San Diego State University
Law Enforcement Administration 310

Instructor: Rulette Armstead  Email: chiefrva@cox.net; Phone: 619: 849-9963
Required Texts: 1. Police Administration: Structure, Processes and Behavior, by
Charles Swanson, Leonard Territo and Robert Taylor (9th Edition)
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 ethics and corruption in law enforcement
- 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. Ethics and Corruption
   A. What is “ethics”
   B. What is “corruption”
   C. Types of corruption
   D. Causes of corruption and deterrence

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 written
      assignment or oral presentation.

2. Writing Assignments/Oral Presentations

   A. Answers to any essay exam questions
   B. A written paper of not more than four (4) pages, not including title page and Works Cited page,
      on excerpts from Norm Stamper's book, Breaking Rank....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 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 final 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>Letter Grade</th>
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<tbody>
<tr>
<td>A</td>
<td>96-100</td>
<td>4.0 (3.9, 3.8)</td>
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<tr>
<td>A-</td>
<td>90-95</td>
<td>3.7 (3.6,3.5,3.4)</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>3.3 (3.2,3.1)</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
<td>3.0 (2.9,2.8)</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
<td>2.7 (2.6,2.5,2.4)</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>2.3 (2.2,2.1)</td>
</tr>
<tr>
<td>C</td>
<td>74-76</td>
<td>2.0 (1.9,1.8)</td>
</tr>
<tr>
<td>C-</td>
<td>70-73</td>
<td>1.7 (1.6,1.5,1.4)</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
<td>1.3 (1.2,1.1)</td>
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<tr>
<td>D</td>
<td>64-66</td>
<td>1.0</td>
</tr>
<tr>
<td>D-</td>
<td>60-63</td>
<td>0.7</td>
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<td>F</td>
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<td>0</td>
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VI. Grading

VI. Grading Examples:

1. Midterm: 76...2.0...C
2. Final: 80...2.7...B-
3. Paper: 87...3.3...B+
4. Attendance: 100...4.0...A

12.0 divided by 4 = 3.0 (B)

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, it is your responsibility to contact Disabled Student Services at: (619) 594-6473. To avoid delay in the receipt of your services, you should contact Student Disability Services as soon as possible. Accommodations are not retroactive. Accommodations based on disability cannot be provided until you have presented me with an accommodation letter from DSS.

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. 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.
Written / Verbal Project
Law Enforcement Administration 310
Instructor: Rulette Armstead

The topic: Your written project must be on an excerpt from Norm Stamper’s book, Breaking Rank, Chapter 16, “Demilitarizing the Police.”

The Assignment: This paper is a synthesis of an argumentative technique that you will use to address the above topic. The excerpt from Stamper’s book that you will address are on the reverse side of this page. You will be arguing a side of the topic. As such, you will be judged based on how persuasive your essay is. You will construct a thesis for the topic that you choose and support that argument with reasons and evidence in order to persuade as many undecided people as possible to accept your thesis. Your argument will need two reasons. These reasons should be backed up with appropriate pieces of evidence, (statistics, cases, authorities, etc.), emotional appeals (to needs and/or values), and sound logic. You will also need a counterargument to minimize a good argument that your opposition will have against your thesis. An effective introduction and conclusion are also necessary. You must use at least three sources in writing your paper.

Technical Aspects: 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 guide can be found online. The paper must not consist of more than four (4) pages. Your paper must contain a cover page listing your name, course, paper title, instructor’s name and date of submission. The paper must contain a “Works Cited” page listing all sources used.

Grading: Your grade will be determined by how well you follow the requirements on the attached CJA 310 Final Paper Rubric

   The paper is due on ____________________.

You may choose not to write a paper. If you do not write a paper, you must do a 20 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 interviewing an employee of 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 on your assigned speaking date. If you choose to give a verbal presentation, you must sign up for this oral during the scheduled sign up period. If you sign the presentation schedule, you must present. Grading for your oral presentation will be determined by how well you incorporate the attached “Presentation Effectiveness” factors into your speech.
"Many Americans view their local PD as an occupational force—repressive, distant, arrogant. It's no wonder: their police department operates within the framework of a paramilitary bureaucracy, a structure that fortifies that image and promotes the behavior. Your local PD takes raw material, the average police recruit drawn from your own community, and molds him or her into a soldier-bureaucrat, starting in the academy.

That rigid, top-down, highly centralized, militarily oriented "command and control" system simply does not work for policing—not in America, not in our multicultural, ostensibly, pluralistic, democratic society. The paramilitary bureaucracy, or "PMB," as I've referred to it in my notes over the years, is a slow-footed, buck-passing, blame-laying, bullying, bigotry-fostering institutional arrangement, as constipated by tradition and as resistant to change as Mel Gibson's version of the Catholic Church. I cannot imagine other essential reforms in policing—improved crime-fighting, safety and morale of the force, the honoring of constitutional guarantees—without significant structural transformation."
Presentation Effectiveness
Law Enforcement Administration
Criminal Justice Administration

Knowledge of the Subject Matter: Presenter has a firm grasp of the 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
Craft Introduction that leads reader into the subject 10

Create a thesis that leads the reader into the subject 10

Give two persuasive reasons to defend your thesis 20

Use evidence and/or emotional appeals to support your reasons 25

Craft a counterargument to minimize an opposing argument 10

Use correct grammar, spelling, punctuation, sentence structure, OWL Resource MLA Formatting Style, appropriate cover page, and “Works Cited” page 25
Jan. 19: Introductions...Goals/Objectives...Review Syllabus


Jan. 31-Feb. 02: Chapter 2: “Policing Today;” Breaking Rank (Stamper), Chapter 29, “Community Policing: A Radical View”

Feb. 07-09: Chapter 3: “Intelligence, Terrorism and Homeland Security;” Breaking Rank (Stamper), Chapter 8, “Why White Cops Kill Black Men,” “Snookered in Seattle, the WTO Riots”

14-16: Chapter 4: “Politics and Police Administration: External Influences and Control;” Breaking Rank (Stamper), Chapter 24, “Citizen Oversight”

21-23: Chapter 5: “Organizational Theory”

Feb. 28-Mar. 02: Chapter 6: “Concepts of Police Organizational Design;” Breaking Rank (Stamper), Chapter 16, “Demilitarizing the Police”

Mar. 07-09: Chapter 7: “Leadership;” Breaking Rank (Stamper), Chapter 30, “Cultivating Fearless Leadership”

14-16: Ethics and Corruption (lecture); Breaking Rank (Stamper), Chapter 12, “The Blue Wall of Silence” (Guest Speaker) (Hand Out Study Guide)

Mar. 21: Quiz and Midterm Discussion; Chapters 1,2,3,4,5,6,7; Lecture Material on Chapters and Lecture Material on Ethics and Corruption; Lecture Material on Breaking Rank, Chapter 12 Only

23: MIDTERM EXAMINATION: Chapters 1,2,3,4,5,6,7; Lecture Material on Chapters and Lecture Material on Ethics and Corruption; Lecture Material on Breaking Rank, Chapter 12 Only
Mar. 27-Mar. 31: Spring Break!!!!!!!


11-13: Chapter 10: “Organizational and Interpersonal Communication”

18-20: Chapter 11: “Labor Relations;” Breaking Rank (Stamper), Chapter 22, “Up With Labor (Not So Fast, Police Unions)”

(Hand Out Study Guide) PAPER IS DUE!!!!!!!!!!!!!!!!!!!!!(April 25)

May 02-04: Chapter 14: “Legal Aspects of Police Administration”

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

Date: Thursday, May 11, 2017
Time: 0800-1000
Location: AH, Room 3177