

National Policing Institute's Fellowship Program Governance

Goals of the Fellowship Program

The goals of the National Policing Institute's (the Institute) Fellowship Program are to cultivate and empower leaders in policing who are committed to developing, implementing, and promoting evidence-based practices, both for the betterment of individual fellows and their agencies, and to provide the Institute with a detailed understanding of the **current, emerging, and/or persisting priorities, issues, and challenges** that should be addressed for the advancement of excellence in policing. Institute fellows will contribute to policing research, address the needs of the field through involvement in Institute training and technical assistance activities, identify and discuss current challenges and possible solutions with peers, and engage in thoughtful reflection to nurture professional growth.

Program Governance

Eligibility Criteria

1. Executive Fellows
 - a. To be eligible for an Executive Fellow position, an individual must:
 - i. Be active law enforcement or currently engaged in policing-related research, project management, and/or training, and
 - ii. Currently hold, or previously held, a command position within a law enforcement agency. A command position is typically considered as the equivalent of a captain/commander or higher, but determinations will be made based on the responsibilities held in the position.
2. Policing Fellows
 - a. To be eligible for a Policing Fellow position, an individual must:
 - i. Be active law enforcement or currently engaged in policing-related research, project management, and/or training, and
 - ii. Currently hold, or previously held, a sworn position of Lieutenant or below within a law enforcement agency.
3. An individual must meet the eligibility requirements herein at the time of appointment. If an individual's professional status changes (e.g., job change, retirement, etc.) during an existing term, the individual will retain their fellowship

position for the remainder of the term, at which time the eligibility requirements will apply if seeking another term.

Application Process

1. Individuals interested in serving as an Institute fellow must apply using the Institute's Fellowship Program application form. The Institute will begin accepting fellowship applications on April 1st of each calendar year. Applications must be submitted by June 30th to be considered for selection in that calendar year. Application materials submitted outside of this application window, or materials that are incomplete, will not be considered.
2. Application materials must include:
 - a. Letter of interest – this letter should explain why the individual is interested in serving as an Institute fellow and how they envision contributing to the development, implementation, and promotion of evidence-based practices in policing
 - b. Two recommendation letters – these letters should explain why the applicant would be a valuable addition to the Institute's Fellowship Program and highlight any work the applicant has done to develop, implement, or promote evidence-based practices in policing
 - c. Current resumé or CV
3. Applicants to the Institute's Fellowship Program may be sponsored by an existing Institute fellow and/or an Institute staff member.
 - a. Sponsorships must take into consideration a candidate's area(s) of expertise, work quality, experience in implementing and/or advancing evidence-based practices, and availability to meet the expectations of the Fellowship Program.
4. Qualified applicants **with a sponsorship** will be required to participate in a virtual interview with Institute staff and/or current Institute fellows.
5. Qualified applicants **without a sponsorship** will be required to complete the following:
 - a. Submission of one writing sample
 - i. The writing sample should focus on the development, implementation, and/or promotion of evidence-based practices in policing and/or detail a salient issue in policing that the author is passionate about addressing.
 - ii. The writing sample should be at least 500 words in length.
 - iii. The writing sample should be solely authored by the applicant.

- b. Virtual panel interview with Institute staff members and/or current Institute fellows

Selection Process

1. Fellowship applications will be reviewed by Institute leadership, with final determination provided by the Institute president or his/her designee.
2. Selections will be based upon the following considerations:
 - a. Strength of application materials, including the letter of interest and letters of recommendation
 - b. Law enforcement experience and/or experience in implementing and/or advancing evidence-based practices in policing
 - c. Needs of the Institute, which may include:
 - i. Geographic diversity of fellows
 - ii. Areas of expertise
3. Selections will be finalized by September 1st of each calendar year. There will not be a rolling admittance process.
4. Individuals selected to serve as an Institute fellow will begin their term on October 1st of the current year.

Intake Process for New Fellows

When an individual is selected for the Institute's Fellowship Program, the Fellowship Program Coordinator will:

1. Assess and document the fellow's top area(s) of expertise and interest for use in assigning the fellow to one or more subject matter working groups.
2. Provide a Conflict-of-Interest Disclosure Statement
 - a. The statement will be signed by both the Institute president and the fellow, and both parties will retain a signed copy.
 - b. The signed statement should be presented whenever a perceived conflict of interest arises due to an individual's involvement in the Institute Fellowship Program.
 - c. The statement will include:
 - i. Explanation of the Institute's Fellowship Program, which will outline the *voluntary*, non-compensated nature of the engagement.

- ii. Agreement that the Institute fellow will either 1) recuse himself/herself from any situation or decision involving the Institute where a conflict of interest is perceived, or 2) resign from the Institute's Fellowship Program to eliminate the perceived conflict of interest.
 1. Situations where a perceived conflict of interest may arise include, but are not limited to, proposal peer reviews for federal grant funding and contract bidding processes when the Institute is involved.

Terms

1. Each fellow will serve for a 3-year term, renewable once by the Institute president.
2. Term renewal will be dependent upon an individual's level of engagement in the Fellowship Program, work quality, advancement of evidence-based practices, and professionalism during their tenure as a fellow. An existing fellow not in good standing, or an individual who does not meet the eligibility criteria at the time of term renewal, is not eligible for reappointment as a fellow.
3. Terms will be staggered to ensure only about 1/3 of fellows will vacate their positions in a given year.
4. If, during their term, a Policing Fellow receives a promotion or otherwise meets the eligibility criteria for the Executive Fellows group, that individual may petition the Institute for an appointment to the Executive Fellows group.

Program Administration & Organization

1. Executive Fellows and Policing Fellows
 - a. Fellows will be broadly classified into two groups based upon their professional policing experience: Executive Fellows and Policing Fellows (see eligibility criteria).
 - b. Unless directed otherwise by the Institute president, each group will be limited to a maximum of 30 fellows.
2. Subject Matter Working Groups
 - a. Fellows will be further organized into subject matter working groups according to their area(s) of expertise and interest.
 - i. Each fellow will be assigned to at least one working group. Depending upon an individual's availability, interest, and expertise, an individual

- may be voluntarily assigned to additional working groups at the discretion of Institute leadership and working group leaders.
- b. Working groups may be assigned specific tasks and deliverables by Institute staff in support of ongoing projects, but working groups may also engage in self-directed work within the group's subject area, as agreed upon by group members, the working group chairperson, and the Institute. Each working group will work collaboratively with its members and group chairperson to respond to the requests of the Institute and develop resources for the field, capitalizing on the knowledge and expertise of the group within the group's focus area. As such, working groups will be a focused reservoir of knowledge useful not only in addressing specific Institute needs, but also the current needs of the profession.
 - c. Working groups will usually consist of both Executive Fellows and Policing Fellows, but the composition of some groups may be tailored by the Institute depending upon the subject matter and anticipated deliverables.
 - d. While fellows will be assigned to certain working groups, their expertise may, from time to time, be called upon for other groups and focus areas, to include speaking engagements, media inquiries, strategic communications, and other deliverables as needed.
 - e. Each working group will be chaired by a group leader.
 - i. Working group leaders will be selected by each subject matter group, with final approval from Institute leadership.
 - ii. Working group leaders will serve as their group's primary point of contact for Institute staff for task assignment and the review, editing, and submission of deliverables.
 - iii. Group leaders will serve to help promote active engagement within the group, ensure group members meet deadlines, and help coordinate other activities, as necessary for the functioning of the group. Working groups should be self-sufficient so the responsibility of managing the group is not placed on Institute staff or the fellows program coordinator.
 - iv. Group leaders will conduct an annual assessment of their working group, to include an assessment of their working group's productivity and its effort to support the Institute's strategic objectives and the needs of the field.
 - f. In addition to providing direct support to Institute projects as needed, working groups are encouraged to identify existing needs within their subject area and propose activities or publications to address those needs. Group

leaders will communicate with Institute leadership and request approval to proceed prior to the development of any working group-initiated deliverable.

- i. Work in direct support of Institute projects will take precedence over work that is self-directed by a subject matter working group.
- g. Subject matter working groups can be added or dissolved at the discretion of Institute leadership, with input from fellows, based upon the strategic priorities of the Institute and the needs of the field. Initial working groups will focus on the following areas:
 - i. Community partnerships
 - ii. Preventing crime and violence
 - iii. Innovations & technology
 - iv. Policing strategies & operations
 - v. Personnel & staffing
 - vi. Police administration & organizations
3. The Institute may modify the program or this document in the future based on lessons learned and other factors. Fellows will be notified of substantive updates.

Program Expectations

To maintain good standing within the Fellowship Program, fellows will be expected to:

1. Participate in quarterly fellows' forums.
 - a. Details for these forums, including dates, times, topics, and requisite preparation, will be published well in advance.
 - b. The purpose of these forums will be to:
 - i. Discuss current needs of law enforcement, emerging issues, and/or new policing/technology innovations to inform Institute publication and resource development and strategic planning
 - ii. Inform Institute proposal development
 - iii. Announce upcoming engagement opportunities
 - iv. Provide Institute updates to fellows
 - v. Provide subject matter working groups with an opportunity to report out on recent activities
 - c. Fellows must notify the Institute's Fellowship Program Coordinator or working group leader if a scheduling conflict precludes their attendance.
 - d. Forums will typically be held virtually, but in-person attendance options may be available.

2. Participate in at least one Institute-hosted event per year.
 - a. Events may be in-person, virtual, or both.
 - b. These events are separate from the quarterly fellows' forums.
3. Contribute to the Institute's *Fellows' Voice* series annually.
 - a. Author or co-author one article, research in brief, or blog post for publication in the Institute's *Fellows' Voice* series each year.
 - b. Articles will generally be between 600 and 1,200 words.
4. Engage in monthly "Current Issues" discussions.
 - a. Participate in monthly virtual conversations, through an online listserv or community of practice, about current issues in policing (for Policing Fellows) or current issues for policing executives (Executive Fellows).
 - b. Author at least one "Current Issues" post annually.
5. Maintain active involvement in assigned subject matter working group(s), to include regular attendance of working group meetings, responsive communication to working group leaders and Institute staff liaisons, and timely completion of assigned tasks and deliverables.
 - a. Tasks and deliverables will include publication and resource development that may be either in direct support of Institute projects or self-directed by the subject matter working groups in light of current or forecasted needs in policing.
6. If requested, actively engage with Institute staff to provide timely and high-quality assistance with Institute projects and/or speaking engagements, as able.
7. Actively (publicly and otherwise) promote the Institute's work and mission and be an advocate for the pursuit of excellence in policing through science and innovation. Fellows are expected to act as ambassadors of the National Policing Institute in all professional settings.
8. Maintain responsive communication with Institute staff and the fellows group, to include communicating updates about professional affiliation or status, contact information, and biography.
9. Conduct themselves with integrity in all settings, both professionally and privately.

Fellows who do not maintain good standing may be removed from the Fellowship Program by Institute leadership, in consultation with working group leaders.