

CURRICULUM VITAE

MUSTAFA OZGULER, Ph.D.

Criminal Justice Consultant
1st Grade Chief Superintendent of Police (Ret.)

Areas of Interest and Expertise

Counter Terrorism & Internal Security Coordination
Policing & Police Behavioral Training & Police Management
Institutional Memory and Knowledge Management Systems
Learning Organizations
Leadership Training
Assessment Centers

E-mail : drmustafaozguler@gmail.com; ozgulermustafa@yahoo.com

ACADEMIC EDUCATION

Kent State University (USA)

Ph.D. in Political Science, August 2003-December 2008
Dissertation Title : *Comparing and Assessing the Preparedness of
Police Organizations in Counter-Terrorism,
(Netherlands and United Kingdom), 309 p.*
Concentration Areas: 1st Track: *Justice Politics and Policy
(Distinction)*
2nd Track: *Transnational and Comparative
Politics and Policy*

Kent State University (USA)

Master's Degree in Criminal Justice Studies, August 1999- August
2001
Thesis Title: *How Should Police Managers be trained Today?*, 215 p.

National Police Academy (Turkey)

B.A. in Police Administration, June 1986- June 1990

PROFESSIONAL TRAINING AND EDUCATION

Combating Terrorism Near East South Asia Center for Strategic Studies, National Defense
University, Washington D.C. USA, 2008

Police Executive Leadership College (PELC)
Police Foundation & Ohio Association of Chiefs of Police,
Columbus, Ohio, USA, 2006

Assessors Training Kent State University, Kent, Ohio, USA, 2001

Elected Official Academy Kent State University, Kent, Ohio, USA, 2001

Advanced Supervisory Skills Kent State University, Kent, Ohio, USA, 2000

<i>Basic Supervisory Skills</i>	Kent State University, Kent, Ohio, USA, 2000
<i>Training the Trainers</i>	Western European Union-Multinational Advisory Police Element (MAPE) Mission to Albania and US Department of Justice International Criminal Assistance Program (ICITAP), Tirana, ALBANIA, 1998
<i>Training the Trainers</i>	Department of Training and Education, Turkish National Police (TNP), Ankara, TURKEY, 1997
<i>Computer Skills</i>	Department of Information and Technology, TNP, Ankara, TURKEY, 1991
<i>Police Academy</i>	Cleveland Heights Police Academy, Cleveland Heights, Ohio, USA, 1991
<i>Explosive Recognition, Booby Traps and Tactical Entry</i>	Ohio Peace Officer Training Academy (OPOTA), London, Ohio, USA, 1991
<i>Communication Skills (Intensive English)</i>	Berlitz Language School, Cleveland, Ohio, USA, 1991
<i>Computer Programming</i>	AK Computer Training Institution, Ankara, TURKEY, 1990

PROFESSIONAL EXPERIENCE

International Consultant UNDP/LOTFA Project, Kabul, AFGHANISTAN, Dec. 2015- Feb 2016

Description of Duties

- Assessment of the organizational maturity and functional, operational capacity of teaching/learning institutions falling under the command of Training General Command (TGC), including the Police Academy and Staff College and related training departments within Kabul, and eleven regional training institutions;
- A tabling and review of historical and contemporary training and education programs for police at recruit and officer initial entry levels, and of in-service courses;
- A tabling of research/analysis and recommendations on institutional enhancement, with attention given to cost efficiencies, the appropriateness of police training and education programs, and compliance with national higher educational accreditation requirements.
 - An assessment report was prepared with the title of “Training and Educational Practices of Afghan National Police”

Central Police Chief TNP Strategy Development Department, 2014-2015

Description of Duties

- Providing advisory services to the Strategic level management cadre of TNP

Description of Duties

- Providing advisory services to Government of the Punjab on various fields and issues regarding safety, homeland security, institutional reform and Counter-Terrorism. (All levels of security reform advisory services were fulfilled at the highest level, working directly with Chief Minister, Home Minister, Home Secretary, Inspector General of Police, Additional Inspector Generals of Police, Punjab Information Technology Board, Punjab Forensic Science Agency, etc.)
- Establishing Institutional Memory and Knowledge Management System for the Punjab Police Organization.
- Establishing a Pilot Structure to Establish Crime Scene Investigation Branch for the Punjab Police Organization.
- Establishing a Command, Control and Communication Center for Punjab Police Organization.
- Organizing Training Courses on First Responders, Conflict Resolution, Counter-terrorism, Intelligence, Special Forces and Riot Policing.
- Establishing a Motorcycled Patrol Units for Punjab Police Organization: The design of training programs for of all teams for Lahore PD is finalized; design and specifications of equipment and motorcycles were completed.
- Establishing a Strategic Coordination Board: A Coordination Mechanism was designed for Government of the Punjab in order to coordinate all internal security apparatuses.
- Coordinating the Bilateral Training and Technical Cooperation initiatives between the TNP and Punjab Police Organization: Visits of delegations from Turkey on various technical issues and other bilateral activities were coordinated.

Description of Duties

- Leading the Unit of Protection Services of the School
- Leading the Unit of Logistical Support Services of the School
- Lecturing on *Leadership Practices* Course at Promotional Course
 - I applied student-centered micro-teaching methodology in leadership practices courses

Deputy Chief

TNP Erzurum Police Department, 2011- 2012

Description of Duties

- Leading the Unit of Rapid Response Forces
- Leading the Unit of Political Security
- Leading the Unit of Counter terrorism
- Leading the Unit of Community Policing
- Leading the Unit of Drugs and Organized Crime
- Establishing an Institutional Memory and Knowledge Management System for the police department
- Organizing First Responders Course for all street-level operating police personnel.

Unit Commander

Unit of Rapid Response Forces, Erzurum Police Department, 2011

Description of Duties

- Commanding the Unit of Rapid Response Forces of the Police Department (Managing staff, heavy duty armored vehicles, equipment, premises, etc.)
- Taking security precautions for the social events, riots, large scale conflicts, election campaigns, sport events etc. within the city center as well as the towns of the prefecture.
- Leading the Project of Erzurum Police Complex

Director / Researcher

Erzurum Police Research Center, 2009 – 2011

Description of Duties

- Researching on Police Training and Education
- Developing and Implementing Micro Teaching Methodology for the Police Vocational College
- Researching on Internal Security Coordination Proposal for Turkey
- Developing Character Education for Police Cadets
- Conducting the Training Needs Analysis Project organized by the Turkish National Police Academy
- Lecturing the Course of *Police Professional Practices*

Deputy Director

TNP Erzurum Police Vocational College, 2008 – 2009

Description of Duties

- Leading the Unit of Student Affairs
- Leading the Unit of Educational Affairs
- Lecturing the Course of *Introduction to Policing*

Research Assistant

Institute for the Study and Prevention of Violence, Kent State University (USA), 2004-2008

Description of Duties

- Researching on violent behavior, terrorism and other social dynamics that lead to violence and terrorism
- Conducting field research in the USA, UK, Netherlands and Turkey; analyzing the collected data
- Preparing the departmental projects and publishing the research results

Program Coordinator to USA TNP International Graduate Studies Program, USA, 2003-2008

Description of Duties

- Coordinating the International Graduate Education Project of the Turkish National Police
- Establishing Institutional Relationships Between US Universities and the Turkish National Police
- Establishing Institutional Relationships Between Ohio Law Enforcement Agencies and the Turkish National Police

Unit Director

Unit of Publication-Library and Archives, TNP Department of Research-Planning and Coordination, 2001-2003

Description of Duties

- Managing the Publications, Library and Documentation Center
- Compiling and publishing all research results on policing of the TNP
- Performing editorial services of the Police Journal of the TNP
- Drafting all executive orders of the TNP: By coordinating all central departments, all previous executive orders of TNP's history were revoked and one single executive order was issued.

Supervisor of Bureaus

Unit of Planning and Programming, Department of Training and Education, Turkish National Police Headquarters, 1999-1999

Description of Duties

- Performing Supervisory Services of Planning Bureau, Testing Bureau and Publication Bureau of the Planning and Programming Unit of the Training and Education Department
- Supporting the basic police training project of "Police and Human Rights 1997-2000".
- Supporting the Pilot Police Practical Training Project: Working with the Dutch Police to develop an innovative police practical training building at Aksaray Police School.
- Designing the TNP International Graduate Education Program: International Graduate Education Programs for the TNP officers were initiated for masters' and doctoral level education abroad, mostly in the USA and in Europe. (The program is still active.)

Chief of Training Center Tirana Training Center, Western European Union- Multinational Advisory Police Element (MAPE) Mission to Albania, Western European Union (WEU), 1998-1999

Description of Duties

- Managing the Western European Union (WEU)-Multinational Advisory Police Element (MAPE) Police Training Center, (Established to provide basic police training for Albanian Police Constables)
- Preparing official calendars and schedules of WEU - MAPE Tirana Training Center

International Police Advisor Western European Union- Multinational Advisory Police Element (MAPE) Mission to Albania Western European Union, 1997-1998

Description of Duties

- Advising the Ministry of Public Order and Albanian Police authorities on security and police reform issues
- Creating curriculums; preparing lesson plans of Police Training Programs for Albanian Police Officers
- Organizing the Training the Trainers Course: Liaising with US Department of Justice – International Criminal Investigative Assistance Program (ICITAP) Members, a series of courses were organized for the international trainers, who had no teaching qualification.

Bureau Supervisor Planning Bureau, Publication Bureau and Testing Bureau, Unit of Planning and Programming, Department of Training and Education, Turkish National Police Headquarters, 1991- 1997

Description of Duties

- Preparing educational projects for basic and in-service training activities
- Creating curriculums, lesson plans for Police Basic Training and specialized training programs
- Designing & publishing textbooks, educational videos for Police Training Schools
- Organizing training activities and projects for TNP by cooperating with universities and other agencies.
- Organizing entrance examinations to Police Schools, international training programs and promotional courses
- Organizing the Training the Trainers courses for the instructors of police basic training and specialized training programs
- Being member of Selection Boards of Oral & Physical tests for the entrance examination to Police Schools
- Preparing official calendars for all Police Training Institutions and specialized trainings
- Preparing budget plans of all educational activities of TNP
- Assessing the training needs of the city police forces of the TNP
- Preparing descriptions of educational equipment and following up the procurement process

- Participating and making presentations on TNP's educational activities at international symposiums and meetings

TEACHING EXPERIENCE

- 2014 Lecturer for the *First Responders Course* at Police Lines, Lahore, PAKISTAN.
- 2013 Lecturer for the *Leadership Practices Course* at Elmadağ Police Vocational College, Ankara.
- 2012 Lecturer for the *First Responders Course* at Erzurum Police Department, Erzurum.
- 2012 Lecturer for the *Managerial Leadership Course* for Town Police Chiefs, Antalya.
- 2008-2011 Lecturer for the *Introduction to Policing* and *Policing Professional Practices* Courses at Erzurum Police Vocational College, Erzurum
- 2008 Lecturer for the *Leadership and Management Skills* Course for police commanders at Sudan Police Academy, Khartoum, SUDAN.
- 2003 Lecturer for the *Leadership Course* at Promotional Training, Department of Training, Turkish National Police Headquarters, Ankara.
- 1999 Lecturer for the *Proactive Thinking Course* at Class Commanding Officers' Course, Department of Training, Turkish National Police Headquarters, Ankara.
- 1998 Lecturer for different policing courses at *Police Basic Training* Multinational Advisory Police Element (MAPE) Training Center, Tirana, ALBANIA.

PUBLICATIONS

Edited Books

Kadına, Çocuğa ve Yaşlıya Yönelik Şiddet Üzerine Deneme Yazıları, [Selected Articles on Violence against Women, Children and the Elderly], edited by Çalı, H.H., Delice, M. Özgüler, M., Polis Akademisi Yayınları, [Turkish National Police Academy Publications], Ankara, 2013.

Terrorism: A Global Perspective, edited by Mustafa Ozguler, Ali Ozdogan, A. Sait Yayla, Ekrem Mus, Halim Iltas, Turkish Institute for Security and Democracy (TISD), Washington. DC, 2009.

Book Chapters

Ozguler, M. Ünal, M. *Güvenlik Sektöründe Stratejik İnsan Kaynakları Yönetimi*. [Human Resource Management in Security Sector.] *Güvenlik Sektöründe Stratejik Yönetim*. [Strategic Management in Security Sector], edited by Gözübenli Murat, Harmancı Fatih M., Şahin, İsmail. Nobel Akademik Yayıncılık Eğitim Danışmanlık Tic. Ltd. Sti., [Nobel Academic Publishing Educational Consultancy Company Limited] pp. 182-203, Ankara, 2014.

Ozguler, M. “*Terörle Mücadelede Demokratik Hakimiyetin Kurulması- Türkiye'nin Terörle Mücadelesindeki Temel Sorunları ve Bunların Çözümü İçin Gerekli Olan Sistemin Unsurları*”. [Democratic Governance in Counter terrorism- Major Problems of Turkey in Counter terrorism and Pillars of the Needed System for Solutions], *Ortadoğu'daki Siyasal Gelişmeler ve Güvenlik* [Political Developments in the Middle East and Security]

edited by Akdoğan, Hüseyin; Kahya, Yavuz; Altun, Nurullah. Polis Akademisi Yayınları, [Turkish National Police Academy Publications], pp. 71-120, Ankara, 2012.

Kucukoglu, A. Ozguler, M. Kaya, H.I. “*Öğrenen Merkezli Mikro Öğretim Yöntemi ile Polis Eğitimi*” [Police Training with Learner Centered Micro Teaching Method] in Polis Eğitiminde Çağdaş Yaklaşımlar [Contemporary Approaches in Police Training] edited by Kaptı, A. and Gül, S. K., Polis Akademisi Yayınları, [Turkish National Police Academy Publications], pp. 25-58, Ankara, 2011.

Ozguler, Mustafa. “*Designing the Future’s Police Leaders*” in Police Education and Training in A Global Society, edited by Kratcoski, Das and Normandin (Eds), Lexington. 2007.

Ozguler, Mustafa. “*Creating Organizational Challenge: Department of Homeland Security*” in Homeland security: Controversies, strategies and impact. [Electronic publication], edited by Ammar, N. Kent State University Press. Kent, Ohio, 2006.

Book Review

“*Unspeakable Truths: Facing the Challenge of Truth Commissions*”, by Priscilla B. Hayner, First Routledge (paperback edition), 2002, 353 pp., in Police Practice and Research, Vol. 6, No. 1, March 2005, pp.124-126.

Journal Articles

Ozguler, M., Kocak, M., Fleisher, M. & Jefferis, E. Domestic migration in the Republic of Turkey: Issues influencing resettlement policy. Open Journal of Social Science, 1 (1), 31-41, 2013.

Ozguler, Mustafa. “*Bir Örnek Uygulama Olarak ABD Ohio Eyaleti Kent Şehri Okul Güvenlik Sistemi ve Uygulamalarının Analizi ve Türkiye’de Uygulanabilirliği*” [As a Best Practice, the Analysis of Kent City Schools Safety System and its Applicability in Turkey], Bitlis Akademik, Year 3, Nr. 4, 2011.

Ozguler, Mustafa. “*Polis Yöneticileri Neden ve Nasıl Yetiştirilmelidirler?* [Why and How Should Police Managers be trained?] Journal of Turkish National Police, Year 9, Nr. 34, 2003.

Ozguler, Mustafa. “*The Roles of Supervisors in Modern Police Organizations*”, Turkish Journal of Police Studies, Vol. 4, Issue 3 – 4, 2003.

Ozguler, Mustafa. “*Spor Karşılaşmalarında Alınan Güvenlik Önlemlerinde Yeni Yaklaşımlar*” [New Approaches to the Security Measures for the Sports Events], Journal of Turkish National Police, Year 8, Nr. 31, 2002.

Ozguler, Mustafa. “*Avrupa Komisyonu Türkiye Büyükelçisi Karen Fog ile Söyleşi*” [Interview with Karen Fog, European Commission Ambassador to Turkey], Journal of Turkish National Police, Year 7, Nr. 29, 2001.

Ozguler, Mustafa. “*Yurtdışında Yüksek Lisans Eğitimi İzlenimleri ve Ülkemizde Daha Modern Bir Polis Hizmeti İçin Değerlendirmeler*” [Concepts for a Modern Police Service, Based on the Impressions of International Graduate Education] Journal of Turkish National Police, Year 7, Nr. 29, 197-208, 2001.

Ozguler, Mustafa. “*Hollanda Emniyet Teşkilatı Eğitiminde Yeniden Yapılanma ve Polis Okullarında Eğitim*” [Reorganization in the Dutch Police Training System and Training at Police Schools], Journal of Turkish National Police, Year 7, Nr. 28, 2001.

Ozguler, Mustafa. “ABD’de Seçme ve Rütbe Terfii Sınavlarının Uygulanması” [Police Appointments and Promotional Examinations in the USA], Journal of Turkish National Police, Year 7, Nr. 27, 144-146, 2001.

PRESENTATIONS

Özgüler, M. “*Turkish System of Criminal Investigations and Reforms*”, Seminar on International Best Practices of Criminal Investigation organized by German Cooperation Agency (Deutsche Gesellschaft für Internationale Zusammenarbeit-GIZ) and Pakistan Ministry of Interior National Police Bureau, Islamabad, 12-13 November, 2015.

Özgüler, M. Yıldırım, K. “*Sağlık Çalışanlarına Yönelik Şiddetin Önlenmesinde Stratejik ve Eğitsel Yaklaşım*”, [Strategic and Educational Approach for Prevention of Violence towards Employees of Health Institutions] *Şiddetin Sosyal Dinamiklerinin Anlaşılması ve Önleyici Stratejilerin Geliştirilmesi Uluslararası Sempozyumu*, [International Symposium on Understanding Social Dynamics of Violence and Developing Preventive Strategies] Erzurum, 28-29 June, 2012.

Özgüler, Mustafa. “*Batı Kültürlerinde Değer Toplumu Olmanın Altyapısının Hazırlanması: ABD ve Türkiye Karşılaştırması*”, [Building Infrastructure of Value Based Society in Western Cultures: A Comparative Study, USA vs. Turkey] *Şiddetin Sosyal Dinamiklerinin Anlaşılması ve Önleyici Stratejilerin Geliştirilmesi Uluslararası Sempozyumu*, [International Symposium on Understanding Social Dynamics of Violence and Developing Preventive Strategies] Erzurum, 28-29 June, 2012.

Özgüler, Mustafa. “*Şiddet İçeren Suçlara Müdahalede ve Yakalamada Davranış Standardı*”, [Behavioral Standards for Intervening Violent Crimes and Arrests] *Şiddetin Sosyal Dinamiklerinin Anlaşılması ve Önleyici Stratejilerin Geliştirilmesi Uluslararası Sempozyumu*, [International Symposium on Understanding Social Dynamics of Violence and Developing Preventive Strategies] Erzurum, 28-29 June, 2012.

Ozguler, Mustafa. “*Terörle Mücadelede Demokratik Hâkimiyetin Kurulması- Türkiye’nin Terörle Mücadelesindeki Temel Sorunları ve Bunların Çözümü İçin Gerekli Olan Sistemin Unsurları*” [Democratic Governance in Counter terrorism- Major Problems of Turkish Counter terrorism and Pillars of the Needed System for Solutions], 3rd International Symposium on Terrorism and Transnational Crime, Antalya, 9-11 December, 2011.

Özgüler, Mustafa. “*Suçun Önlenmesinde Ne Bildiğimizi Bilmek: Kurumsal Hafıza ve Bilgi Yönetimi Sistemi*” [Knowing What We Know in Crime Prevention: System of Institutional Memory and Knowledge Management], Polis Yönetiminde Veri Analizi Çalıştayı [Data Analyses Workshop in Police Management], Antalya, 2-3 November, 2011.

Özgüler, Mustafa. “*Trafik Güvenliğinin Sağlanmasında İşlevsel Politikaların Geliştirilmesi: ABD ve Türkiye’deki Trafik Altyapı ve Uygulamalarının Karşılaştırılması*” [Developing Functional Policies in Traffic Safety: A Comparative Study on Traffic Infrastructure and Practices, USA vs. Turkey. 2nd Highway Traffic Safety Symposium, Ankara, 10-12 May, 2011.

Özgüler, Mustafa. “*Türk Polis Eğitim Sisteminin Bilgi ve Mesleki Davranış Rehberi Platformu Temelinde Yapılandırılması ve Gerçekçi Uygulamalı Eğitimin Temellendirilmesi*”, [Structuring Turkish Police Training System on a Platform of Knowledge and Professional Behavioral Manual], Police Training Symposium, Ankara, 6-7 April, 2011.

Kucukoglu, A. Ozguler, M. Kaya, H.I. “*Öğrenen Merkezli Mikro Öğretim Yöntemi ile Polis Eğitimi*” [Police Training with Learner-Centered Micro-Teaching Method] in Polis Eğitiminde Çağdaş Yaklaşımlar [Contemporary Approaches in Police Training], Ankara, April, 2010.

- Fleisher M.S. Ozguler, M. “A Comparative Analysis of Western Democracies’ Institutional Development Processes in Internal Security and Counter-Terrorism (United Kingdom, Netherlands and the United States)” [Batı Demokrasilerinin İç Güvenlik ve Terörle Mücadeledeki Kurumsal Gelişim Süreçlerinin Karşılaştırmalı Analizi (İngiltere, Hollanda ve ABD Örnekleri)], 1st International Symposium on Terrorism and Transnational Crime, Antalya, 13-15 November, 2009.
- Özgüler, Mustafa. “Türkiye İçin İç Güvenlik ve Terörle Mücadelede Koordinasyon Sistemi Önerisi” [A System Proposal for Turkey in Homeland Security and Counter terrorism Coordination], 1st International Symposium on Terrorism and Transnational Crime, Antalya, 13-15 November, 2009.
- Özgüler, Mustafa. “Türk Polis Teşkilatı İçin Modern Anlamda Kurumsal Hafıza Oluşturulması Önerisi” [Building a Modern Institutional Memory System: A Proposal for the Turkish National Police], Emniyet Teşkilatı Personel Sorunları Çalışma Toplantısı [Workshop on Personnel Problems of the Turkish Police Organisation], Istanbul, 18-20 November, 2009
- Özgüler, Mustafa. Kurumsal Hafızaya Dayalı Polis Eğitim Programı Geliştirme Modeli, [A Model of Training Program Development based on Institutional Memory], Symposium on Social Foundations of Police Training Programs and Contemporary Developments [Polis Eğitim Programlarının Toplumsal Temelleri ve Çağdaş Gelişmeler Sempozyumu], Adana, April, 2009.
- Özgüler, Mustafa. *Making Police Organizations Prepared for Countering Transnational Crimes through External Learning Experiences*, 25th IACP European Police Executive Leadership Conference, Istanbul, 6-8 April 2008.
- Özgüler, Mustafa. *Towards National Preparedness: Making Police Organizations Prepared for Countering Terrorism*. Presidential Symposium on Research, “Hypervigilance: Fact, Fiction or Fault?” Kent State University, Kent, Ohio, 22 April 2008.
- Özgüler, Mustafa. *Providing Local, National and Global Security: Preparedness, The Key For All*, 15th Annual Meeting of International Police Executive Symposium, Cincinnati, 12-16 May 2008.
- Özgüler, Mustafa. *Securing Democracies through Designing Effective and Accountable Police Organizations*, 13th Annual Meeting of International Police Executive Symposium, Ayvalık, Turkey, 26-30 May 2006.
- Özgüler, Mustafa. *Designing Law Enforcement Organizations for Democracies*, 1st Istanbul Conference on Democracy and Global Security, Istanbul, Turkey, June 2005.
- Özgüler, Mustafa. *Why and How Should Police Managers Be Trained Today?* Academy of Criminal Justice Sciences Annual Conference, Chicago, IL, March 2005.
- Özgüler, Mustafa. *Factors Affecting the Effectiveness of Management Training Programs For Police Services*, American Society of Criminology Annual Conference, Nashville, TN, November 2004.
- Özgüler, Mustafa. *Creating Organizational Challenge: Department of Homeland Security*, The Fifth Annual Symposium on Democracy, "Democracy and Homeland Security: Strategies, Controversies and Impact," Kent State University, 26-27 April 2004.
- Özgüler, Mustafa. *Designing the Future’s Police Leaders*, 9th Annual Meeting of International Police Executive Symposium, Antalya, Turkey, May 2002.
- Özgüler, Mustafa. *Liderlik* [Leadership, the Art of Delegation], Public Administration Institute for Turkey and the Middle East (TODAIE), Ankara, January 2002.

Özgüler, Mustafa. *Polisiye Hizmetlerde Liderlik*, [Leadership in Police Services], Ankara Police College, Ankara, January 2002.

Özgüler, Mustafa. *Türk Polis Teşkilatındaki Rütbe Terfii Sınavları ve Değerlendirme Merkezi Uygulamaları* [Promotional Examinations within the Turkish National Police versus Assessment Center Applications], National Police Academy, Ankara, January 9th 2002.

Özgüler, Mustafa. *Turkish Police Training towards European Community*, 12th INTERPOL Symposium for Heads of Police Colleges, Lyon, France, December 1996.

SELECTED AWARDS AND CERTIFICATES

21 Awards of Merit, for exemplary performances & achievements, Presented by the Turkish National Police and Turkish Ministry of Interior during the overall career (1990 to 2015).

Proclamation of the August 21st as the “*Chief Mustafa Ozguler Day*”, Presented by the Council of City of Kent, Ohio, USA, August 21, 2008.

Certificate of Appreciation, Presented by the Ohio Association of Chiefs of Police, August 2008.

International Travel Funding Award, Presented by the Graduate Student Senate of Kent State University, March 2007.

Distinguished Service Award, Presented by the Cleveland Heights Police Department, January 2006.

2004-2005 Student Award for International Education, Presented by Phi Beta Delta, Kent State University, 2004.

Certificate Presented by the Ohio Association of Chiefs of Police for Organizing and participating the Anti-Terrorism Seminar organized by TNP & OACP in Columbus, Ohio, November 2004.

Certificates of Participation, for the 9th, 12th, 14th and the 15th Annual Meetings of International Police Executive Symposium between the years from 2002 to 2007.

Certificate of Merit, Presented by the Turkish Ambassador to Tirana, Albania in 1999.

Certificate of Service Medal and Certificate of Exemplary Conduct, Presented by the Western European Union, Multinational Advisory Police Element (MAPE) Mission to Albania in 1998 and 1999.

Certificate of Merit for Outstanding Achievement, Presented by the Cleveland Heights Police Academy in 1991.

SELECTED PROJECTS & CONTRIBUTIONS & ACHIEVEMENTS

2014 *Establishing Institutional Memory and Knowledge Management System to Strengthen the Capacity of the Punjab Police Organization and the Criminal Justice System*: I proposed and prepared the project document. The project was awarded with a budget of 1,2 million USD by Government of the Punjab.

2014 *Introducing a Pilot Structure to Establish Crime Scene Investigation Branch for the Punjab Police Organization*: I proposed and prepared the project document. 80 police constables were trained, organizational structure, business processes, design and specifications of mobile units, equipment, etc. were all prepared.

2014 *Establishing Strategic Coordination Board for Internal Security*: I proposed and prepared the project document to establish a provincial internal security system for

- Government of the Punjab. The project was awarded with a budget of 1,1 million USD by Government of the Punjab.
- 2012 *"International Symposium on Understanding Social Dynamics of Violence and Developing Preventive Strategies"*: I proposed, prepared and took a key role in the organization of the symposium which was supported by the European Union TAIEX Programme.
- 2011 *Erzurum Police Complex Project*: Based on a needs assessment process, I designed a model police complex, which includes offices, command and control center, training units, practical training village and its facilities, gymnasium, social premises, mess, aviation unit, mounted police unit, vehicle maintenance unit, etc. in one innovative and user friendly police premises.
- 2009-2010 *"Problems of Police Basic Training in Turkey and Solutions"*: I took part in a training reform project organized by the Turkish National Police Academy.
- 2003 *"Strengthening the Accountability, Efficiency and Effectiveness of the TNP"*: I proposed and prepared the project document. The project was awarded with a budget of EUR 2,6 million by the European Union Justice and Home Affairs Twinning Project Program.
- 2002 *Compilation of Executive Orders of the Turkish National Police*: I proposed and organized the project. All executive orders issued by the TNP were abolished and a new one, encompassing all issues was introduced as the first time ever within the organization, in order to refresh institutional memory and to reduce bureaucratic burden throughout the organization.
- 1999 *Turkish National Police International Graduate Education Program*: I proposed and organized the initiation of international graduate education programs for the TNP officers to receive their degrees mostly in the USA and in Europe. The program is still active.
- 1997-1999 *"Police and Human Rights 1997-2000"*: I took part in the project which was prepared as a joint initiative among Council of Europe, TNP and a Dutch consultancy company. TNP became a pilot police agency in Europe to develop a model and innovative Human Rights focused police training program. An audio-visual training module was created, and a feasibility report was issued on reforming the police education in Turkey.
- 1998 *Anti-Smuggling Course for Albanian Police*: I proposed and supported the organization of a course for the newly established Anti-Narcotics Department of the Albanian Police. The course was organized by the Department of the Anti-Smuggling and Organized Crime of the TNP and it was the first training course to be organized in a foreign country by TNP.)
- 1996-1997 *Reorganization of In-Service Training Programs*: I proposed and organized the reorganization of all in-service training programs provided by the TNP. All trainers were trained and an In-Service Training Unit was established to implement trainings.
- 1996-1999 *Police Schools Practical Training Project*: I proposed and organized the revision of all curriculums of all police schools courses towards more practical oriented police training by exemplifying the Dutch Police Training System. As a best practice, a practical training building was built at Aksaray Police Training School, exemplified from the De Boskamp Police School in the Netherlands.
- 1996 *Police Schools Audio-visual Training Project*: I proposed and organized the revision of all audio-visual training programs for all basic police training activities of TNP. At the end of the project, all classrooms of all police schools were equipped with TV sets, video

players and cameras. Existing audio-visual materials were renewed and the schools were instructed to support their training activities with action learning method.

1991-1994 *Police Schools Course Books Project*: I proposed and organized the revision of all police basic training course books. As the first time ever, all course books were redesigned in computer, printed and distributed to all TNP Police Training Schools.

COMMITTEES

Executive Committee Member. International Symposium on Understanding the Social Dynamics of Violence and Developing Preventive Strategies, Erzurum, Turkey, 28-29 June 2012.

Executive Committee Member. 25th IACP European Police Executive Leadership Conference, Istanbul, Turkey, April 2008.

Executive Committee Member. 2nd Istanbul Conference on Democracy and Global Security, Istanbul, Turkey, June 2007.

Executive Committee Member. 13th Annual Meeting of International Police Executive Symposium, Ayvalık, Turkey, May 2006.

Executive Committee Member. 1st Istanbul Conference on Democracy and Global Security, Istanbul, Turkey, June 2005.

Police Cadets Recruitment Committee Member. Served at numerous Police Schools and Police College entrance examination committees between 1991 and 1997.

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