San Diego State University
Law Enforcement Administration 310

Instructor: Rulette Armstead  Email: chiefrva@cox.net; Phone: 619: 849-9963

2. *Breaking Rank*, by Norm Stamper

I. METHOD OF INSTRUCTION

This course will be taught primarily in a lecture format, using audio-visual material when appropriate and when available.

As a student in this class, your questions, observations and exchange of ideas will be encouraged and necessary, as all of us need the full benefit of our time together. During our time together, we will always treat each other with dignity and respect.

Guest speakers with expertise in specific areas of law enforcement will be invited to make presentations to our class.

We may on occasion, seek approval to attend specific law enforcement community events.

We will discuss current events that relate to law enforcement administration. We will discuss issues from our own diverse experiences to illustrate points and to better understand the subject matter.

II. COURSE OBJECTIVES

As a student completing this course, you will demonstrate the following:

- Knowledge of the history and evolution of American policing, to include organizational theory and design
- Knowledge of Community Policing; the positives, the negatives; COMPSTAT
- Knowledge of political influence that affects law enforcement
- Knowledge of intelligence, terrorism and Homeland Security
- Knowledge of our Correctional system to include: Parole, Probation and Community-based treatment
- Knowledge of leadership: theories and theorists
- Knowledge of organizational communication
- Knowledge of law enforcement stressors
- Knowledge of the legal aspects of law enforcement
- Knowledge of the courts and those involved in criminal court proceedings
- Knowledge of managing law enforcement resources: financial, information systems, personnel

III. COURSE CONTENT AND SCOPE: topics to be discussed in course

1. The Evolution of American Policing
   - A. Politics and Police Administration
   - B. The Rise of Professional Policing
   - C. The Role of Police: Law Enforcer, Peacekeeper, Conflict Manager
   - D. The Impact of Education on Police Professionalism
   - E. Traditional Policing Versus Community Policing

2. Policing Today
   - A. Community Policing and New Information Technologies
   - B. COMPSTAT and Community Policing; Problems with Community Policing
3. Intelligence, Terrorism and Homeland Security
   A. Defining Intelligence
   B. Homeland Security
   C. Political Violence and Terrorism

4. Politics and Police Administration
   A. "Politics" versus politics
   B. Police Accountability: Local, State and Federal
   C. Citizen Involvement in Policing
   D. School violence

5. Organizational Theory
   A. Traditional Theory
   B. Open Systems Theory
   C. Bridging Theories
   D. Synthesis and Prognosis

6. Corrections: Parole, Probation and Community-based Treatment
   A. Parole
   B. Functions of Parole Boards
   C. Probation
   D. Community Treatment of Ex-offenders

7. Concepts of Police Organizational Design
   A. Organizational Structure and Design
   B. Types of Organizational Design
   C. Organizational Structures and Community Policing
   D. Line and Staff Relationships in Police Agencies

8. Leadership
   A. Leadership and Performance
   B. Leadership, Authority
   C. Power Motivation of Police Managers
   D. Leadership Skill Mix
   E. Styles of Leadership
   F. Theories of Leadership
   G. Organizational Control, Conflict and Leadership

9. Courts and Those Involved in Court Proceedings
   A. Judges
   B. Prosecutors
   C. Defense Attorneys
   D. Bailiffs, Clerks and other Regulars in the Courtroom

10. Organizational Communication
    A. The Communication Process
    B. Communication Barriers
    C. Cross-gender Communication
    D. Cross-cultural Communication

11. Human Resources Management
    A. Police Personnel Unit Functions
    B. Police Personnel Selection Process
    C. American Disabilities Act/Family Medical Leave Act
    D. Education and the Police
    E. Diversity in Policing
F. Women in Policing
G. Performance Evaluations
H. Discipline
I. Internal Affairs
J. Retirement

12. Stress and Police Personnel
   A. Defining Stress
   B. Stress Indicators
   C. Alcohol and Other Drug Usage in Law Enforcement
   D. Police Suicide
   E. Police Domestic Violence/Excessive Use of Force
   F. Assistance Programs

13. Labor Relations
   A. Police Labor Unions
   B. Collective Bargaining
   C. Handling Grievances
   D. Job Actions

14. Legal Aspects of Police Administration
   A. Liability
   B. Torts
   C. The Right to Sue
   D. Discipline
   E. Rights of Police Officers
   F. Terms and Conditions of Employment
   G. Sexual Harassment

15. Financial Management
   A. Police Department Budgets
   B. Strategies for Supplementing Shrinking Budgets
   C. Grants
   D. Seized Assets

IV. COURSE CONTENT AND SCOPE: assignments

1. Appropriate Readings
   A. You are expected to read the chapters in the required texts.
   B. You are expected to read any articles that you find that may apply to your term paper or oral presentation.

2. Writing Assignments/Oral Presentations
   A. Answers to any essay exam questions
   B. A term paper of (7) seven pages, not including title page and bibliography, on a law enforcement topic of your choice. ... OR
   C. A class project consisting of a detailed, written outline of information you obtain about any law enforcement topic of your choice. In addition to the outline, this information must be presented orally to our class in a 15-20 minute verbal presentation.
   D. Detailed information will be given in advance on the grading procedure for the paper and oral presentation. If you sign the oral presentation schedule, you must present.
V. METHOD OF EVALUATION

A. You will be given a mid-term and final examination to evaluate your competency in meeting course objectives.

B. You will be required to either submit a term paper in proper MLA format, OR complete a class project whereby you obtain information about a law enforcement topic of your choice, then present that information orally to our class as previously described. To facilitate interaction, up to a four (4) student team may complete a paper or project.

C. Attendance at each class session is expected. You must sign in for each session.

More than THREE (3) unexcused absences will result in your attendance grade being lowered ONE FULL LETTER GRADE.

D. Grades will consist of test scores, paper/project scores and attendance. Grades will be determined by a percentage of the total points in the course and the following scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Grading Examples:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>96-100</td>
<td>1. Midterm: 76...2.0...C</td>
</tr>
<tr>
<td>A-</td>
<td>90-95</td>
<td>2. Final: 80...2.7...B-</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>3. Paper: 87...3.3...B+</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
<td>4. Attendance: 100...4.0...A</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
<td>12.0 divided by 4 = 3.0 (B)</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>1. Midterm: 64...1.0...D</td>
</tr>
<tr>
<td>C</td>
<td>74-76</td>
<td>2. Final: 96...4.0...A</td>
</tr>
<tr>
<td>C-</td>
<td>70-73</td>
<td>3. Paper: 76...2.0...C</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
<td>4. Attendance: 100...4.0...A</td>
</tr>
<tr>
<td>D</td>
<td>64-66</td>
<td>11.0 divided by 4 = 2.75 (B-)</td>
</tr>
<tr>
<td>D-</td>
<td>60-63</td>
<td>1. Midterm: 64...1.0...D</td>
</tr>
<tr>
<td>F</td>
<td>00-59</td>
<td>2. Final: 96...4.0...A</td>
</tr>
</tbody>
</table>

VI. Grading Examples:

VII. Conflict Resolution: If you have an unresolved conflict during the class, you must first contact me, your instructor, in an attempt to resolve the problem. If the results are unsatisfactory to you, you should contact the Department Chairperson. If the problem still has not been resolved to your satisfaction, you should contact the Department Dean.

VIII. Student Services: If you need special accommodations, contact Disabled Students Services at 619: 594-6473. Please inform me of any special needs also.

IX. Plagiarism: the unauthorized use of the language and thoughts of another author and the representation of them as one's own.

Cheating: to take an examination in a dishonest way; having improper access to answers.

Any student caught plagiarizing or cheating shall receive an “F” for the assignment or the exam in question. A second offense shall result in an “F” for the entire course. Punitive sanctions for these violations are the responsibility of the University President or designated representative.

X. Scheduling: Please do not schedule airplane flights or other activity that will preclude you from taking the mid-term or final exams on our scheduled exam dates. Only under very special, unavoidable circumstances will a student be allowed to make up a test or turn in a missed assignment.

XI. Tentative Class Schedule: Please see the Tentative Class Schedule that is attached to this syllabus. This tentative schedule is a weekly guide for our class.
Aug. 28: Introductions...Goals/Objectives....Review Syllabus
Aug. 30- Sept. 04: Chapter 1: “Historical Development;” Breaking Rank (Stamper), Introduction

06-11: Chapter 2: “Policing Today;” Breaking Rank (Stamper), Chapter 29, “Community Policing: A Radical view”

13-18: Chapter 3: “Intelligence, Terrorism and Homeland Security;” Breaking Rank (Stamper), Chapter 8, “Why White Cops Kill Black Men,” “Snookered in Seattle, the WTO Riots”

20-25: Chapter 4: “Politics and Police Administration: External Influences and Controls;” Breaking Rank (Stamper), Chapter 24, “Citizen Oversight”

Sept. 27-Oct. 02: Chapter 5: “Organizational Theory”

04-09: Chapter 6: Concepts of Police Organizational Design; Breaking Rank (Stamper), Chapter 16, “Demilitarizing the Police”

11-16: Chapter 7: “Leadership;” Breaking Rank (Stamper), Chapter 30, “Cultivating Fearless Leadership”

18-23: Probation and Parole (lecture); Corruption (lecture); Breaking Rank (Stamper), Chapter 12, “The Blue Wall of Silence” Guest Speaker (Hand Out Study Guide)

25: Quiz and Midterm Discussion; Chapters 1, 2, 3, 4, 5, 6, 7; Lecture Material on Chapters and Lecture Material on Probation and Parole; lecture Material on Breaking Rank, Chapter 12 Only

Oct. 30: MIDTERM EXAMINATION: Chapters 1, 2, 3, 4, 5, 6, 7; Lecture Material on Chapters and Lecture Material on Probation and Parole; Lecture Material on Breaking Rank, Chapter 12 only
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Tentative Class Schedule
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Nov. 01: Review Mid-term; Chapter 9: “Human Resource Management;”
    Breaking Rank (Stamper), Chapter 9, “Racism in the Ranks,”
    Chapter 10, “Split Tails,” Chapter 17, “Picking Good Cops”

06: Guest Speaker; Lecture: “The Courtroom: Judges and Other Performers
At the Bar”

08-13: Chapter 10: “Organization and Interpersonal Communication”

15-20: Chapter 11: “Labor Relations;” Breaking Rank (Stamper), Chapter 22,
    “Up With Labor (Not So Fast, Police Unions),”

22: Thanksgiving Holiday!!!!!!!!!!

27-29: Chapter 13: “Stress and Police Personnel;” Breaking Rank
    (Stamper), Chapter 1, “An Open Letter to a Bad Cop;”
    Chapter 18, “Staying Alive in a World of Sudden Violent Death”
    (Hand Out Study Guide) PAPER IS DUE!!!!!!!!!!!

Dec. 04-06: Chapter 14: “Legal Aspects of Police Administration”

Dec 11: FINAL EXAMINATION: Chapters 9, 10, 11, 13, 14; Lecture
Material on Chapters, Breaking Rank, Chapter 9 Only,
“Racism in the Ranks”

Time: 0800-1000
Location: West Commons: Room 230
CJA 310
Law Enforcement Administration
Rulette Armstead, Instructor

Required Term Paper

In your syllabus, it is stated that you will be required to submit a term paper in the accepted format on a subject approved by the instructor. The paper will count as approximately one-fourth of your final overall grade.

This paper must be on a law enforcement topic of your choice. You may use any topic covered in Stamper’s book, Breaking Rank, for your paper. You may research a topic or you may visit a law enforcement organization and write your paper on the inner-workings of that system. If you visit a law enforcement organization, you will be required to personally interview a member of that agency. That person should be able to answer any questions you may have about the organization and give you an overview of how the agency operates.

Your paper must be typed, double-spaced and must contain correct grammar, spelling, punctuation and sentence structure. The paper must be written using the OWL Resource MLA Formatting Style Guide.

This paper must be at least 7 (seven) pages in length, contain a cover page listing your name, course, paper title, instructor’s name and date of submission. The paper must contain a bibliography listing all sources used.

In writing your paper, state your personal opinion about your topic in the first paragraph. Don’t be afraid to take a strong stance. Substantiate your opinion with research.

Students have written on a variety of topics such as, “Stress in Law Enforcement,” “Community Policing,” “Women in Law Enforcement,” “Domestic Violence in Law Enforcement Families,” etc.

The paper is due on ____________________.

You may choose not to write a paper. However, if you do not write a paper, you must do a 15 minute verbal presentation on any law enforcement topic that you have researched, any issue in Stamper’s book, or you may present information obtained from the person you interviewed at a law enforcement agency. If you choose this option, you must give me a detailed outline of the information that you will present during your verbal presentation. If you choose to give a verbal presentation, you must sign up for this oral during the scheduled sign up period.
Presentation Effectiveness
Law Enforcement Administration
Criminal Justice Administration

Knowledge of the Subject Matter: Presenter has a firm grasp of subject matter; has researched the subject and is able to provide detailed information to the class on the issue being discussed........25 points

Effective Communication: Presenter provides significant information in a well organized, orderly fashion. Communicates effectively with audience through both verbal and non-verbal expression. This includes proper enunciation and appropriate eye contact with the audience........................25 points

Clarity: Presenter employs a variety of approaches to clarify the objectives of the assignment. Uses many illustrations, exhibits, charts and visuals to assist audience in the learning process..........................25 points

Enthusiasm: Presenter is stimulating and very enthusiastic about the subject matter being presented. This enthusiasm is reflected in the presenter's interest, manner of delivery and productive involvement in this project.........................25 points