

# CAREY MICHAEL DRAYTON

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## SUMMARY:

I have over 30 years of experience in campus law enforcement at research universities. Most of this experience has been in an administrative or management role where problem solving, developing partnerships, implementing technology and customer-focused services have been my strengths. Adept at creating a campus police culture that supports the mission of the university and provides service to the community through communication, accountability, partnerships, professionalism, and technology.

## PROFESSIONAL BACKGROUND:

**2006 – Present** Executive Director of Public Safety/Chief – University of Southern California (Los Angeles)

Continuing to build upon the strategy and plans developed as the Assistant Chief DPS/Interim Chief DPS. Some of the more significant accomplishments that resulted from those planning efforts are:

- Substantially reduced staff turnover and improved retention of employees in all ranks of the organization
- Developed and implemented the security and emergency plans necessary to open the 10,351 seat Galen Center Arena
- Developed a strategy to implement organizational change through wellness
- Implemented with campus partners a campus text messaging system which also replaced the existing system used to alert key university officials
- Created and implemented a strategy to address campus community concerns created after the VT tragedy
- Developing training programs and improving staff competencies in all areas
- Crime suppression efforts have resulted in over 35% crime reduction in Clery categories and over a 70% reduction in robberies over a 5 year period
- Improved Hospital security service and responsiveness to administration concerns
- Created programs with IFC that have resulted in improved safety and better relations with the campus fraternities and sororities
- Awarded IACLEA Accreditation

**2005- 2006** Assistant Chief DPS/ Interim Chief DPS – University of Southern California (Los Angeles)

Responsible for working with key University and community stakeholders including high-level political constituents and local, state, and federal law enforcement agencies to facilitate the delivery of a comprehensive safety and security program at USC. Develop existing staff to enable them to effectively work as a team in a high stress public safety environment and still deliver customer focused service to the community.

- Generated a clear mission and vision for the department aligning people, strategies, policies and procedures
- Transformed a department of over 231 dedicated employees into a high performance team through employee relations, team building, and staff development and the

- establishment of a results-oriented performance management culture
- Developed highly effective crime prevention strategies such as the United for a Safer Community program, and improved event management and planning response protocols to enhance safety and security at USC and its surrounding communities
- Fostered a highly collaborative working relationship with the LAPD, Exposition Police, federal and state law enforcement agencies, and the L.A. County Sheriff's Department
- Educated students, student groups, parents, faculty, staff, campus visitors, senior administrators and other community stakeholders in safety and security
- Embraced and cultivated DPS values including integrity, professionalism, accountability, customer service, dignity, respect, leadership, ethical decision making, diversity and dependability
- Developed a process to achieve accreditation through the International Association of Campus Law Enforcement Administrators and demonstrating the existence of a first rate public safety organization respected internationally.

1995- 2005

*Chief of Police* -: The Florida State University (Tallahassee, FL)

Responsible for planning, developing and implementing safety, security, and law enforcement functions for a campus of 37,000 students and 5,000 faculty and staff. Direct personnel in assigned areas of responsibility to insure that established goals and objectives are communicated and attained.

- Provide leadership and direction in policy development. Directing staff responsible for the investigation of crimes and other offenses that occur on campus or that involve faculty, staff or students. Formulates and administers the annual operating budget of approximately 4 million dollars-
- I have created a service delivery culture within the Police Department, which has resulted in increased satisfaction of the university community regarding safety and security.
- Improved the Crime Prevention Information Network, CPIN, which is a campus cable station broadcast 24 hours a day seven days a week. It is now capable of providing live broadcast, up to the minute information, and a resource to present crime prevention programs and information to the students, faculty and staff of the Florida State University.
- Implemented improvements to Crime Prevention programs, which includes the Adopt-A-Copp program, Rape Aggression Defense, RAD, training and bike registration rodeos.
- Obtained state and federal grant money to supplement university funds. These funds were used to improve crime prevention programs. Different funding agencies have awarded over \$600,000 for these types of programs.
- Liaison between the university /Board of Trustees and other state agencies/departments, campus departments, and other organizations on safety and security matters. Represents the university/Board of Trustees on system issues or state committees, attends meetings and conferences as appropriate.
- I developed the staffing and equipment to monitor security, access control and fire alarms for the Florida State University. The University has over 400 buildings on campus.
- Coordinated the design and construction of the Police facility, which is 24,000 square feet and built at a cost of 3.5 million dollars-
- Establish a joint 800 MHz radio system with the system of Tallahassee, which saved the university and the State of Florida an estimated 1.5 million dollars. One college and another university emulated the agreement a year later for their campuses.
- Successfully initiated and completed the process to become an Accredited Police Agency in the State of Florida. All 260 standards were addressed or met to achieve this status.
- The Florida State University was the first place recipient of the state and national IACP Chief's Challenge. Over \$75,000 in equipment was received because of this recognition.
- Responsible for the implementation and design of the security systems and security staffing for the FSU Medical School which recently received full accreditation status.

**1990- 1995**     *Director of Public Safety - University of Oregon (Eugene, Oregon)*

- Directed a staff of 40 full time persons including security officers, clerical staff and technical and trades persons. Responsibilities included Security, Environmental Health and Safety, Keys and Locks, and Parking. In addition to the full-time staff, approximately 35 students were employed to supplement the full-time professional staff. As Director, I administered the police services contract with the city of Eugene for one Sergeant and 5 Eugene Police Officers, and administered a fire services contract for the University. I was responsible for a 1.7 million dollar budget that included expenses and revenues from the Parking Program. Additionally, I was responsible for a 1.5 million dollar reserve. Other responsibilities included the Radiation Safety program, Hazardous Waste Disposal, and assisting the University of Oregon to meet OSHA standards for faculty, staff and student employees.
- While Director of Public Safety at the University of Oregon, I created an integrated electronic access system with monies from several Departments, reorganized the Parking Program, which resulted in increased revenue, and increased customer satisfaction. Developed policies and procedures necessary to implement a Van Driver Safety Program and driver's license checks for persons taking university owned vehicles off campus, an anonymous sexual assault and harassment reporting form, and increased the confidence of the campus community regarding campus safety. My strategies and planning with campus community members resulted in an improved campus lock and key plan, and I was able to obtain the funding to implement the plan by redirecting existing untapped resources.

**1990- 1990**     *Police Officer - The George Washington University, (Washington D.C)*

- Commissioned as a Special Police Officer of the District of Columbia and performed duties to uphold the laws of the District and the George Washington University. Duties included maintaining campus law and order, crowd control at University events and being able to respond to various emergencies and calls for service. Assigned the responsibility to revise the police department's General Orders and Special Orders as well as create a Manual of Operations. I worked as a dispatcher, computer troubleshooter and the police department's representative in the office of Access Services and ID Cards Office.

**1987- 1990**     *Director of University Police/Assistant Director of Public Safety, University of Southwestern Louisiana, (Lafayette, Louisiana)*

- Directed and was responsible for a staff of 53 employees that included 50 sworn officers with a budget of \$1.1 million. I trained and coordinated training of all security and police personnel at the university. I administered the security program in 13 residence halls in addition the Primate Center in New Iberia, and the academic labs which involved a staff of approximately 285 employees.
- Responsible for the staffing, budgeting, and coordination of all special event, i.e. rock concerts, athletic events, speakers, parades, demonstrations, and rodeos. It was necessary to coordinate all security for high profile visitors to the university. I also coordinated security efforts for these visitors with local, state, and Federal law enforcement officers. Additionally, I personally created a manual of operations for the police department, an internal affairs procedures and department regulations and procedures.
- Directed, coordinated and investigated all personnel allocation for criminal cases reported to the police department as well as, those reported to the university administration. Responsible for investigating reported cases of sexual harassment and civil rights violations brought to the attention of the administration by students.

**1985 -1987**     *Assistant to the Dean of Student Service - University of Southwestern Louisiana (Lafayette, Louisiana)*

- I directed a staff of 200 employees who handled security in 13 residence halls at the University. Additionally, I reported to the chief of police and directed, staffed, trained and coordinated 35 sworn police reserve officers. I investigated white-collar crimes, rapes, and crimes against efforts among the district attorney's office and several area law enforcement agencies in the area. I also investigated white-collar crimes and initiated, planned, staffed, and supervised undercover operations to expose reported irregularities in university offices and residence halls. I made security presentations to residents in residence halls and created as well as coordinated a neighborhood watch program in the residence halls.

**1980- 1985** *Police Officer - University of Southwestern Louisiana, (Lafayette, Louisiana) Commissioned Sheriffs Deputy in Lafayette Parish.*

- My duties included maintaining campus law and order, crowd control at university events (i.e. basketball and football games), and being on call 24 hours a day for emergencies. I was given the opportunity to supervise the reserve officer program. Duties included supervising six reserve shift supervisors, payrolls, checking police reports, hiring and recruiting and retention of reserve officers, conducting investigations, organizing security for events such as football and basketball games, concerts and rodeos. I also coordinated and organized training seminars for the reserve officers.

#### **EDUCATION**

- 1980-2008 Completed several professional development courses in management, weapon retention, and interrogation, civil liability of a police officer, risk assessment and criminal law and procedures.
- 2002 FBI and Florida Police Chief's Education Foundations Executive Development Course
- 1996 Pat Thomas Police Academy - Completed the police-training curriculum necessary for certification in the State of Florida along with a successful score on the state certification exam.
- 1996 Florida Criminal Justice Executive Institute
- 1994 WACUBO Executive Leadership & Management Institute
- 1989 FBI National Academy Graduate, 159th Session
- 1985 University of Southwestern Louisiana, Lafayette, Louisiana. I obtained a Bachelor of General Studies with a concentration in Applied Science degree with successful course work hours to have minors in Computer Science, Mathematics and Industrial Technology.
- 1983 Successfully completed the Acadiana Law Enforcement Training Academy. This is a basic police-training academy with courses in criminal law, search and seizure, arrest procedures, and self-defense training.

#### **SPECIAL SKILLS AND CERTIFICATION**

I am certified in CPR, NIMS, first responder first aid, excellent computer application skills, and computer hardware knowledge. I am a certified Rape Aggression Defense instructor and I have made presentations at a number of professional conferences.

**CAREY M. DRAYTON**



February 17, 2012

RE: Chief of Police (Job Number 12 0000002C)

Dear Search Committee Member:

Please consider my letter of application, and resume' for the Chief of Police position at The University of Tennessee. After reviewing my resume' I believe you will agree that my background and past work experiences have prepared me for the advertised position at the University of Tennessee.

This position offers the ideal setting for this stage in my career because of the name and reputation of the University of Tennessee, and it's location in the country.

Professionally, I have a desire and commitment to work in the university police profession. My colleagues, students and supervisors will attest to my problem solving, team building and administrative skills. Student Affairs professionals say that I advocate policing with empathy and compassion. I encourage you to consider the unique talents, interpersonal skills, problem solving capabilities and administrative strengths that I could add to the administrative talent at the University.

Thank you for your consideration, and I look forward to exploring with you the potential of my employment at the University of Tennessee. I am available at  my personal cell phone telephone number.

Sincerely,

Carey M. Drayton