



Search for the Major, Protective Services Bureau
University of Maryland, Baltimore
Baltimore, Maryland

THE SEARCH

Reporting to the Deputy Chief of Police, the Major, Protective Services Bureau, is a key member of the command staff and oversees a broad portfolio encompassing civilian security operations, communications and dispatch, executive protection, and specialized safety functions across a complex urban research campus. This is a high-visibility, impact-driven role for a leader who combines operational acumen with emotional intelligence and the ability to inspire confidence across diverse teams.

The Major will guide a large civilian workforce and a growing supervisory structure, fostering a modern, collaborative, and mentorship-oriented culture. The position requires a leader who can strengthen supervisory capacity, reinforce accountability, and elevate service quality while supporting teams through organizational change. The Major will also oversee the communications and dispatch function, ensuring consistent leadership, strong team engagement, and reliable operational performance.

A central component of this role is managing schedules of UMB officers assigned to executive protection. The Major will manage the officers assigned to this detail and coordinate complex travel, events, and security assessments with discretion and sound judgment. Additionally, the Major leads planning and response for high-profile visitors, major university events, and sensitive research facilities involving regulated materials, specialized laboratories, and potential activism, requiring exceptional organization, political sensitivity, and the ability to partner effectively with federal regulators and institutional leaders.

The role carries broad command responsibilities, including emergency response and management; policy development; evaluation of operational effectiveness; personnel performance and training oversight; and ongoing communication with executive-level university leadership on matters of significance. Success will require strong communication skills, a collaborative mindset, cultural competence, and the ability to uphold UMB's core values in every aspect of public safety service.

Candidates must hold Maryland Police Training Commission certification. A bachelor's degree in a relevant field is required, with a master's degree preferred. The ideal candidate brings a strong track record in law

enforcement leadership, supervisory experience, knowledge of emergency management practices, familiarity with executive protection, and the judgment and integrity expected of a senior public safety official within a major urban university community. This position is designated as a Clery Act campus security authority.

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, PROTECTIVE SERVICES BUREAU

Reporting to the Deputy Chief of Police, the Major of the Protective Services Bureau is a mission-critical leader responsible for a diverse portfolio that blends civilian security management, communications oversight, and executive protection. This role oversees a large civilian workforce, a growing supervisory structure, and both sworn and non-sworn personnel who support the operational backbone of the department. Central to the Major's mandate is shaping a more modern, mentorship-oriented culture that

moves away from outdated hierarchical approaches and builds a cohesive, high-functioning civilian operation. The Major must bring both emotional intelligence and operational discipline to effectively lead teams through transition, strengthen supervisory capability, and build an environment where communication, engagement, and accountability thrive.

Equally significant is the Major's responsibility for high-level security operations. This includes schedule management and oversight of UMB officers that are assigned to provide executive protection detail. This responsibility requires a leader with strong political sensitivity, situational awareness, and the judgment to calibrate security responses appropriately. The Major will also coordinate security for high-profile visitors, major campus events, and sensitive research environments involving regulated materials, specialized laboratories, and potential activism or protest activity. This Major needs to be an organized, politically attuned, and operationally adept leader who can manage risk, build trust, and ensure safety across a wide spectrum of complex and evolving responsibilities.

The role requires certification by the Maryland Police Training Commission.

Other specific responsibilities for the new Major, Protective Services Bureau include:

- Responsible for public safety on 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 security operations, communications and dispatch, executive protection, and specialized safety functions.
- Provides schedule management of UMB officers who are assigned to provide executive level protection and security planning for executive leaders, high-profile visitors, campus events, and sensitive research facilities, requiring precise coordination with federal regulators, medical centers, and internal partners.
- 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, PROTECTIVE SERVICES 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, Protective Services Bureau will navigate the following challenges and opportunities:

Leading Cultural Transformation for a Large Civilian Workforce

The Major will be responsible for stabilizing and re-engaging a civilian security staff that has experienced frequent leadership turnover and an outdated hierarchical culture. Many of these employees have not been trained in traditional law-enforcement norms, making a coaching-oriented style essential. The Major must cultivate trust, introduce modern supervisory practices, and create an environment where civilian personnel feel respected, supported, and aligned with organizational goals.

Strengthening and Aligning the Supervisory Structure

The Major will take responsibility for an evolving supervisory structure that spans more than 100 civilian employees, eight civilian supervisors, and a growing complement of lieutenants. Ensuring these leaders are aligned, equipped, and consistent in their management approach will be essential to stabilizing teams and improving service quality. At the same time, the communications and dispatch unit, comprised of 13 staff, requires focused attention and strong day-to-day leadership. The Major will need to assess supervisory gaps, bring familiarity with dispatch operations, and implement clear expectations, team-building, and organizational practices that enhance cohesion, reliability, and morale across both areas.

Managing High-Risk Security Operations with Political Sensitivity

Manage and coordinate schedules of UMB officers who provide executive protection. This responsibility requires sound judgment, discretion, and strong political acumen. The Major must oversee UMB officers responsible for daily interaction with executive leaders, manage complex travel and event logistics, and ensure safety without creating unnecessary visibility or concern. Additionally, the role includes security planning for high-profile visitors, campus events, and sensitive research facilities, requiring precise coordination with federal regulators, medical centers, and internal partners.

QUALIFICATIONS AND CHARACTERISTICS

The new Major, Protective Services 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.
- Excellent interpersonal, oral, and written communication abilities and the ability to interact effectively with a wide range of people in a diverse community.
- Experience with or in executive protection preferred.
- Current or prior experience as a Lieutenant preferred.
- 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
Tiffany Hendren, Senior 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/>.