



Search for the Major, Operations Bureau
University of Maryland, Baltimore
Baltimore, Maryland

THE SEARCH

The University of Maryland, Baltimore (UMB) is a nationally recognized academic and research powerhouse in downtown Baltimore. Home to six professional schools and an interdisciplinary graduate school, UMB anchors some of the region's most impactful clinical, research, and community partnerships. The University of Maryland, Baltimore Police Department (UMBPD) is a progressive, community-oriented agency with concurrent jurisdiction alongside the Baltimore Police Department and a strong commitment to UMB's core values of excellence, inclusion, integrity, and compassion.

Against this backdrop, the Major of the Operations Bureau plays a pivotal leadership role overseeing patrol squads, policing at the University of Baltimore, the Community Outreach and Support Team (COAST), and Investigations. The position requires a hands-on, relationship-driven leader who can build trust with lieutenants and sergeants, unify a department composed of both veteran and newly trained officers, and reinforce UMBPD's philosophy of community and customer-service-focused policing. The Major will navigate a uniquely nuanced public safety environment by balancing low-crime campus operations with the realities of bordering neighborhoods, managing frequent demonstrations and active student groups, and partnering closely with faculty, staff, and community stakeholders.

Success in this role requires exceptional communication skills, cultural competency, and experience in community policing, investigations, administration, and program development. The Major also serves as a key member of the department's command staff, with responsibilities that include emergency response leadership, policy development, personnel management, and data-driven reporting. Above all, the Major will embody UMB's values, strengthen internal cohesion across diverse units, and enhance the safety, trust, and well-being of a large, dynamic urban campus community.

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 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.

The Department continues to strengthen community and public safety partnerships to promote a safe and secure environment. As of September 2019, the Department was funded to employ 84 police officers, 96 security personnel, 15 police communications operators, and 13 administrative employees. Police and security officers conduct patrol operations, traffic enforcement, and criminal investigations while collaborating with both on- and off-campus stakeholders.

In 2019, the Community Outreach and Support Team (COAST) was established to build stronger relationships with West Baltimore residents. The Department has also prioritized a heightened state of readiness for large-scale incidents by investing in specialized training, acquiring advanced equipment, and partnering with regional organizations to share intelligence.

The Department is continuing to work through 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, in addition to the strong customer service philosophy of the UMBPD, guide the Department's work and direct its future goals in providing effective public safety for the UMB community.

Leadership

Chief Thomas Leone

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.

Deputy Chief Barbara Duncan

Barbara Duncan is the university's inaugural Deputy Chief of Police, joining UMB in July of 2025. She came to the University from Chesapeake College, where she oversaw public safety and security for the regional community college. Her background includes more than a decade as Chief of Police in both Salisbury, Maryland, and Mount Vernon, New York, where she achieved substantial crime reductions through intelligence-led and community-centered policing strategies. Duncan also brings academic experience as an adjunct professor and holds a J.D. from Pace University, grounding her operational leadership in strong legal and policy expertise.

ROLE OF THE MAJOR, OPERATIONS BUREAU

Reporting to the Deputy Chief of Police, the Major of the Operations Bureau plays a central role in guiding the day-to-day leadership of UMB's patrol squads, the policing of the University of Baltimore campus, the [COAST](#) community outreach unit, and Investigations. This leader must be highly effective at building trust and communication with lieutenants and sergeants overseeing these operational teams, and at fostering a sense of community, using the UMBPD's customer service philosophy as a guide. Because the department's policing approach emphasizes diversion, problem-solving, and quality-of-life response, rather than enforcement-heavy tactics, the Major needs to coach officers toward that philosophy and ensure alignment across units. The role requires meaningful engagement with student groups, faculty, downtown community partners, Baltimore Police, and adjacent neighborhoods that have historically faced over-policing, bringing both situational awareness and cultural competency to every interaction.

This position carries significant responsibility for internal cohesion, particularly in strengthening collaboration between COAST and Investigations, supporting patrol teams struggling with retention, and ensuring each unit is focused, accountable, and effective. The Major must be comfortable operating in an

environment with graduate-level students, frequent political demonstrations, and a campus that serves as a safe space for advocacy. A successful candidate will bring demonstrated experience in community policing, recruitment and retention strategies, and working across diverse operational functions— investigations, administration, and program development. Above all, this role requires a hands-on, relationship-driven leader who communicates openly, understands Title IX and Clery reporting implications, and is willing to take on work alongside their teams.

The role requires certification by the Maryland Police Training Commission.

Other specific responsibilities for the new Major, Operations Bureau include:

- Responsible for public safety for the campus, including emergency response and management. This command-level position will provide leadership, administrative direction, and management of a bureau for the UMB Department of Public Safety under the executive-level leadership of the UMB Police Department and Public Safety.
- Serves as a bureau commander and plans, organizes, coordinates, directs, and evaluates the activities of assigned components within the UMB Police Department and Public Safety.
- Oversees and provides day-to-day leadership of UMB's patrol squads, the policing of the University of Baltimore campus, the [COAST](#) community outreach unit, and ensure strong daily coordination with lieutenants and sergeants across these units.
- Assumes command of the Department of Public Safety in the absence of the Chief of Police or Deputy Chief.
- Develops and interprets policies and procedures that align with best practices.
- Assigns and implements policies and regulations.
- Determines priorities of the assigned bureau that includes direction for police and civilian staff in compliance with federal and state laws and regulations, University regulations, and departmental regulations and requirements.
- Documents and provides regular updates to UMB Police and Public Safety executive-level leadership for any major incidents, investigations, and related matters of importance. Recommends, troubleshoots, and implements solutions.
- Ensures appropriateness of disciplinary actions.
- Evaluates operational efficiency and makes recommendations for improvements.
- In the absence of the Deputy Chief of Police, serves as a representative before the public and other agencies and organizations.
- Ensures that equipment and materials are correctly used and maintained as ordered by the Deputy Chief of Police.
- Compiles standardized, benchmark, and other relevant data to develop and produce aggregate reports on a regular basis.
- Evaluates current reporting techniques and structures, data monitoring and collection, and database creation for effectiveness, and makes recommendations for continuous improvement.

- Develops and implements new or improved methods as determined by the executive Public Safety leadership team.
- Creates and fosters a cohesive work team that works collaboratively to achieve departmental goals.
- Oversees the recruitment, performance, and training of team members and continually reviews strengths and weaknesses of staff to maintain a well-trained, highly involved, and motivated team.
- Participates in staff meetings and recommends the implementation and modification of agency directives.
- Evaluates and implements methods for improving the performance and work quality of personnel.
- Consults with the Chief of Police, Deputy Chief, and other upper-level University administrators in the formulation of goals, programs, policies, and procedures.
- Ensures Bureau operations and procedures comply with federal and state laws and regulations, University regulations, and departmental regulations and requirements.
- In the absence of Police and Public Safety executive leadership, maintains regular contact with and serves as a liaison between various senior administrators, department chairs, and other stakeholders in leadership positions within the University on diverse matters of sensitivity, discretion, and confidentiality.
- Performs other duties as assigned.

Above all, the Major 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 predominantly adult student population.

KEY OPPORTUNITIES AND CHALLENGES FOR THE MAJOR, OPERATIONS BUREAU

UMB's collegial environment requires a Major who can establish credibility and trust within the department, across campus, and in the local community. Centering customer service, listening carefully, and taking the time to cultivate relationships will be critical to ensuring the Major's success.

The Major, Operations Bureau will navigate the following challenges and opportunities:

Lead and Unify Core Operational Functions

The Major will oversee Patrol, policing on the University of Baltimore campus, COAST, and Investigations, ensuring strong daily coordination with lieutenants and sergeants across these units. This role requires a leader who brings clarity, consistency, and high-touch communication to a broad operational portfolio. The Major will play a central role in strengthening cohesion, aligning policing philosophies, and addressing any conflicts within their units.

Advance Community-Centered Policing and Partnerships

The Major will deepen engagement with graduate-level students, faculty, the Downtown Partnership, Baltimore Police, and adjacent neighborhoods that have experienced historic over-policing. Success in this role requires a nuanced understanding of community dynamics and a commitment to diversion-focused, quality-of-life policing. UMBPD leads a customer-service-focused unit that extends to the communities it serves. The Major will role-model this philosophy and encourage their units to embody this as well.

Navigate a Complex Policing Environment

While UMB's campus experiences very little violent crime, it sits at the edge of higher-crime areas and attracts frequent protests and advocacy activities. The Major must balance real safety needs with cultural competency, Clery and Title IX awareness, and the ability to maintain UMB as a safe, trusted environment. The need for partnerships with colleagues working on Title IX issues, student affairs, and faculty relationships will be critical to ensuring best practices in campus policing.

Strengthen Recruitment, Retention, and Program Development

This role calls for a hands-on leader with demonstrated success in building teams, improving retention, and developing programs that benefit the broader organization. A well-rounded background spanning investigations, administration, community policing, and collaborative program design will be essential to establishing credibility and modeling the level of accountability expected across all units.

QUALIFICATIONS AND CHARACTERISTICS

The new Major, Operations Bureau, will come to UMB at a time of significant change and opportunity. The successful candidate will bring to the role a 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.
- Satisfactory completion of a Maryland Police Training Commission, recognized or approved Police Academy Training program, and successful completion of a Police Field Training program, and seven (7) years of experience as a certified University Police Officer.
- Supervisory Experience: Three (3) years of police supervisory experience.
- 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.
- Current or prior experience as a Lieutenant preferred.

- Excellent interpersonal, oral, and written communication abilities and the ability to interact effectively with a wide range of people in a diverse community.
- 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.
- Except for qualifications established by law, additional related experience and formal education in which one has gained the knowledge, skills, and abilities required for full performance of the work of the job class may be substituted for the education or experience requirement on a year-for-year basis, with 30 undergraduate college credits being equivalent to one year of related experience. In instances where specific education and/or experience is required only directly related education and/or experience may be substituted.

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.

BENEFITS AND LOCATION

UMB offers a [comprehensive benefits package](#) that prioritizes wellness, work/life balance, and professional development, along with [additional exciting perks](#) that employees can take advantage of. This position participates in a retirement program (pension or optional retirement plan/ORP) that must be selected and is effective on your date of hire. Exempt regular staff receive a generous PAID leave package that includes over 4 weeks of vacation accrued each year, 15 paid holidays, 3 personal leave, unlimited accrual of sick time, and comprehensive health insurance; professional learning and

development programs; tuition remission for employees and their dependents at any University System of Maryland school; and flexible work schedules and teleworking options (if applicable per job).

UMB is a public university and constituent institution of the University System of Maryland. All employees are expected to work primarily physically within the State of Maryland.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

The University of Maryland, Baltimore, has engaged the firm Isaacson, Miller to manage this search process. All applicants must complete the following two-step process to be considered:

1. Apply via [UMB's career site](#).
2. Apply (including resumes and letters of interest responding to the opportunities and challenges outlined above) to the IM executive search team via the [IM website](#).

Daniel Rodas, Partner
Melissa DePretto Behan, Senior Associate
Karson Freeman, Associate
Nicole Sancilio, Managing Search Coordinator
Isaacson, Miller

UMB is committed to cultivating a diverse and inclusive workforce and is proud to be an equal employment opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, age, ancestry or national origin, sex, pregnancy or related conditions, sexual orientation, gender identity or expression, genetic information, physical or mental disability, marital status, protected veteran's status, or any other legally protected classification.

If you anticipate needing a reasonable accommodation for a disability under the Americans With Disabilities Act (ADA), during any part of the employment process, please submit a [UMB Job Applicant Accommodation Request](#).

You may also contact leave_and_accom@umaryland.edu Please note that only inquiries concerning an ADA request for reasonable accommodation will be responded to from this email address.

The University of Maryland, Baltimore prohibits sex discrimination in any education program or activity that it operates. Individuals may report concerns or questions to the Title IX Coordinator. Read the [UMB Notice of Non-Discrimination](#) for more information.

This document has been prepared based on the information provided by The University of Maryland, Baltimore (UMB). The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by UMB would supersede any conflicting information in this document.

Appendix

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 2025, USM has a total of 16,885 full- and part-time faculty and enrolled 136,072 undergraduate students and 39,631 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 72-acre urban campus consists of about 7.2 million gross square feet of space in 59 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 approximately 6,800 students and educates the majority of the state's physicians, nurses, dentists, lawyers, social workers, and pharmacists. The University offers 99 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 \$636 million in FY 2025, each tenured/tenure-track faculty member generates an average of \$1.46 million in research grants each year. The 3,108 faculty members conduct leading-edge research and develop solutions and technologies that impact human health locally and globally. 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 6,800 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 \$10 in economic activity for each \$1 of state general fund appropriation and supports nearly 16,800 jobs. Together with the University of Maryland Medical Center and affiliated physician practices,

UMB generates \$8.6 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/>.