# Wayland Mission Statement

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

# Contact Information

**Course**: PUAD 5314 VC01 – Law Enforcement Administration
**Campus**: WBUonline
**Term/Session:** Fall 2 2025
**Instructor:** Dr. Juan M. González
**Office Phone Number:** 210.347.6445
**WBU Email Address:**  juan.gonzalez@wayland.wbu.edu
**Office Hours, Building, and Location:** Virtual, please email to schedule a phone conference
**Class Meeting Time and Location:**   Virtual

# Course Information

**Catalog Description :**  Focus on the law enforcement agency from the standpoint of top and middle management, including but not limited to labor relations, personnel management, fiscal administration, and the integration of internal and external operations.

**There is no prerequisite for this course.**

# Textbook Information

**Required Textbook(s) and/or Required Materials:**
Swanson, C. R., Territo, L., Taylor, R. W., & Liederbach, J. R. (2022). Police administration: Structures,

processes, and behaviors (10th ed.). Boston, MA: Pearson Education, Inc.

*The textbook for this course is part of the **Wayland's Automatic eBook** program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore Automatic eBook FAQ page.*

**Optional Materials:**

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). Washington, DC: American Psychological Association.

Readings as assigned

**Course Outcome Competencies:**  This is a multi-faceted course encompassing specific necessities required to successfully manage and operate a law enforcement agency.  Upon successful completion of this course, the student shall be able to exhibit knowledge:
1.        in the foundations of justice administration management
2.        familiarity with adaptive management
3.        Community Oriented Policing and Problem Solving (COPPS)
4.        human factors and organizational environments in providing motivation to employees
5.        organizational change and development from a justice viewpoint
6.        the dynamics of team leadership
**7.**        field operations as well as investigative process and management

# Attendance Requirements

WBUonline
Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student "attendance" in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a "no-show" and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university's attendance policy.

# University Policies

Link to Statement on Academic Integrity , and reference one of the following in regard to how generative artificial intelligence (GAI) such as ChatGPT may or may not be used in this course:

a. No use of any generative AI tools permitted.
    i. Students are required to create and produce all work themselves or with assigned group members. Any work submitted that has used an AI generative tool like Chat GPT will be in immediate violation of the academic integrity policies for the course and WBU.
    ii. All assignments must be fully created, designed, and prepared by the student(s).
    iii. Any work that uses generative AI will be treated as plagiarism.

**Disability Statement:** In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests (office (806) 291-1057.  Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Dr. Rick Hammer, hammerr@wbu.edu or call (806) 292-9150.

# Course Requirements and Grading Criteria

Students will be evaluated based on their performance in the following assignments: weekly discussion questions (DQs); journal article reviews; an APA Tutorial; final paper updates; and the Final paper.  All papers and DQ responses must be written in accordance with the American Psychological Association (APA) standards and style.  Late work is not accepted in a graduate course except in extenuating circumstances.

**Discussion Questions (DQs):**
Participation is essential. It is one of the ways I measure your understanding of the concepts.  Each week, you will be given discussion question sets or subjects to discuss.  Although I do not impose a word count for DQ responses, a 300-word response per DQ is appropriate.  Each weekly DQ assigned will be worth 50 points.  An additional 25 points each, max of 50 (meaning you must respond to at least two other students), will be awarded for each substantive response given to other students' original postings to the discussion questions; that is, students' answers to the questions.  Total possible points you can earn per week are 100.  You must respond to discussion questions during their week of application to receive credit.  In other words, if you answer Week 1's discussion questions during Week 2, you do not receive any credit for Week 1.  For our purposes, the week will *begin on Monday and end on Sunday*. Ensure your responses are written in accordance with APA standards.  ***Twenty points will be deducted if sources are not properly cited.***

You will also need to support your DQ responses with empirical research.  You can do this with journal articles, articles from professional organizations related to law enforcement, or government reports. Not using additional sources to support your DQ arguments will result in a 20-point deduction for the week.

Responses to discussion questions are to be submitted no later than 11:59 pm CST on Thursdays.  <u>DQ answers posted after Thursday will incur a 25-point deduction</u>.

Responses to students' original postings (their answers to the DQs) must be posted no later than 11:59 pm CST on Sundays to receive credit.

**Journal Article Review:**
On specific weeks, students are to find and critique a journal article related to this course.  The article can apply to the subject matter discussed for a given week or a topic of interest to you provided the topic remains relevant to this course.  The article must be from a scholarly, peer-reviewed *academic journal*.  For this assignment, provide a pdf copy for peer review and specify the article's relevance to this course plus your interest in the topic.  Points are awarded by the following criteria: 25 points for providing a copy of your specific journal article, 25 points for how well you evaluate the article's subject matter relevant to the course, and 25 points per response to at least two other students' articles.  If you don't participate in the journal article review during the week it is assigned, you will not receive credit.  Additionally, to ensure students have time to respond, all articles must be submitted by 11:59 pm CST on **Fridays**; *submitting after Friday incurs a 25-point deduction*. Note: Only journal articles will be accepted.  Responses to students' articles must be posted no later than 11:59 pm CST Sundays on the weeks assigned. *Be sure you properly cite your journal article – in the text of your response and in the reference list – in accordance with APA writing standards.*  Incorrect citations will incur a 25-point deduction.  Once again, a 300-word count response reviewing the article would be appropriate.

***Do not add your journal article review as an attachment. Type directly into the textbox.  Submitting the review as an attachment will result in a deduction of 20 points.***

<u>Recommended Journals</u>:
American Journal of Public Health
Conflict Management & Peace Science
Journal of Contingencies & Crisis Management
Journal of Investigative Psychology & Offender Profiling
Journal of Law Enforcement Leadership & Ethics
National Institute of Justice Journal
Police Practice & Research
Police Quarterly
Studies in Conflict & Terrorism
The Police Journal

**Final Paper**:
Evaluate your law enforcement agency.  You do not need to name the agency nor will anyone else read this report.  However, you do need to provide enough information for me to understand the level of your agency: local, state, federal; major city PD or small agency.  Take an organizational developmental perspective.  What area of organizational development discussed in class – HR, community policing, training, leadership development, recruitment and selection, as possible examples – will you address with the selected organization.  Presume you are an external consultant hired to help the organization with a particular issue or that you have been assigned by the Chief to evaluate the organization.  You are to identify the organization's primary need(s).  Describe the process you would take to validate the identified need such as surveys, interviews, focus groups, community input, observations.  Specify which

groups, if any, would be involved in your evaluation:  academy trainers, patrol officers, community leaders, for example.

You should consider the following questions when researching and writing your paper:
- How would you determine the organization's needs?
- How would you validate the organization's needs?
- How would you explain and determine the cost-benefit of the assessments to the organization's decision makers?
- Which organizational development theories, concepts, or models would you use to base your analysis and recommendations?
- How do the chosen organizational development theories, concepts, or models apply to your chosen organization?
- Are there political considerations?  If so, what are they?  How do they impact the organization?
- How would you evaluate and report your results?
- What action planning steps would you incorporate into the process?
- Which measures of success would you incorporate into your strategy?
- What is the timeline for implementing your recommendations?

By week 2, you are to email me your chosen organization <u>with an outline</u> of what area of organizational development you expect to cover.  You may use the following format for the outline to explain your intended points:

Topic Specified:
Main Point I (identify organization selected and projected needs)
Subpoint A (source cited)
Subpoint B (source cited)
Main Point II (explain applicable theories, concepts, and models)
Subpoint A (source cited)
Subpoint B (source cited)
Main Point III (explain proposed strategy, timeline, action steps, measures of success)
Subpoint A (source cited)
Subpoint B (source cited)
Conclusion

The paper will include a title page, executive summary, and reference list – none of which count toward the page requirement. The paper will be written in accordance with APA style (7th ed.) and should be 12 to 15 pages in length. Use at least 12 scholarly references.

<u>Papers whose topics have not been approved will not be graded</u>.  Papers will also be judged on the level of analysis (appropriate for graduate level), grammar, spelling, and adherence to these standards. **Failure to submit a paper results in a failing grade for this class.**

Throughout the term you will be providing updates of your research paper.  These updates will contribute to your final grade's computations.

This assignment will be using the Safe Assign feature.  Safe Assign provides you information regarding source citation.  That is, Safe Assign will let you know if passages match passages from other published

works.  This highlights to you that perhaps you have not correctly or sufficiently given credit to original authors.  This feature is intended to help you in writing your paper. A matching rate of 15% or less will be expected for this assignment.  Failure to provide a safe assignment report will result in an automatic deduction of 15 points.  When submitting your paper into Safe Assign, do not include the reference list as this will skew your matching rate.  You will be able to submit the literature review up to 3 times, which should be enough tries to get the matching rate at or below 15%.

**APA Tutoria**l:
Complete the following APA tutorial.  The tutorial should take no longer than 45 minutes—and even less if you are already familiar with APA Style.  When you have completed the tutorial, please place a short statement to that effect to complete the assignment in week 2's folder.  This will be graded as 100 or zero based upon your statement of completion.  In other words, if you do the tutorial, you get a 100.  If you ignore the tutorial, you get a zero.

https://extras.apa.org/apastyle/basics-7e/#/

**Note:**
All written work must conform to current APA guidelines (12-inch font, Times Roman, 1" margins, double spaced) unless otherwise indicated.

**Late Work**:  Because this is a graduate course, late work will not be accepted except in emergency situations supported by documentation.  Assignments are expected to be submitted on time. If you anticipate an issue submitting on time, then you need to communicate with me ASAP.

**Assignment Grading Weights:**
35% of grade is based on course room discussions and responses to other students
30% of grade is based on final paper
20% of grade is based on Journal Article Reviews
10% of grade is based on updates to your project
5%   of grade is based on APA Tutorial completion


**The University has a standard grade scale**:
A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student's control. A grade of "incomplete" is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor designates an earlier date for completion.  If the work is not completed by the appropriate date, the I is converted to an F.

**Student Grade Appeals:** Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice

President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

## Tentative Schedule

| Week | Dates | Readings | Assignments |
|------|-------|----------|-------------|
| 1 | 10/13-19 | Chapters 1, 2 | 1. Post intro by Wed<br>2. Answer both DQs no later than (NLT) 11:59 pm CST on Thursday<br>3. Respond to classmates' DQs NLT Sunday 11:59 pm CST |
| 2 | 10/20-26 | Chapters 3, 4 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday<br>3. Topic for final paper due NLT Sunday 11:59 pm CST<br>4. APA Tutorial due NLT Sunday 11:59 pm CST |
| 3 | 10/27 – 11/2 | Chapter 5, 6 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday<br>3. Article review due **Friday** NLT 11:59 pm CST<br>4. Responses to classmates' articles due NLT Sunday |
| 4 | 11/3-9 | Chapters 7, 8 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday<br>3. Paper update due NLT Sunday 11:59 pm CST |
| 5 | 11/10-16 | Chapters 9, 10 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday<br>3. Article review due **Friday** NLT 11:59 pm CST<br>4. Responses to classmates' articles due NLT Sunday |
| 6 | 11/17-23 | Chapters 11, 12 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday<br>3. Paper update due NLT Sunday 11:59 pm CST |

| | 11/24-30 | NO CLASS | THANKSGIVING BREAK – ENJOY!! |
|---|---|---|---|
| 7 | 12/1-7 | Chapters 13, 14 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday |
| 8 | 12/8-13 | Chapter 15 | 1. Answer both DQs NLT 11:59 pm CST on Thursday<br>2. Respond to classmates' DQs NLT 11:59 pm CST on **Friday**<br>3. Paper due NLT **Friday** 11:59 pm CST |