

Strategic Education International Law Enforcement Transformation Program Overview

The Problem: Today, many police departments across the nation are in crisis. They operate under extreme pressure and daily threat of injury—the rate of fatal injury for police officers is [four times the national average for all jobs](#). A string of high-profile incidents and nationwide protests have brought calls to defund police departments, which already operate on tight budgets and scarce human resources. These factors, exacerbated by increased retirements, fewer applicants, more stringent entrance requirements and less favorable views toward police have [created unprecedented staffing and operational difficulties for police departments nationwide](#). This cycle, unless broken, will likely continue and produce a predictable and increasingly violent spiral of suspicion and enmity between the police and the public they are sworn to serve.

The United States Army of the early 1970s faced similar circumstances. From the My Lai massacre to the Kent State shootings, to [its humiliating defeat in Vietnam, the American public's trust and confidence in its army was shattered](#). To correct this, army leadership undertook a deliberate, holistic, and long-term transformation program to rebuild the organization from the ground up. The result was as extraordinary as it was undeniable. A mere fifteen years later, the same beleaguered and defeated organization took just one hundred hours to destroy the world's fourth largest military, while suffering minimal casualties in the process. Further, [public trust and confidence in the organization had nearly doubled from its low](#), and the soldiers and leaders who fought the war returned victorious to a ticker tape parade down Broadway.

The situation faced by the army of the 1970s is different from that faced by contemporary police departments, but as Mark Twain would say, "They rhyme." Breaking the cycle of animosity, distrust and violence was not and will not be fast or easy. Real change will only result from a program of reform that is the product of honest, rigorous inclusive analysis, instituted in partnership between the department and the community it serves. The journey of the US Army from 1975 to 1990 provides a guide for undertaking such a transformation.

The Concept: The Law Enforcement Transformation Program offers police departments of all sizes and missions a coordinated package of assessment, tailored education, and developmental coaching to improve the performance of their organizations. Based on the best practices of high performing departments and led by SEI faculty who understand from experience the army's transformation; the program offers department leaders the opportunity to create and individualized program that meets the needs of their particular organization using the same logic and methods the army used to complete its own transformation. Strategic Education

International does not pretend to be expert in all facets of law enforcement or have a “Silver Bullet” to fixing problems. Rather, we have a team of experts with a proven track record in successful organizational change.

The Program: The program consists of four modules that build performance and professionalism extending from the individual to the community level. The curriculum is a combination of self-directed online learning buttressed by weekly in person group sessions. We tailor the program in partnership with department and community leaders to meet specific needs and maximize impact. The modules are intended to be integrated rather than sequential for utmost effectiveness. Specific training schedules will be developed in conjunction with department staff to allow simultaneous work across all multiple echelons within the police force and include periodic community outreach and interagency engagement.

Module 1: Individual Development

Individual assessment and Professional skills
Key Performance Indicator (KPI) development

Module 2: Team Development

Team formation and development
Leadership coaching, conduct and values

Module 3: Organizational Development

Assessing performance, planning and conducting change
Leader – follower relationships and professionalism

Module 4: Community and Interagency Engagement

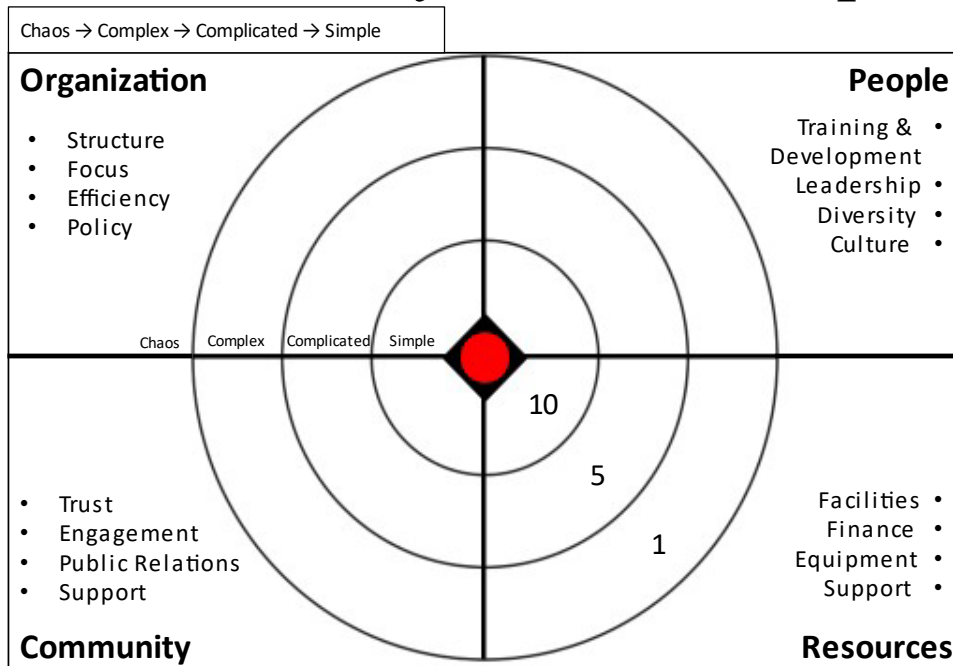
Community engagement and creating consensus
Assessing the environment and Transforming Crisis Systems

The initial assessment employs surveys based on Harvard’s [“Executive Session on Policing.”](#) SEI faculty uses the results to create a “quad chart” that outlines the educational path and documents progress and skill development. The modules progress from foundational individual skills to organizational skills that increase efficiency and improve relations with the community.

- **Module 1** (Individual Development) includes topics such as intercultural competence and tactical empathy as well as performance oriented individual training, designed to maximize officer competence.
- **Module 2** (Team Development) focuses on building strong professional teams that engender trust in both individual officers and the community they serve.
- **Module 3** (Organizational Development) is centered on placing the department on a sustainable trajectory. In addition to leadership and professionalism, it also focuses on such things as training management, budgeting and logistics.

- **Module 4** (Community and Interagency Engagement) is designed to be conducted with members of other local first responders-such as fire departments and EMS. It is also focused on engagement with the local government and community representatives.

Holistic Analysis & Development



This curriculum also includes sustainment sessions following completion to ensure organizations maintain momentum. The program typically takes a year to complete. SEI structures pricing to fit within organizational budgets. SEI will also assist departments with identifying external funding opportunities to offset costs.

SEI Organization and Faculty. Strategic Education International (SEI) is an educational non-profit organization (501(c)3) with a mission to improve the practice of domestic and international security through the education of current and emerging professionals. We design and deliver customized programs to support students' understanding, development, and professionalism. Our faculty are practitioners with decades of experience in transforming systems in crisis and leading organizational change.

Faculty Leaders:

James M. Dubik, PhD: a retired army three-star general with over 37 years of active service. He served as the Commander of the Multi-national Security Transition Command in Iraq, which

oversaw the professionalization of the Iraqi Police Forces. He also spearheaded the US Army's transformation on behalf of the US Army Chief of Staff during the 1990s. In addition to his military credentials, he holds a PhD from Johns Hopkins University.

John M. Jones, Esq.: a retired US Ambassador with forty years of domestic and international experience. In addition to his diplomatic postings, he served thirteen months as Team Leader of the Provincial Reconstruction Team (PRT) in Diyala Province, Iraq. John also served as Deputy Team Leader for the Evaluation of Police Training in Afghanistan. His foreign assignments include the Dominican Republic, Costa Rica, Thailand, Vietnam, Belgium, Burkina Faso, Honduras, Iraq and Guyana, where he was the US Ambassador.

Colonel (ret.) Arnaldo M. Claudio: a career law enforcement professional with over 3 decades of service. Most recently, he was selected to conduct the investigation on the US Capitol attack of 6 January 2021 as the Law Enforcement Subject Matter Expert for TF 1-6 working for the House Speaker. Some of his most prominent assignments include Special Forces/Police Advisor for Presidential Hostage Rescue Forces, Colombian Armed Forces, Provost Marshal/Chief of Police Multinational Coalition Forces and XVIII Airborne Corps, Iraq. On 6 June 2014, Mr. Claudio was confirmed by the Federal District Judge in Puerto Rico as the Technical Compliance Advisor (Police Monitor) for the Puerto Rico Police Reform.

Susan F. Bryant, PhD: Executive Director for SEI and professor of strategy and defense policy at both Georgetown University and Johns Hopkins Universities. During her 28-year Army career, Susan served in Jerusalem, Afghanistan, and South Korea, where she managed strategic planning, peacekeeping, and educational programs, including police training in the Occupied West Bank and the Kingdom of Jordan.

Mark D. Troutman, PhD: Executive Vice-President and Chief Operating Officer of SEI. He has led organizations in the government, academic and private sectors including the Center for Infrastructure Protection and Homeland Security at George Mason University. A 28-year veteran of the U.S. Army, he has overseen the development and resourcing of programs to build and professionalize military, border and police forces in Iraq and Afghanistan.

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