

April 28, 2016

University of Oregon  
Human Resources

**RE: Chief of Police**

Dear University of Oregon Representative:

My interest in the position of Chief of Police for the University of Oregon is based on my continued desire to serve at institutions of higher education. The University of Oregon has always been one of my top choices of educational institutions, because of the universities quality academics, rich student life, attractive facilities and strong name recognition. I currently have over thirty years of law enforcement experience dealing with service oriented municipal, university, college and school district police agencies.

Developing and implementing ideas and strategies to deal with current law enforcement, security, and organizational issues, is an area in which I have a proven track record. I am a committed and innovative leader who shows initiative and integrity in all aspects of work performed. I believe strongly in collaborative problem solving, accountability and in developing others for future leadership roles. During my career, I have acquired the necessary skills to meet the challenges of shrinking budgets, personnel management, recruitment, retention, and the importance of staff and team development.

In my current position as Senior Director of Safety Operations for the University of La Verne, I oversee all areas of safety operations for all university campuses throughout southern California (12 locations). I am also in charge of parking and transportation services, as well as emergency response and preparedness. I have brought many new innovations and industry best practices to help the university develop an outstanding safety program.

Prior to working for the University of La Verne, I was the Chief of Police for the Riverside College District. Where I oversaw all areas of department operations at three college campuses (Riverside, Norco and Moreno Valley). Each campus has a dedicated police department with unique challenges. We also have several offsite facilities throughout Riverside County. I have put together programs and enforcement techniques that have allowed us to reduce crime at all campuses. This was done by working collaboratively with students, faculty, staff and the community. I am also responsible for emergency operations at all sites. This includes ensuring that all State and Federal mandates regarding SEMS/NIMS and ICS are met. All emergency coordination and critical response is coordinated through my office.

As a Police Chief and Senior Director of Security, I have become very familiar with the techniques and methods used for managing and operating a community oriented law enforcement/security agency. I have been successful by building relationships with collaborative agencies and drawing from their specializations. Through interaction and professionalism with these organizations, I have developed programs and resources that had not been possible before. These additional resources have added tremendously to our total safety operational plan.

I look forward to meeting with your organization to further discuss my experience and qualifications for the position of Chief of Police for the University of Oregon.

Sincerely,

*James I. Miyashiro*

James I. Miyashiro

Chief of Police, University of Oregon  
Supplemental Questionnaire

**1. COMMUNITY-BASED POLICING:**

**Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and collaborative problem-solving techniques, to proactively address the conditions that give rise to public safety issues like crime, social disorder, and fear. Please describe your experience in leading community policing and how you have encouraged its implementation in current or previous positions? Describe specific programs or initiatives and the role you played.**

As a law enforcement veteran with over 30 years of experience, I know firsthand the importance of community-based policing especially in an educational environment. Police officers cannot be effective in protecting the campus without members of the community being actively involved in reporting criminal or suspicious activity. In addition to the reporting of crime, building strong support and community interaction is an essential part of a successful University Police Department.

I have always been engaged with the communities that I have worked for. In my early days as a police officer working for the City of La Palma, I volunteered for a collateral assignment as the department's community oriented policing officer working with businesses and neighborhoods, assisting them in resolving problems that they might have. As I became a manager (police sergeant), I began helping other officers establish contacts and learn the importance of community policing. As a police chief, I fully understand the importance of being part of a community and working together.

I have implemented dozens of community-based programs over the years to help students, faculty and staff partner with the police department. Some of the most successful programs have been interaction through various social media platforms, phone based applications to report crime or request assistance/contact, coffee with a police officer program, police personnel assigned to various student orientations, training programs for those students living on campus and interaction with the campus community through town hall meetings to address any types of campus concerns. These are only a small example of the many opportunities for the university community and police to interact, problem solve and create a safe and secure learning environment.

**2. LEADING ORGANIZATIONAL CHANGE:**

**Describe specifically how you have been involved with changing and improving an organization you've worked for. What steps did you take to assess the current status of your organization, identify areas for improvement, and implement those improvements? How did you achieve buy-in from people affected? How did you hold everyone in your section accountable for change or improvement?**

Most of 30 years in law enforcement has been at the manager or department head level. I have walked into five departments in a management/leadership role and had to navigate the organization in a different direction. My most challenging experience came when I lateraled to the City of San Jacinto as a police Sergeant. San Jacinto was located in Riverside County CA and I had spent most of my career prior to that point in Orange and Los Angeles Counties. Both Orange and L.A. Counties were leaps and bounds ahead of Riverside County in

equipment, best practices, training and customer service. I remember my first day being shocked by the way officers handled calls for service and the attitude they had toward community members. My first order of business was to bring community oriented policing into the department and community. The struggles I had was an old philosophy that police officers only trusted each other. The City was also facing tough economic challenges and cuts to the police department, so it gave the perception that the public/citizens did not care about their police.

I felt the best way to promote the philosophy of community oriented policing throughout all sections of the police department and throughout the city, was to make sure I had the proper buy in and commitment from police managers, supervisors and subordinates. This was done through training that incorporated problem solving, networking, mediation, facilitation, conflict resolution, and community involvement. I was able to promote community oriented policing by assigning officers specific duties, i.e. business area representative, neighborhood watch coordinator and citizen police academy programs. These special assignments did several things: (1) developed officer's skills in problem solving for specific areas (business / school zones / neighborhoods), (2) helped them to form contacts and support with community groups and (3) showed them the value of community based policing strategies. After a short time, the results paid off and we had a strong community commitment. Our calls for service increased, productivity increased and crime was lowered. During this process of transitioning the department, it was essential that everyone had clear expectations of our objectives and proper support to accomplish our goal.

### **3. CULTURAL COMPETENCE:**

**A successful candidate needs to personally understand cultural considerations and practice inclusivity. Please describe training you have received or given, and your hands-on experience in applying cultural competence (including implicit bias, recognizing and managing privilege, and adapting service delivery to reflect an understanding of diversity between and within cultures).**

Throughout my career I have worked within very diverse populations. I have been successful working with all groups of people based on my own personal believes that everyone is equal and deserves the same opportunities, respect and consideration. Even before receiving formal training in "Diversity, Interaction and the Learning Process" I understood cultural considerations and practiced inclusivity. In addition to my understanding, I want all of my employees to also understand, be trained and perform at a level of acceptance. In my current assignment, I am part of the Cultural Diversity Inclusivity Team (CDIT). We ensure that all of the university community embarrasses and accepts everyone's differences. I have also participated in and trained my department team members in implicit bias (the Harvard University study), micro aggressions, cultural awareness, and law enforcement conflicts involving mental health.

While Chief of Police for Riverside College District Police Department, we had a large foreign student program. I reached out to the program coordinator to allow our police officers to participate in orientations so they could get a better understand of different cultures and traditions. The police officers also were able to build relationships, trust and confidence with these students to ensure their success and continued communication.

**4. SUPERVISION:**

**In your current position, explain the number, type and rank of individuals you supervise. Briefly describe the work done by your current direct reports. (List the title of each type of direct report, and a one- or two-sentence description of their duties.) Please submit an electronic copy of your current department's organizational chart, with your current position on the chart clearly displayed.**

In my current position as Senior Director for Safety Operations for the University of La Verne, I supervise a department of 18 (which is the smallest department I have supervised, see resume). My direct reports are the director of campus safety who is in charge of the day to day operations of the campus safety department. The Director of campus safety, directs the work of 14 campus safety officers and assists with contracted security services. My next direct report is our parking/transportation manager who oversees all areas of ULV parking at all locations and oversees all vehicles owned and operated by the university. She is also in charge of our car pool program and shuttle bus programs. My other direct report is our emergency preparedness and life safety program manager who is in charge of life safety activities for the university.

**5. POLICE CERTIFICATION:**

**Applicant must currently have active certification as a sworn law enforcement professional, and be able to transfer that certification in the State of Oregon. The Oregon Department of Public Safety Standards and Training certifies all sworn law enforcement in the state, and records their training and certification status. Through what agency are you certified as sworn law enforcement professional? How many total years have you served as a sworn, certified law enforcement professional?**

I am currently certified through the State of California, Commission on Peace Officers Standards and Training (POST). I have held a sworn law enforcement position for over 30 years and have obtained all CA POST certificates: Basic, Intermediate, Advanced, Supervisory, Management and Executive POST certifications. All of my certifications are current and can be transferred to the State of Oregon as indicated on the Oregon Department of Public Safety Standards and Training website.

## **James Miyashiro**

### **STATEMENT OF QUALIFICATIONS**

Thirty years of extensive law enforcement experience in all areas of police department operations. I have extensive experience in working with and promoting community oriented policing services. As an experienced grant writer and budget developer, I can help organizations meet the current challenges of shrinking budgets. I currently possess all P.O.S.T. certificates and have been trained and certified in SIMS / NIMS and ICS as well as FEMA financial recover.

#### **Education / Certificates**

- Bachelor of Arts Degree in Management, University of Phoenix
- AA Degree in Criminal Justice, Golden West College
- Basic, Intermediate, Advanced, Supervisory, Management and Executive P.O.S.T Certificates
- SIMS / NIMS and ICS Certified

#### **Professional History**

The majority of my police career has been in supervisory or administrative roles. This has allowed me the opportunity to effect positive organizational change and build solid personnel management techniques that work with all of my employees. During my career, I was privileged to work at strong service orientated police agencies.

#### **Professional Training / Skills**

Numerous P.O.S.T certified courses completed during the past twenty-seven years (see attached resume). Extensive grant writing skills, with awards totaling over twenty-five million dollars in the past eight years. Able to analyze complex budgets with various funding sources and served as a member of the SAUSD budget reallocation committee during fiscal crisis. I have also worked as a consultant for the State's Fiscal Crisis Management Assistance Team (FCMAT). I have excellent computer skills and can work with all programs, spread sheets, word processors and data management resources. I possess a valid Class C & M drivers license and hold a commercial rated pilots license. I am also a licensed California Real Estate Broker.

# JAMES I. MIYASHIRO

## SUMMARY

An experienced law enforcement professional with expertise in all areas of law enforcement administration, principles, practices, and organizational operations. A dedicated and service oriented Police Administrator with a proven track record in leadership, team building and motivation of employees.

## PROFESSIONAL EXPERIENCE

2016- University of La Verne, La Verne, California

**Senior Director of Safety Operations**

- Planning, organizing and directing the work of all department employees
- In charge of all areas of safety operations at all campuses throughout CA
- Analyze and address safety at all ULV campuses
- In charge of parking and transportation at all campuses

2008 - Riverside Community College District Police Department, Riverside, California

2016 **Chief of Police**

- Planning, organizing and directing the work of all (84) police department and parking employees
- Analyze security and safety issues and develop and implement plans, procedures and policies
- Evaluate, hire and terminate police, security and parking employees as needed
- Direct and develop training programs, policies and procedures
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1997 - Santa Ana Unified School District Police Department, Santa Ana, California

2008 **Chief of Police**

- Planning, organizing and directing the work of all (103) police department employees
- Effectively utilizing an operating budget of 10.5 million dollars
- Evaluate, hire and terminate police employees as needed
- Maintain a strong community relationship

1997 - Desert Hot Springs Police Department, Desert Hot Springs, California

1997 **Police Consultant / Operations Sergeant**

- Patrol Supervisor responsible for all areas of shift operations
- Supervised an assigned shift of up to ten (10) employees
- Consultant to the Chief of Police for organization start up
- Public relations / Community Oriented Policing coordinator
- Training coordinator for all sworn employees

1996 - San Jacinto Police Department, San Jacinto, California

1997 **Police Sergeant**

- Patrol Watch Commander responsible for all areas of shift operations
- Supervised an assigned shift of up to ten (10) employees
- Scheduled and evaluated employees
- Additional responsibilities include: K-9 Coordinator, Neighborhood Watch Coordinator, Range Coordinator and Grant Fund Writer

1990 - La Palma Police Department, La Palma, California  
1996 **Master Police Officer**

- Additional responsibilities include: Police Service Dog Handler, Field Training Officer, Crime Scene Investigator, Oral Board Panel Member and Neighborhood Watch Coordinator
- Served as Accident Investigator, investigating all accidents for the City of La Palma
- Honored as 1993 Police Officer of the Year for the City of La Palma

1986 - California State University Long Beach  
1990 **Police Officer**

- Police Officer assigned to patrol division

### **EDUCATION, CERTIFICATES AND SPECIAL COURSES**

- \* Bachelor of Arts Degree in Management from University of Phoenix
- \* AA Degree in Criminal Justice from Golden West College
- \* Basic, Intermediate, Advanced, Supervisory, Management and Executive P.O.S.T Certificates

2007-16 P.O.S.T. Executive Update  
P.O.S.T. Legislative Update  
Mental Health Update  
Behavioral Intervention  
Cultural Awareness  
Clery Update  
CA Sexual Assault Update

2007 CPOA Legislative Update  
JOA Law Enforcement Advisory  
P.O.S.T Executive Development Course

1998-05 CPOA Legislative Update  
P.O.S.T Supervisory/Managers Update  
JOA Juvenile Law Review  
Certificate of Training in Officer Involved Shooting  
P.O.S.T Management Course

1997 CPOA Legislative Update  
P.O.S.T Controlling Violent Suspects  
P.O.S.T Elderly Abuse  
Narcotic Investigation Training  
P.O.S.T Supervisors Certificate

1996 Advanced P.O.S.T Certificate  
Certificate of Training in P.O.S.T Supervisors School  
CPOA Pursuit Liability School  
CPOA Use of Force School

1994 Certificate of Training in Telecommunications  
Certificate of Training in Sexual Harassment  
CPOA Legislative Update  
Certificate of Training in Canine Psychology  
Certificate of Training in S.W.A.T. Dog Deployment

Certificate of Training in Riot and Crowd Control

- 1993 Intermediate P.O.S.T Certificate  
Certificate of Training in Interviewing and Interrogation  
Basic Police Service Dog Academy Certificate  
Basic Police Service Dog Narcotics Academy Certificate  
Certificate of Training in Driving Under the Influence Enforcement  
Certificate of Training in First Responder Awareness  
Certificate of Training in Advanced Officer Training  
Certificate of Training in Accident Reporting Systems
- 1992 Certificate of Training in Crime Scene Investigation  
Certificate of Training in Field Training Officer  
Certificate of Training for Mentally Ill Persons
- 1991 Certificate of Training in Verbal Judo  
Certificate of Training in Firearms
- 1984-1990 Certificate of Training in Intoxilyzer Operation  
Certificate of Training for Advanced Officer Training in Missing Persons  
Certificate of Training in Domestic Violence