



Search for the Deputy Chief of Police  
University of Maryland, Baltimore  
Baltimore, Maryland

## THE SEARCH

The University of Maryland, Baltimore (UMB), founded in 1807 and comprising some of the oldest professional schools of dentistry, law, medicine, pharmacy, social work, and nursing in the United States, seeks a Deputy Chief of Police (DCoP) to provide day-to-day operational leadership for the UMB Department of Police and Public Safety (DPPS). An inaugural role, the position represents a unique opportunity for an experienced, collaborative law enforcement professional to significantly impact DPPS's effectiveness and the well-being of the entire university community.

Enrolling over 6,637 students in six nationally ranked professional schools— dentistry, law, medicine, nursing, pharmacy, and social work, and an interdisciplinary Graduate School, UMB confers most of the professional practice doctoral degrees awarded in Maryland. The University's 71-acre educational, research, medical, and technology complex resides in an urban setting in the City of Baltimore. UMB boasts a leading academic health center that combines cutting-edge biomedical research and exceptional clinical care, and a 14-acre BioPark, Baltimore's biggest biotechnology cluster, fueling the commercialization of new drugs, treatments, and medical devices. The University's students, faculty, and staff contribute two million hours of service annually, providing programming that improves Marylanders' health and wellness, advances justice, promotes economic development, and strengthens families and communities.

Reporting to the Assistant Vice President for Public Safety and Chief of Police (Chief), the inaugural DCoP serves as second-in-command to the Chief and is responsible for public safety on the campus, including emergency response and management. This position will provide day-to-day leadership, administrative direction, and strategic planning and will be a key contributor to the Emergency Management Plan and Threat Response & Assessment Coordination. The DCoP serves a critical role by providing leadership in planning for and responding to campus emergencies and developing proactive outreach programs for a diverse community. The DCoP also assumes command of the DPPS in the absence of the Chief of Police.

Ideal candidates will be strategic and thoughtful leaders with strong records of accomplishment in law enforcement/public safety and a proven ability to build and manage diverse and highly effective teams.

Likely coming from a college/university setting, this person will be a collaborative public safety professional with refined project management and people leadership ability and a deep commitment to UMB's public mission and core values of accountability, civility, collaboration, diversity, excellence, knowledge, and leadership.

UMB is assisted in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence to the firm as described at the end of this document.

### **THE UNIVERSITY SYSTEM OF MARYLAND**

The University System of Maryland (USM) serves as the state's public higher education system. Comprised of 12 institutions, three regional higher education service centers, and a system office, USM creates a dynamic educational environment that supports a unique array of programs, fosters groundbreaking research, innovation, and entrepreneurship, and serves as an economic engine for the region. As of fall 2020, USM has a total of 18,334 full- and part-time faculty and enrolled 135,126 undergraduate students and 41,297 graduate students. Its operating budget for FY 2025 is \$7.3 billion. USM is governed by a twenty-one-member Board of Regents appointed by the Governor, the President of the Senate, and the Speaker of the House. The University of Maryland, Baltimore is one of the universities of USM and works in close partnership with USM in financing and prioritizing initiatives.

### **THE UNIVERSITY OF MARYLAND, BALTIMORE**

Founded in 1807, UMB is Maryland's only public academic health, human services, and law university. Its 71-acre urban campus consists of about 7.5 million gross square feet of space in 67 buildings in the downtown city of Baltimore. Adjacent to the campus are the University of Maryland Medical Center, the Baltimore Veterans Affairs Medical Center, and the University of Maryland BioPark. UMB has six professional schools and an interdisciplinary graduate school that enrolls more than 7,100 students and educates the majority of the state's physicians, nurses, dentists, lawyers, social workers, and pharmacists. The University offers 80 doctoral, master's, baccalaureate, and certificate programs and selected degree programs are offered at the Universities at Shady Grove, a regional higher education center. For more information on UMB's academic programs, see <https://www.umaryland.edu/academics/>

UMB is a thriving academic health center combining cutting-edge biomedical research, exceptional patient care, and nationally ranked academic programs. With extramural funding totaling \$687.7 million in FY 2020, each tenured/tenure-track faculty member generates an average of \$1.47 million in research grants each year. The 2,921 faculty members conduct leading-edge research and develop solutions and technologies that impact human health locally and around the world. World-class facilities and cores, as well as interprofessional centers and institutes, allow faculty to investigate pressing questions in a highly collaborative fashion. As a result, the more than 7,400 students, postdocs, and trainees directly benefit from working and learning alongside leading experts as they push the boundaries of their fields. For a

listing of the organized research centers and institutes, visit: <https://www.umaryland.edu/research/umb-research-profile/research-centers-and-institutions/>

UMB yields \$13 in economic activity for each \$1 of state general fund appropriation and supports nearly 18,000 jobs. Together with the University of Maryland Medical Center and affiliated physician practices, UMB generates \$7 billion in annual economic activity. Additionally, the 14-acre University of Maryland, Baltimore BioPark, the city's biggest biotechnology cluster, fuels the commercialization of new drugs, treatments, and devices, giving more than 1,000 scientists and entrepreneurs the space to create and collaborate. It houses nearly 40 early-stage life science companies, University-based startups, and sophisticated bioscience industry leaders such as Illumina, Catalent, and Pharmaron.

UMB is also entwined in the social fabric of the communities that it serves and demonstrates an unwavering commitment to the health and well-being of Marylanders. To that end, community engagement is a key priority for UMB leadership. The University approaches this work through a lens of justice and opportunity; for instance, key initiatives seek to address racial disparities in healthcare delivery and educational outcomes. To build its capacity to engage with the community effectively, UMB has created a new Community Engagement Center that brings community-oriented services and investment to West Baltimore. Today, UMB students, staff, and faculty serve two million volunteer hours annually in support of strengthening families and communities. To learn more about the Community Engagement Center and community outreach efforts at UMB, visit: <https://www.umaryland.edu/oce/center/>

## LEADERSHIP

Assistant Vice President for Public Safety and Chief of Police Thomas Leone, MSL, joined the University of Maryland, Baltimore Police Department in 2016 after a 20-year career with the Frederick County (Md.) Sheriff's Office. He holds a Master of Science degree in Homeland Security and Crisis Management Law from the University of Maryland Francis King Carey School of Law. In 2021, he received an honorable mention in the leadership category of the UMB Presidential Core Values Awards, and in 2024, he was a finalist for Campus Safety Director of the Year by Campus Safety magazine. Chief Leone is committed to UMB's core values and understands how a grounding in values helps UMBPD remain a leader in progressive, community-oriented policing. He leads with compassion, empathy, and integrity and holds every officer to the highest standards.

## THE UNIVERSITY OF MARYLAND, BALTIMORE DEPARTMENT OF POLICE AND PUBLIC SAFETY

*The University of Maryland, Baltimore Department of Police and Public Safety's mission is to promote a safe and secure campus environment for students, faculty, staff, and visitors. We will provide professional public safety services ethically and fairly through education, engagement, and collaboration. We will adhere to the Core Values of the University of Maryland, Baltimore.*

-DPPS Mission Statement

The University of Maryland, Baltimore's Department of Police and Public Safety began in 1948 when security officers were designated to keep the campus safe. In 1975, the first police officers were sworn in. Originally, DPPS's jurisdiction extended only to University-owned buildings and grounds, but in June of 1984, an agreement was signed with the Baltimore Police Department that granted concurrent jurisdiction within the University boundaries, to include streets and sidewalks. In June of 1993, a new concurrent jurisdiction agreement was signed with the Baltimore Police Department that still holds today, granting the DPPS the same authority and power as the Baltimore Police Department within the immediate area including UMB's campus. The DPPS currently operates out of Pine Street Station, Pine Street Annex, the BioPark Substation, and the Community Outreach Police Station (COPS). Pine Street Police Station was built in 1878 as the Western District Police Station and originally housed the Baltimore Police Department.

As of September 2019, the Department was funded to employ 84 police officers, 96 security personnel, 15 police communications operators, and 13 administrative employees. The Department continues to build and strengthen community and public safety partnerships to promote a safe and secure environment. Police and security officers conduct patrol, traffic enforcement, criminal investigations, and community policing with both on-campus and off-campus stakeholders. The Department has focused on a heightened state of readiness and responsiveness to large-scale incidents, including seeking out and providing specialized training, obtaining specialized equipment, and partnering with regional groups to share intelligence.

The Department recently completed a [Strategic Plan](#) outlining its goals through 2026. Consistent with the University, DPPS embraces the following core values: Excellence, inclusion, integrity, professionalism, compassion, respect, dedication, communication, and work/life balance. These core values guide the Department's work and direct its future goals in providing effective public safety for the UMB community.

## **ROLE OF THE DEPUTY CHIEF OF POLICE**

Reporting to the Assistant Vice President for Public Safety and Chief of Police, the Deputy Chief of Police will serve as the DPPS's second in command and assist in managing the overall operations of the department. The DCoP will be accountable for the public safety of the UMB campus and will execute and communicate all orders and directives to department members, ensuring efficient and satisfactory completion. They will be responsible for responding and directing operations at all major crises or disasters on campus and will assist in the command and control of the Emergency Operations Center (EOC), the Emergency Management Team (EMT), and the Behavioral Evaluation Threat Assessment Team (BETA).

The DCoP supervises a team of four, including the Major, Operations Bureau, the Major, Professional Standards, the Executive Director, Support Services/Security, and the Fire Marshal and is responsible for the day-to-day operations of a 24-hour, seven-day-a-week agency with responsibility for sworn and non-

sworn employees, assuming command of the department in the absence of the Chief. The DCoP will supervise and evaluate staff performance while overseeing department recruitment, training, and professional development.

The DCoP oversees assigned DPPS units, including direct responsibility for public safety operations, professional standards, security, and support services, while applying superior policing acumen and knowledge to provide a safe environment for all members of the University's diverse community. The DCoP will provide technical and administrative direction, monitor budgets, participate in collective bargaining, and address and resolve conflicts within assigned areas, serving as an effective project manager for important department programs and initiatives. The DCoP will be a thought partner to the Chief and will provide leadership support in the development and implementation of strategic plans for the DPPS, including mission and goals, assessment of short and medium-range fiscal and facility needs, and measures of accountability. The role requires certification by the Maryland Police Training Commission or the ability to obtain certification within six months of the appointment date.

Other specific responsibilities for the new DCoP include:

- **Operational Management** – Assist in managing the overall operations of the department, including patrol, investigations, community policing, and support services. Develop and implement standard operating procedures, ensuring alignment with UMB Core Values and A&F Guiding Principles. Exercise independent judgment and discretion to manage department operations effectively and in a timely manner.
- **Personnel Management** – Supervise and evaluate the performance of staff while overseeing recruitment, training, and professional development. Lead, motivate, and inspire employees to achieve departmental goals. Hold staff accountable for performance and adherence to policies and promote a culture that reflects the institution's UMB Core Values and A&F Guiding Principles.
- **Strategic Planning** – Contribute to the development and implementation of departmental goals, objectives, and priorities. Conduct crime trend analysis and develop strategies to address community safety. Assist in preparing and managing the department's budget.
- **Community Relations** – Foster positive relationships with the community, local organizations, and other law enforcement agencies. Represent the department professionally in public meetings, events, and media engagements. Address public concerns and complaints professionally, ensuring alignment with institutional values.
- **Compliance and Oversight** – Ensure departmental compliance with federal, state, and local laws and regulations. Oversee internal investigations, ensure accountability, and develop crime prevention and intervention programs.
- **Emergency Response** – Coordinate and manage responses to emergencies, disasters, and critical incidents. Serve as a liaison with other emergency services and governmental agencies. Develop and oversee emergency preparedness plans and training programs.

- **Communication** – Demonstrate strong verbal and written communication skills to interact effectively with staff, community members, and stakeholders. Ensure timely responses to incidents and inquiries while maintaining clear and thorough communication.
- **Problem Solving and Conflict Resolution** – Exhibit strong problem-solving abilities and a proactive approach to managing complex situations. Demonstrate excellent conflict resolution skills, addressing issues promptly to maintain a positive and productive work environment.
- **Confidentiality and Sensitive Information Handling** – Handle sensitive information and investigations with the highest level of confidentiality, ensuring only authorized personnel have access. Implement policies to safeguard confidential information.
- **Leadership and Continuity** – Act as the Chief of Police in their absence, ensuring continuity and stability in operations. Ensure that police leaders plan for adequate coverage during absences to maintain operational integrity.
- **Organizational Skills and Time Management** – Demonstrate excellent organizational and time management skills to prioritize multiple tasks efficiently. Develop and implement systems to enhance departmental efficiency while ensuring timely completion of tasks.
- **Accuracy, Efficiency, and Independent Judgment** – Perform duties accurately and efficiently, utilizing sound judgment and appropriate resources to accomplish tasks with minimal supervision. Ensure all work is completed within required deadlines and meets established departmental standards. Apply critical thinking to problem-solving and decision-making to maintain high-performance levels under tight timelines.

Above all, the DCoP will embrace the University's core values and mission and bring an understanding of serving a large, complex, urban campus and its members, including its population of primarily adult students.

#### **KEY OPPORTUNITIES AND CHALLENGES FOR THE DEPUTY CHIEF OF POLICE**

As an inaugural role, the DCoP must establish this position within a new organizational structure, building on the experience of current staff and adding operational and strategic heft and experience. Currently, multiple Assistant Chiefs of Police report directly to the Assistant Vice President for Public Safety and Chief of Police. The new organizational structure is a return to the historical department structure, with a deputy chief leading the department's day-to-day operations, allowing the AVP and Chief of Police to engage in a more strategic posture.

UMB's collegial environment requires a DCoP who can establish credibility and trust within the department, across campus, and in the local community. Circulating widely, listening carefully, and taking the time to cultivate relationships and opportunities for collaboration will be critical to ensuring the DCoP's acceptance and ultimate success.

To reach the highest levels of success, the DCoP will navigate the following challenges and opportunities:

## Challenges

- **Campus Safety Concerns** – Addressing the unique safety needs of a diverse student body on an urban campus.
- **Community Relations** – Building trust and rapport with UMB students, faculty, and staff.
- **Crisis Management** – Preparing for and responding to emergencies, including active shooter situations, natural disasters, and mental health crises.
- **Policy Development** – Creating and enforcing policies that reflect both legal requirements and community expectations, particularly around issues like free speech and protests.
- **Diversity and Inclusion** – Promoting diversity within the department and ensuring culturally sensitive policing practices.
- **Campus Culture** – Navigating the unique social dynamics of a university environment, including student organizations, parties, and events.

## Opportunities

- **Community Engagement** – Developing programs and initiatives that foster strong relationships with students, such as safety workshops, mentorship programs, and open forums.
- **Training and Professional Development** – Fostering a culture of continuous learning within the department to keep officers informed about best practices in policing and community relations.
- **Sustainability Efforts** – Exploring initiatives that promote environmentally friendly practices within the department and the campus community.
- **Campus Partnerships** – Building alliances with local law enforcement and emergency services for improved coordination during emergencies and events.
- **Interdepartmental Collaboration** – Working closely with other UMB departments, such as counseling services and student affairs, to create comprehensive support systems.

## QUALIFICATIONS AND CHARACTERISTICS

The new chief of police will come to UMB at a time of significant change and opportunity. The successful candidate will bring to the role thoughtful leadership combined with strong knowledge of law-enforcement and emergency-management practices, excellent managerial ability, solid planning, and outstanding communication skills. The ideal candidate will bring many of the following qualifications, experience, and attributes:

- A bachelor's degree in criminal justice, Police Administration, or other related field. A master's degree and additional certification are preferred and can be used to substitute for relevant experience.



- Requires certification by the Maryland Police Training Commission or the ability to obtain certification within six months of the appointment date.
- Ten (10) years of experience as a full-time commissioned police officer and seven (7) years of related experience with at least five (5) years in specialization (higher education, urban police management, or emergency management) is required.
- Four (4) years of direct management experience involved in recruitment, training, and professional development of staff, including responsibility for staff performance, is required.
- Excellent interpersonal, oral, and written communication abilities and the ability to interact effectively with a wide range of people in a diverse community.
- Ability to express ideas clearly and concisely, speak at public functions, and participate in and chair meetings.
- A comprehensive knowledge of principles and practices of enforcement administration and federal, state, and local criminal, juvenile, and traffic laws.
- Thorough knowledge of court policy and procedures, laws and procedures of search and seizure, laws of evidence and arrest, fiscal administration and budgeting, and crime prevention and criminal investigation.
- A collaborative and engaging leadership style.
- Cultural competence.
- Sound judgment and decision-making ability.
- Excellent initiative with resourcefulness, analytical thinking, and ability to analyze/solve problems quickly under stress.

#### **CERTIFICATION/LICENSURE**

- Certification as a sworn Police Officer recognized by the Maryland Police Training Commission and a valid Maryland Non-commercial Class C or equivalent driver's license is required.
- Federal Bureau of Investigation National Academy (FBINA) Certification preferred.

#### **CLERY ACT DESIGNATION**

- This role is a Clery Act-designated job as a campus security authorities (CSA) member, and it will comply with Clery Act requirements.

#### **Applications, Inquiries, and Nominations**

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. All inquiries, nominations, referrals, and resumes with cover letters will be held in strict confidence and should be directed to:



Daniel Rodas, Partner  
Karson Freeman, Associate  
Isaacson, Miller

<https://www.imsearch.com/open-searches/university-maryland-baltimore-police-and-public-safety/deputy-chief-police>

*The University of Maryland, Baltimore is an Equal Opportunity/Affirmative Action Employer.  
Minorities, women, veterans, and individuals with disabilities are encouraged to apply.*