

DUPD officers identified three salient issues negatively impacting the morale of Duke police officers and the overall readiness of the department: favoritism in hiring that has led to individuals with questionable qualifications in positions of senior leadership, a set of policies restricting actions DUPD officers can take, and a high turnover rate influencing department staffing levels. Quotes are divided into those categories with an additional category relating to the overall readiness of the department.

The hiring of individuals with questionable qualifications:

“Gloria Graham – she’s already raised some eyebrows with her experiences – what makes her qualified to do what she’s doing? When you have somebody like Captain Raines? She’s been a lieutenant, has a doctorate, extremely smart, it was not a matter of lets put the best person in there for the job, it’s a matter of these are the people that I like and these are the people that I want to put in charge of this operation.”

“Graham and Snellgrove put in their apps through HR. Everyone assumed Graham would be made – she was brought over to do training or a lecture for duke supervisors on, you know, supervision and that type of thing. She did a one day presentation so she was flown in earlier before and had a kid and that was, after the child, she was pregnant at that time. After the baby she was ready to make the move from USC. It wasn’t until after she got here that they figured out she couldn’t be certified without basic training.”

“Graves is an Air Force man. David Williams, he is the crime prevention manager who has now taken over part of Snellgrove’s duty – no college experience as far as crime prevention.”

“David Williams is the Crime Prevention Manager. Prior to coming to Duke, he was a manager of a fast-food restaurant and had no experience with crime prevention on a college campus. His qualifications: he served in the military police with Aaron Graves in the Air Force.”

Restrictions on DUPD actions

“If you don’t have confidence in the people that work for you, there’s a serious problem. If duke officers make a bad decision and there’s problems with how we do our job performance. A team is only as good as its leadership. If there is no leadership and no direction – give us a clear vision – if you don’t want us to arrest students, come out and say it, don’t make it so difficult for us to make an arrest.”

“In September, we received an email stating that all, prior to any arrest or custody, the immediate supervisor, the squad lieutenant and supervisor, who must notify the on-call major or captain, who will notify dean, who will make an appropriate decision. This is for anyone [not just students].”

"I think Snellgrove left because he couldn't make any individual decisions himself – everything had to go through the top. When you get an email that says all arrests will be [approved]...major then consult with – you know, on something as specific as an actual individual arrest to have that type of control....."

"I don't have an understanding – nobody does – nobody does – it's a day by day thing, one day it's this, the next day it's this – you don't have to ask permission, but then they turn around and say no you can't do that."

High Department Turnover

"Virginia Tech PD was about one of the most squared away police agencies in the country... If it can happen there to a dept where they had their own tactical unit, their chief was as qualified a Chief as you'll find anywhere, it can happen at duke. It scares me, not because the people I work with aren't qualified, but we're understaffed and I don't think that the university as a whole is ready to handle a major tragedy or an incident."

"When I came here in 2004, we maybe had 1 vacancy per squad, people were much happier—there were problems, don't get me wrong, but it was not this mass exodus."

"For the last two years, the turnover has been significantly greater than in the past"

"Turnover's pretty bad."

Overall DUPD Readiness & Morale

"[They] have divided and conquered our department – rather than there being a unity, you've got majors that don't even like each other and don't even talk to each other."

"I don't think anybody in the department, even people who have been here a long time, I don't think it's ever been that bad. "

"I don't think the community's being best served by the current leadership. He might be shaking things up, but to what end? To the end that the department's now being investigated? That his people have very good jobs that he's put in, with questionable experience? He's been here for a few years. When I started, we had computers in the car, and we were able to do our reports instead of going back to headquarters, do it in the car and visible on patrol – warrant checks and drivers licenses – our computers at headquarters are falling "

"The subway was robbed on Erwin rd during that meeting? Armed robbery? Here they are doing this community forum, while it's going on the subway was robbed – I understand the concerns and the fears that students have. Look, I live out here and if somebody four houses down was shot murdered.... You have to be careful about what you tell people we can realistically do."