



## Law Enforcement: Environment and Practice (CRIJ 5332.060)

**Term:** Fall 2024

**Course Dates:** August 26-December 6, 2024

**Professor:** Richard C. Helfers, PhD

**Course Times:** online with periodic synchronous sessions to enhance student engagement with me, your professor

**Office Phone:** 903-566-7399

**Email:** rhelfers@uttyler.edu

**Classroom:** n/a

**Office Hours:** Monday and Wednesdays from 9-11am, and by appointment

### Artificial Intelligence (AI) Use:

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

For this course, AI is encouraged during the course, and appropriate acknowledgement is expected.

Example 1: I encourage you to explore using artificial intelligence (AI) tools, such as ChatGPT, for all assignments and assessments. Any such use must be appropriately acknowledged and cited, following the guidelines established by the APA Guide, including the specific version of the tool used. The submitted work should include the exact prompt you used to generate the content and the AI's complete response as an appendix. Because AI-generated content is not necessarily accurate or appropriate, you must assess the validity and applicability of any submitted AI output. You will not earn full credit if inaccurate, invalid, or inappropriate information is found in your work. APA Style Citation Information

b. Example 2: You can use AI programs (ChatGPT, Copilot, etc.) in this course. These programs can be powerful tools for learning and other productive pursuits, including completing assignments in less time, helping you generate new ideas, or serving as a personalized learning tool. However, your ethical responsibilities as a student remain the same. You must follow UT Tyler's Honor Code and uphold the highest standards of academic honesty. This applies to all uncited or improperly cited content, whether created by a human or in collaboration with an AI tool. If you use an AI tool to develop content for an assignment, you must cite the tool's contribution to your work.

c. Example 3: Students can use AI platforms to help prepare for assignments and projects. You can use AI tools to revise and edit your work (e.g., identify flaws in reasoning, spot confusing or underdeveloped paragraphs, or correct citations). When submitting work, students must identify any writing, text, or media generated by AI. In this course, sections of assignments generated by AI should appear in a different colored font, and the relationship between those sections and student contributions should be discussed in a cover letter that accompanies the assignment when submitted.

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## Course Overview

An advanced examination of policing strategies and programs and their related applications in the larger criminal justice system. Emphasis will be placed on using empirical methods to examine the effectiveness of contemporary policing practices from a variety of theoretical perspectives.

## Student Learning Outcomes

After successfully completing this course you will be able to:

- Discuss the intersection of police officers from a social and political perspective while articulating the challenges policing in a democratic society.
- Summarize the environment of policing that contributes to organizational failure throughout the institution.
- Critique the police environment and practices that constrain police reform.
- Argue through a literature-based lens the importance of democratic policing in today's society.

## Required Textbooks and Readings

### Primary Textbooks:

- O'Hara, P., & Sainato, V. A. (2019). *Why law enforcement organizations fail: Mapping the organizational fault lines in policing* (3<sup>rd</sup> ed.). Carolina Academic Press. ISBN: 978-1-53101-041-6
- Sparrow, M. (2016). *Handcuffed: What holds policing back, and the keys to reform*. The Brookings Institution. ISBN: 978-0-8157-2781-1
- **Additional Readings:** In our first module this semester, you will encounter insightful readings assigned and posted on Canvas.
- Total Estimated costs of required course materials: \$82.00

## Recommended Resources (Optional):

- You can purchase this---American Psychological Association. (2019). *Publication Manual of the American Psychological Association* (7<sup>th</sup> edition). Washington, DC: American Psychological Association. ISBN: 978-1-4338-3217-8
- Or like FREE better? Then use the Purdue Owl instead of the APA Manual—it is free and easy to navigate. [https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/index.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/index.html)

## Course Structure

This course is primarily an asynchronous online course. HOWEVER, there are three live-sessions via ZOOM that are mandatory and thus you are expected to attend. Explain the structure of the course in this section, including elements of how the work outside and inside the class should be balanced. This does not require you to be in a specific location to participate; however, you must have access to a full-screen computer or tablet for each live session. (If you use a tablet for the live session, you must be comfortable typing responses on it.) The online nature of this class will push you to take an active role in the learning process. You will do this by engaging and collaborating with other students and the instructor on a regular basis both, in live sessions, as well as through other activities.

## Tips for Success in this Course

1. **Participate.** I invite you to engage deeply, ask questions, and talk about the course content with your classmates. You can learn a great deal from discussing ideas and perspectives with your peers and professor. Participation can also help you articulate your thoughts and develop critical thinking skills.
2. **Manage your time.** I get it—students usually juggle a lot, and I know you've got commitments beyond this class. Still, doing your best often means carving out enough dedicated time for coursework. Try scheduling specific blocks of time and ensure you have enough room to finish assignments, allowing extra space for any tech issues that might pop up.
3. **Login regularly.** I recommend that you log in to Canvas several times a week to view announcements, discussion posts and replies to your posts.
4. **Do not fall behind.** This class moves at a quick pace and each week builds on the previous class content. If you feel you are starting to fall behind, check in with the instructor as soon as possible so we can troubleshoot together. It will be hard to keep up with the course content if you fall behind in the pre-work or post-work.
5. **Use Canvas notification settings.** Pro tip! Canvas can ensure you receive timely notifications in your email or via text. Be sure to enable notifications to be sent instantly or daily. ([Canvas Notification Guide](#))
6. **Ask for help if needed.** If you are struggling with a course concept, reach out to me and your classmates for support.

## Graded Course Requirements Information

### Discussion Boards:

There will be several discussions during the semester. Each discussion will require you to think and apply the material you learned in your reading. Each discussion board will require you to make a post that is 300 words or greater. You must also use evidence to support your position. This will require you to use the APA documentation style. You must also engage in a discussion. This means making several replies to other students' posts, along with commenting on any posts to your original posting. All your postings (initial posting and each and every reply require at least one paraphrased reference from the reading in APA, 7<sup>th</sup> ed. Format). **All initial discussion postings are due by 11:59pm each Thursday and the replies completed by 11:59pm on Saturday.**

## Video Presentations:

There will be a couple of video presentation assignments to demonstrate your public speaking skills. These assignments require you to create a video about your knowledge of the section of the course. The presentation must be short, no longer than 10 minutes. Practice and prepare your presentation. Make the presentation professional in appearance, meaning be articulate and sitting at a desk---not slouching on a bed or couch---or walking through a park. You could also stand for the presentation. Each presentation will require you to think and apply the material you learned in your reading. **All of these assignments are due no later than 11:59pm on Saturday.**

## Group Project:

There will be one group project that your group will work on that will culminate with two deliverables at the end of the semester. The purpose of the group project is to demonstrate your application of the course concepts with a written report and a video that simulates an “after action plan” to a governing body (i.e. City Council, Legislative Investigating Committee, etc.). Your group will identify an incident where a failure occurred in a policing agency and then discuss how the concepts you were exposed to during the semester were apparent in your analysis of the incident (your project will highlight your knowledge about how the failure concepts we learned are not compartmentalized, but overlap---in essence, rarely will you only find one of the concepts apparent in a failure—you don’t have to include all of the failure concepts we learned about , but you will need to elaborate on the direct and indirect influence of the ones that are applicable to your chosen incident (your team will discuss the incident with me early in the semester. Keep in mind you must have more than one concept aligned within your deliverables.) You will also describe how you would recommend reform measures be implemented. This will require a collaborative effort among team members and everyone must be thinking deeply. This will also help each of you learn from one another. Thus continuous engagement through the semester is important. Lack of engagement could compromise a group member’s grade.

Again, the incident will be discussed with me early in the semester via a Zoom meeting with at least the team leader (all members of the team (group) being present would be ideal). You should be meeting briefly with your team throughout Module 2 and 3----this will ensure the development of the project deliverables occur incrementally, which will minimize your stress in the weeks leading up to the project deliverables being due. **(This project also takes the place of a formalized final examination.)**

To work on your project, each student must have a google account so you can work through the collaboration functionality in Canvas that will link to your google account. Your written project will require the group/team to work on a google document. Each member will be identified with a specific color to assist me in understanding the work of each group member. Group members will also evaluate other group members’ participation.

The final report should include the following to maximize your points:

1. Cover Page
2. Executive Summary
3. Description of the Incident
4. Discussion of Concepts related to “Failure” (more than one—all that pertain)
5. Recommendation for Reform Measures to Minimize Reoccurrence
6. Next Steps
7. References

The video will be recorded and uploaded in a professional manner by the group’s team leader or designee. All members should review the recording before it is finalized and uploaded. The recording should be

framed as the speaker is presenting to a governing body, such as a city council, legislative investigative committee, etc. Thus, professionalism is the goal (dress, talk, and act the part).

### Lecture Quizzes:

There will be a brief lecture video every week that introduces the topic for the week and highlights important concepts we will be learning about. Please watch these intently as questions will “pop-up” that you will be required to answer during the video. These are due by Tuesday of the week they are assigned (except for the first week as I provide some leeway due to students sometimes enrolling late). **Please complete the lecture quizzes no later than Tuesdays by 11:59pm.**

### Preliminary Paper Assignments:

There will be three preliminary paper assignments you will complete. These are known as scaffolding assignments as they are intended for you to be continuously working on your paper throughout the semester. Each builds/scaffolds on the last one. There will be a topic paper assignment where you identify a policing topic of interest to you that is a current issue within the policing environment. Each assignment is detailed in the canvas module for when they are due. **These are due no later than the Saturday by 11:59pm in the week they are due.**

### Semester Paper:

Your literature review must be on the same topic you submitted and I approved during the week the Paper Topic assignment was due (see above). This is a topic on a contemporary issue facing policing in the American society.

Details for your paper are below:

1. The paper must be aligned with the topic you had pre-approved by me, which was submitted during week 2 of the semester.
2. You must use one inch margins, Times New Roman with 12 pt font.
3. Use APA formatting standards (title page number your pages at the top right of each page, headings, reference page, etc.).
4. Submit your paper in Canvas. **I will not accept any assignment via email.**
5. A fifteen (15) full page minimum that utilizes at least ten (10) peer-reviewed references. (Your title page and reference pages are not included in the minimum page requirement).

DO NOT PLAGIARIZE. If you have a question about how to properly cite a source, please see me.

### Written Assignments:

There will be a couple of reflection papers throughout the semester. These assignments are designed for you to apply the knowledge you have learned or were responsible for learning. You will be graded on formatting, organization, mechanics (grammar, spelling, and punctuation), quality of your analysis, and academic diction. You will be required to become familiar with and use APA formatting for the assignments. (Refer to the assignment that is contained in the weekly folder for the specifics of each assignment). These assignments are also designed to help you improve your writing skills because effective writing is extremely important for the criminal justice student (and professional).

Minimum Assignment Requirements:

1. You must use one-inch margins, Times New Roman with 12 pt font.
2. Double space.
3. Number your pages at the top right of each page.
4. Use APA format.

5. Use headings as this keeps you focused on what you will write about and it also informs the reader what he or she will read. (It is also an APA requirement)
6. DO NOT PLAGIARIZE.
7. Cite credible sources to support your argument.
8. Upload in Canvas using a Word document (.doc or .docx) or a .pdf.

Generally, when writing an academic paper you will not use the same informal type language you use during your daily conversations. Informal, conversational language, will negatively impact your grade.

## Grading Structure

Assignment	Percentage %
Discussion Boards	15%
Group Assignment	25%
Flip (Video Discussions)	10%
Introduction Padlet and Comprehension Quiz (2.5% each)	5%
Lecture Quizzes	5%
Preliminary Assignment: Topic	2%
Preliminary Assignment: List of Sources in APA format (7 <sup>th</sup> ed.)	3%
Preliminary Assignment: Draft	5%
Semester Paper	20%
Written Assignments (short reflection papers)	10%
<b>Total</b>	<b>100%</b>

## Grading Scale

- A - (90% or higher)
- B - (80 - 89%)
- C - (70 - 79%)
- D - (60 - 69%)
- F - (Below 60%)

## Late Work and Make-Up Exams:

The general rule is that no assignments will be accepted late! However, I understand that "life happens" and something may arise that precludes your timely submission of an assignment. All I ask is you contact me before (some instances this may not be possible) the assignment is due so we can discuss your situation and determine a mutually agreeable (thus reasonable) time to have your work completed. These instances are exceptions to the rule. Again, the expectation is that no late assignments are accepted.

## Attendance Policy:

This is an online course, but it is not a self-paced course. It is your responsibility to remain current. There are specific reading assignments and assessments that you are expected to complete on or before the due date/time. Of course exceptions of an emergency nature arise so please let me know if you cannot make the deadline for a particular assignment or be available for our zoom sessions.

## University Policies & Student Resources:

University policies and student resources are available on the University website and in Canvas under "Syllabus," but there are links below for you also:

- [University Policy](#)
- [Student Resources](#)

## Calendar of Topics, Readings, and Due Dates

Note: This is a tentative schedule, and subject to change as necessary – monitor the course page for current deadlines. In the unlikely event of a prolonged university closing, or an extended absence from the university, adjustments to the course schedule, deadlines, and assignments will be made based on the duration of the closing and the specific dates missed.

**Important to remember:** All initial discussion postings are due on Thursdays by 11:59pm with replies/responses due on Saturdays by 11:59pm.

### Module 1

### Becoming Familiar with the Police and Their Environment

Week 1  
(Aug 26-31)

Introduction to the Course and Recognizing the Police  
Complete the items in the Getting Started Module and Become Familiar with the layout for the course

**Reading:** Syllabus and Getting Started Module

Read the article for Week 1: *Who are the Police? Descriptive Representation in the Coercive Arm of Government* by Ba et al. (2022)-located in Module 1

We will meet for our first Zoom session this week

**Assignment:** Complete the padlet posting and the comprehension quiz (located in the Getting Started Module).

Complete the lecture quiz by 11:59pm on Aug 27.

Post Zoom session Discussion Board (DB #1) due by 11:59pm on Aug 31.

Week 2  
(Sep 1-7)

Challenges in Policing

**Reading:** Read two articles-*located in Module 1*

Why measure performance? Different purposes require different measures by Behn (2003)

The challenge of policing in a democratic society: A personal journey toward understanding by Ramsey (2014)

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 3.

Paper Topic is due! Upload by 11:59pm on Sep 7.

DB#2: initial posting due not later than 11:59pm on Thursday, Sep 5 and replies no later than 11:59pm on Saturday, Sep 7.

*UT Tyler is closed on Monday September 2 for the Labor Day Holiday*

## Module 2

### Grasping Why Police Organizations Fail

Week 3  
(Sep 8-14)

Ordinary Disaster

**Reading:** Chapter 1 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 10.

Reflection #1 due not later than 11:59pm on Sep 14.

*Census Day is September 9th*

Week 4  
(Sep 15-21)

Diagnosing Organizational Dysfunction

**Reading:** Chapter 2 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 17.

Video Presentation #1: posting due no later than 11:59pm on Saturday, Sep 21.

Week 5  
(Sep 22-28)

Normal Accidents

**Reading:** Chapter 3 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 24.

List of possible References/Reference Page due no later than 11:59pm on Sep 28.

Week 6  
(Sep 29-Oct 5)

Structural Failure

**Reading:** Chapter 4 in O'Hara and Sainato

We will meet for our second Zoom session this week

**Assignment:** Complete the lecture quiz by 11:59pm on Oct 1.

DB#3: Post-Zoom session discussion with the initial posting due not later than 11:59pm on Thursday, Oct 3 and replies no later than 11:59pm on Saturday, Oct 5.



Week 7 (Oct 6-12)	Oversight Failure/Marginalizing the Guardians <b>Reading:</b> Chapter 5 in O’Hara and Sainato  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Oct 8. Video Presentation #2: posting due no later than 11:59pm on Saturday, Oct 12.
Week 8 (Oct 13-19)	Cultural Deviation <b>Reading:</b> Chapter 6 in O’Hara and Sainato  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Oct 15. Reflection #2 due not later than 11:59pm on Oct 19.
Week 9 (Oct 20-26)	Institutionalization in Policing <b>Reading:</b> Chapter 7 in O’Hara and Sainato  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Oct 22. Initial draft is due not later than 11:59pm on Oct 26.
Week 10 (Oct 27-Nov 2)	Resource Diversion <b>Reading:</b> Chapter 8 in O’Hara and Sainato  We will meet for our third Zoom session this week  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Oct 29. DB#4: Post-Zoom session discussion with the initial posting due not later than 11:59pm on Thursday, Oct 31 and replies no later than 11:59pm on Saturday, Nov 2.
Week 11 (Nov 3-9)	Managing Imperfection <b>Reading:</b> Chapter 9 in O’Hara and Sainato  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Nov 5. Be working on the group assignment!
	<i>November 4: last day to withdraw from one or more classes with “W”</i>
<b>Module 3</b>	<b>Keys to Police Reform</b>
Week 12 (Nov 10-16)	The Legitimacy Crisis in Policing <b>Reading:</b> Chapter 1-3 in the Sparrow book.  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Nov 12. Semester paper is due no later than 11:59pm on Nov 16.
Week 13 (Nov 17-23)	Partnering for a Better Society <b>Reading:</b> Chapter 4-6 in the Sparrow book.  <b>Assignment:</b> Complete the lecture quiz by 11:59pm on Nov 19. Be working on the group assignment!
Nov 24-30	UT Tyler is Closed for the Thanksgiving holiday

**Module 4****Wrapping It Up!**

Week 14  
(Dec 1-7)

Group Project Deliverables

**Assignment:** Complete and submit your group project deliverables (written report and video presentation to a simulated governing body) no later than 11:59pm on Saturday, Dec 7

Week 15  
(Dec 9-13)

Finals Week  
*I am available for consultation via Zoom*

Note: This is a tentative schedule, and subject to change as necessary – monitor the course page for current deadlines. In the unlikely event of a prolonged university closing, or an extended absence from the university, adjustments to the course schedule, deadlines, and assignments will be made based on the duration of the closing and the specific dates missed.