovative research approach was on an ad hoc basis with varying departments including health science and audiology—bringing a well-rounded and multi-discipline approach to policing research.

Considerations below are informed by researching existing academies and the summary information found within the Fact Sheet appendices.

## Considerations

### Organizational Partners:

University of North Texas at Dallas - Caruth Police Institute

The University of North Texas at Dallas (UNT Dallas) is uniquely suited to embed a fully functional police academy within its organization: the college is situated in south Dallas, near the I-20 corridor and within a 10-minute drive from Downtown Dallas; the campus is approximately 264 acres in size,



of which only a small portion is currently developed. The student population is incredibly diverse: over 83 percent of its population is minority, with 41 percent of students identifying as Hispanic and 35 percent as African American.

The campus currently houses its own fully accredited police department (the University of North Texas at Dallas Police Department); robust public safety-oriented academic offerings (including bachelors and masters of criminal justice; a masters of public leadership; and an applied arts and sciences degree in emergency services administration); and the unique Center of Excellence, the W.W. Caruth, Jr. Police Institute (CPI). CPI serves as a police science and training institute that informs best practices in public safety; has partnerships with numerous law enforcement and public safety organizations throughout the region; and offers training targeted to leadership development and relevant topics for criminal justice professionals at all levels; additionally, CPI also has an established, 12-year relationship with the Dallas Police Department to provide training, research, and policy analysis and recommendations.

As such, there exists an unparalleled and natural opportunity to both utilize space on UNT Dallas' campus and capitalize on the prospect of pathways to higher education for recruits through accredited academic credit hour agreements; the positioning of an academy at a high-profile, growing, and diverse university to aid in the recruitment of the next generation of police officers; the potential for research-informed training practices; groundbreaking research of training outcomes, health and wellness, and trends in recruitment and retention; with state of the art facilities, and much more.

## Facilities

With a beautiful and expansive campus, there is ample opportunity to explore physical space to allow for a brand new, state-of-the-art, and secure facility that could jointly house the Dallas Police Department Training Academy, CPI, the UNTD Criminal Justice department, a regional training academy, in-service course offerings, and the UNT Dallas Police Department. The presence of UNT Dallas PD would ensure security standards for the facility, as well as enhance CPI's ability to provide Texas Commission on Law Enforcement accredited training.



CPI's would maintain its 12-year close relationship within the Dallas Police Department allowing easy access for collaborative research projects, policy analysis ventures, and leadership development. Additionally, in this new facility, CPI would have dedicated classrooms for its leadership and special topics training—centralizing training for officers throughout their careers. Essentially, officers would be here from the recruit stage, return for their leadership development throughout their careers, and attend specialized courses, continuing education offerings, and in-service/mandated training as required to maintain their peace officer licenses all in one facility with the added potential of bridging to higher education. This integrated training model is both efficient and unique to the region, eliminating the need for multiple training facilities and organizations to meet training requirements.

Further, this facility would eliminate the need and expense for the City of Dallas to lease space, maintain, and update its Basic and In-Service Academies. UNT Dallas could launch a capital campaign to fully fund design and construction. Through design collaboration with the City of Dallas, UNT Dallas would strive to construct Texas' finest, most technologically advanced, and aesthetically pleasing police academy. Once completed, facility use and maintenance, as well as IT support, administration, TCOLE reporting, class scheduling, instructor recruitment and oversight, hiring and managing the academy director, and full academy operations could be provided by CPI-UNT Dallas per a long term proprietary contract with the City of Dallas.

The facility will be full-service, including all classroom space; dedicated indoor and outdoor physical training spaces; firearms range; driving course; reality-based training capability; and dedicated parking.

### Capacity

The University of North Texas at Dallas has demonstrated its ability to provide workforce solutions tailored for the local community. For example, its Emerging Teacher Institute is renowned for providing state-of-the-art, hands-on teaching training to meet the needs of the Dallas Independent School District and other local districts. Targeted programs have helped address shortages of bilingual teachers in the district (and surrounding areas); provide additional resources and training to area science teachers; and support public school principals to drive impactful change on their campuses.

With this proven track record of affecting change in local workforce issues as well as the resources provided by the Caruth Police Institute's training, consulting and research arm, the potential for this collaboration with the City of Dallas is limitless.

Additionally, under the direction of a highly-qualified Training Director, employed by the Caruth Police Institute, and through the utilization of contract instructors with the Dallas Police Department, this training academy will require minimal additional personnel from the Dallas Police Department—freeing current personnel to serve the city in other capacities and potentially redistributing personnel to more public-facing roles. CPI will administer all certifications, trainings, contracts and serve as a liaison for credit hour transfer to the University.

## **Range of Training Courses**

CPI, with the support of the University of North Texas at Dallas, is prepared to offer a full basic academy; in-service training to meet legislative requirements and department needs; leadership training at all levels of the organization; and specialized training by need

### **Regional and Dedicated Academy Cohorts**

Although a regional academy is also a consideration, and engaging in shared learning and recruit networking will be critical to enhanced training and officer development; the Dallas Police Department recruit academy should operate as a unique academy co-hort. This collaborative academy structure will allow for open enrollment for potential police officers from around the state and dedicated regional training academies while recognizing that the camaraderie and culture within Dallas Police Department recruit training classes is essential to the collective morale of the organization. Dallas Police Department will have their own dedicated training cohorts exclusive to DPD recruits and inclusive of all the traditions and spirit that is historically inherent in the DPD Academy. In-Service trainings may also be exclusive to DPD officers as necessary.

## **Summary**



Caruth Police Institute, supported by the University of Texas at Dallas, proposes to mount a capital campaign to build a full-service, integrated police academy housing CPI, the UNTD Police Department, all Dallas Police Department training functions in dedicated, exclusive cohorts, and additional separate, regional academies. UNT Dallas would serve as the primary contractor for all Dallas Police Department training, providing:

- “one stop” integrated and full-service training academy for officers at all stages of their careers
- nationally recognized police science laboratory capable of informing not only best training practices in 21<sup>st</sup> century policing, but other areas including health and wellness; recruitment and retention; community/police relations and more.
- eliminating the need for the City of Dallas to lease and maintain training facilities and information technology equipment.
- freeing Dallas Police Department personnel to serve in more public-facing capacities
- integration of UNTD academic credit in Basic Academy and other training programs, thereby creating a bridge to higher education opportunities for all DPD officers
- maintenance of the historic traditions and spirit of the Dallas Police Department Academy with dedicated DPD cohorts

The possibilities for research and for cutting-edge and best practice supported training within this model are limitless. The facility would be high-profile, state of the art, and fiscally efficient for the Dallas Police Department. With UNT Dallas’ proven track record in workforce education, its convenient location, and its diverse and growing student body combined with CPI’s training, research and policy analysis capabilities, this collaboration would represent an innovative, groundbreaking approach to training officers that truly represent the future of the Dallas Police Department.

## Appendix One: Institute Fact Sheets

### Temple University Police Academy

Temple University • Philadelphia, Pennsylvania •  
<https://www.cja.temple.edu/criminal-justice-training-program/temple-university-police-academy/>

#### **Leadership Contact Information**

- Name and Title: Chris Willard, Director
- Contact: [cwillard@temple.edu](mailto:cwillard@temple.edu), 267-468-8600

Temple University Police Academy is a stand-alone, independently funded municipal basic training and in-service academy on a satellite



campus at Temple University (Ambler Campus). In-Service courses include all state-mandated courses from the Pennsylvania Municipal Police Officers' Education and Training Commission. In addition, they offer distance learning for deputy sheriffs with the State of Pennsylvania; a National Park Ranger Law Enforcement Academy; a Charter School Officer's Training Program; and basic training, firearms training, and continuing education program for State Constables in the Eastern Region of Pennsylvania. The program does not have an academic credit agreement with Temple University.

### **Research**

- The Academy does not have an established research program with Temple University.

### **Funding**

- The Center is supported by student tuition and State and Federal contracts for specific training programs.

### **Facility**

- Multiple lecture style classrooms, matted wrestling room, swimming pool, mock campground, tactical training area, weight room, and gym. Firearm training facility is contracted offsite with a local sheriff's department.

### **Staffing**

- The Academy officially has two employees, a director and an administrative staffer.
- The Academy receives additional administrative support from university staff for accounting, management, and technical purposes. They have two university coordinators for the Constable's Training Program and the Deputy Sheriff's training program, as well.
- The Academy maintain a corps of contract instructors.

University of Akron Police Academy

The University of Akron • Akron, Ohio • <https://www.uakron.edu/police-academy/>

**Leadership Contact Information**

- Name and Title: William Holland, Commander
- Contact: 330-643-2114



The University of Akron Police Academy is an open enrollment Ohio Police Officer Training Commission-certified academy. The Academy is organizationally part of the College of Applied Sciences and Technology. This basic academy is located on the main campus of the University of Akron and the instructors are a blend of law enforcement officers and faculty from the University of Akron. Up to 17 hours of undergraduate course credit may be applied toward a degree in emergency management from the university upon completion of the Academy. The University offers three academies per year, including two full-time academies and one part-time academy. On average the Academy graduates 70 students yearly.

### **Research**

- There is no dedicated research partnership with the university, though there have been collaborations with health sciences related to mental health studies and the department of audiology for hearing loss research.

### **Funding**

- The Academy is supported entirely by student tuition.

### **Facility**

- Several lecture style classrooms, tactical training area, weight room, and gym. Fire-arms training is contracted offsite with a local sheriff's office with driving courses completed on a local Indy racing course.

### **Staffing**

- The Academy officially has two employees, a commander and an administrative staffer.
- The Academy receives additional administrative support from university staff for accounting, management, and technical purposes.
- All Academy instructors are contractors.

University of Central Missouri Police Academy

University of Central Missouri • Warrensburg, MO and Sedalia, MO

- <http://www.mosafetycenter.com/divisions/institute-for-public-safety/central-missouri-police-academy/>



University of Central Missouri (UCM) hosts both full and part-time, open enrollment basic academy in conjunction with the University's College of Business and Professional Studies. The Academy offers college credits as well as Missouri Peace Officer Standards and Training (POST) certification. Eighteen (18) hours of college credit is applicable to many degrees available to University students. Additionally, UCM offers continuing education and in-service training, including investigative training, instrument training, driving training, and more through the Academy.

### **Leadership Contact Information**

- Name and Title: Tim Lowry, Director
- Contact: 660-543-4090

### **Research**

- No research collaborations with the university.

### **Funding**

- The Academy is supported by student tuition, grants, and fees from rental space in their facility.

### **Facility**

- The Academy is located on campus; the area used for tactical defense training is dedicated, while the athletic training center (for physical fitness) is shared with other students. The training complex includes a state-of-the-art highway safety instructional park known as the Missouri Safety Center. UCM contracts with a private gun range off-campus for their full-time academy, and with a local police department for their part-time academy.

### **Staffing**

- The Academy employs 15 staff members, including instructors, coordinators and executives.

Mercyhurst University Police Academy

Mercyhurst University • North East, Pennsylvania

- <https://www.mercyhurst.edu/mne/academics/municipal-police-academy>

Mercyhurst University Academy is a five-month open enrollment basic police academy, satisfying the Pennsylvania Municipal Police Officer's Education



and Training Commission training requirements for entry-level law enforcement officers. Students receive 22 hours of course credit toward Mercyhurst's criminal justice program. In-service training includes legal updates, crowd management, and leadership training. The Academy operates organizationally as part of the Ridge College of Applied Arts and Sciences."

### **Leadership Contact Information**

- Name and Title: Bill Hale, M.S., Program Director
- Contact: 814-725-6137, [bhale@mercyhurst.edu](mailto:bhale@mercyhurst.edu)

### **Research**

- No university sponsored research..

### **Funding**

- The Academy is supported by private tuition.

### **Facility**

- The Academy's dedicated facility is located on a satellite campus; gun range and driving course are contracted with offsite organizations.

### **Staffing**

- Staff includes Program Director and Deputy Director with support from the Ridge College of Applied Arts and Sciences Dean and Associate Dean.
- All instructors are contractors.

Kent State University Police Academy

Kent State • Kent, Ohio • <https://www.kent.edu/policeacademy>



## Leadership Contact Information

- Name and Title: Robert J. Altier, Police Academy Public Safety and Training Manager
- Contact: 330-675-7666, [raltier@kent.edu](mailto:raltier@kent.edu)

The Kent State Police Academy is an open enrollment Ohio Police Officer Training Commission-certified academy, with part-time and fulltime academy options. It does not fall under an academic college within the University, however; course credit may be available to Kent State students on a departmental basis although there is no formal credit agreement in place. In-service training includes those courses mandated by the State of Ohio including legal updates and required tactical training while additional continuing education such as leadership training and investigative training is not offered.

## Research

- No university sponsored research.

## Funding

- The Academy is supported by student tuition;

## Facility

- The basic academy is located on the campus of Kent State University and a satellite campus (Trumbull) in Warren, Ohio.
- Facilities include lecture style classrooms, an offsite firing range, a parking lot utilized as a driving course, fitness center, and dedicated space for physical/tactical training components.

## Staffing

- The Academy has a training commander with chiefs and sergeants from four outside law enforcement agencies as commanders.
- The Academy maintains over 100 law enforcement trainers as contracted instructors for their courses.