



Student Handbook CLEE XXVII

The Certified Law Enforcement Executive Program is administered by the CLEE Advisory Board, an appointed committee of the Law Enforcement Foundation, Inc. in cooperation with the Ohio Association of Chiefs of Police

Student Handbook

This *Handbook* covers selected curriculum and logistical items associated with the Certified Law Enforcement Executive (CLEE) program. It will serve to answer student's questions in advance of attending CLEE and serve as a reference during the program. Students will receive necessary information covering other curriculum and logistical items on a session-to-session basis.

The CLEE staff welcomes suggestions you may have for additions or improvements to this *Handbook*.

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Welcome

Welcome to the Certified Law Enforcement Executive (CLEE) program, jointly sponsored by the Ohio Association of Chiefs of Police and the Law Enforcement Foundation, Inc. Certification is a process whereby an individual is evaluated to determine his/her mastery of a body of knowledge. For nearly a quarter of a Century, CLEE has provided an excellent way for law enforcement executives to voluntarily improve and verify their professional competence.

During the fourteen months of CLEE you will be challenged academically and introduced to many new leadership concepts. You are encouraged to make the most of this opportunity by asking questions and actively participating in classroom discussions. Take time to network and learn from your classmates as well as from your instructors. You will be expected to engage in critical thinking as you explore the concepts presented in CLEE. Test the concepts and principles when you return to your agency.

Effective time management is critical for success as the CLEE curriculum is demanding. You will be expected to read and be prepared to discuss many academic materials, including books, articles, and handouts. The reading material will be used in class discussions and in tests and case studies.

Ultimately, you will be the one that determines how much you gain from CLEE. As John W. Gardner wrote:

“Responsibility for learning and growth rests finally with the individual. We can reshape the environment to remove obstacles. We can stimulate and challenge. But, in the last analysis, the individual must foster his own development. At any age, the chief resource must be the individual’s own interest, drive, and enthusiasm for self-fulfillment.” (John W. Gardner, Excellence: Can We Be Equal and Excellent Too?, New York: Harper, 1961.

Body of Knowledge

Ten learning modules encompass the body-of-knowledge over which a CLEE graduate should have mastery due to their leadership and management responsibilities.



CLEE ADVISORY BOARD

Chief Randall Campana, CLEE	Mill Creek Metroparks PD (District 3)
Colonel Richard Fambro, Superintendent	Ohio State Highway Patrol (District 1)
Chief Robert Fisher, CLEE, Ret'd.	Hilliard PD (District 1)
Commander David B. Griffith, CLEE	Columbus PD (District 1) (Chief Michael Kallai Award winner Class XXV)
Chief John Jones, CLEE	Oxford PD (District 4)
Chief George Lichman, II, CLEE	Rocky River PD (District 3)
Chief Kevin Martin, CLEE	Lima PD (District 2)
Chief Jeffrey Mitchell, CLEE	Lebanon PD (District 4)
Capt. Adam Moore, CLEE	Delaware PD (District 1)
Chief Roy Mosley, III, CLEE	Brimfield Twp. (Portage) PD (District 3)
Chief Thomas Pyle, II, CLEE (CHAIR)	Athens PD (District 5)
Capt. Bryan Snively, CLEE	Stow PD (District 3)
Cmdr. Michael Springer, CLEE, Ret'd.	Columbus PD (District 1)
Public Svcs. Director Keith Torbet, CLEE, Ret'd.	City of Wauseon (District 2)
Chief Robert Ware, II, CLEE	Worthington PD (District 1)

CLEE STAFF

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Timeline for CLEE XXVII (2022)

(Tentative Dates – Subject to Change)

Module	In-residence (Travel to Columbus)	Test (Email to Renea on or before due date)	Case Study (Email to Renea on or before due date)
ORIENTATION LUNCH 11:00 AM – 2:00 PM	Friday 12/3/2021		
1. Change Management 9:00 am - 4:00 pm	Wednesday 3/16/2022	PRE-ASSIGNMENT 3/16/2022 (Bring hardcopy to class)	Friday 4/15/2022
2. Ethics 8:00 am - 3:00 pm	Thursday 3/17/2022	Friday 5/22/2022	
3. Vision, Mission & Guiding Principles 9:00 am - 4:00 pm	Wednesday 5/25/2022		Friday 6/24/2022
4. Interpersonal Skills 8:00 am - 11:30 pm	Thursday 5/26/2022	Friday 7/8/2022	
5. Human Resources & Team Facilitation 12:30 pm - 4:00 pm		PRE-ASSIGNMENT 5/13/2022	Friday 7/15/2022
6. Police Legitimacy and Community Relations 8:00 am – 3:00 pm	Friday 5/27/2022		Friday 8/26/2022
7. Strategic Planning 9:00 am - 4:00 pm	Wednesday 9/7/2022		Friday 11/01/2022
8. Practical Leadership Models for Law Enforcement Executives 8:00 am - 3:00 pm	Thursday 9/8/2022	PRE-ASSIGNMENT 8/12/2022 ***** Friday 10/7/2022	
9. Police Resource Allocation & Budgeting 9:00 am - 4:00 pm	Wednesday 11/2/2022		Friday 1/6/2023
10. Organizational Risk Management 8:00 am - 3:00 pm	Thursday 11/3/2022		Friday 12/2/2022
CAPSTONE ACTIVITY PRESENTATIONS 9:00 AM – 3:00 PM	Thursday, 1/19/2023 AND Friday, 1/20/2023 (ONLY ATTEND 1 DAY)		
GRADUATION LUNCH 12:00 NOON – 2:00 PM	Friday 2/3/2023		

DURING SESSIONS: WHAT TO EXPECT

Attendance

All in-residence days and testing days require your attendance. Emergency situations, which may require you to miss class, should be discussed with the Director of CLEE.

1. If one in-residence class (module) is missed, the CLEE student makes up the work by submitting a paper to the instructor by the time of the final examination. The instructor will determine the content and length of the paper. The instructor also will evaluate the paper and determine if the quality is acceptable.
2. If more than one class (including any part of the second class) is missed, the student will have the option of either:
 - a. Dropping out of CLEE and starting over with the next class. If this option is selected, the student will receive credit for the classes completed and will not need to attend the classes in the subsequent year. If applicable, a prorated portion of the student's paid tuition will be applied to the next CLEE class, however, there will be an extra fee charged to cover meals, course materials, increased tuition, and administrative costs; or,
 - b. Continuing with the student's present CLEE class, finishing all other classes and attending graduation. If this option is selected, the student will receive a blank certificate at graduation and will receive a valid certificate in the subsequent year when he/she has attended and passed the missed classes. An additional fee will be charged to cover meals, course materials and administrative costs involved; or,
 - c. Dropping out of CLEE without returning in a subsequent year. Any overdue tuition is still due to the Law Enforcement Foundation, Inc. and is not applicable to any future CLEE class.
3. Students wishing to appeal the procedures under this policy may do so by making a request to the CLEE Advisory Board Admissions and Appeals Sub-committee.

Attire

The appropriate attire for CLEE is business casual.

Communication Devices

As a courtesy to instructors and fellow class students, cell phones should be turned off or on vibrate during class time.

Dietary or Special Needs

This information should be given to the CLEE Staff as soon as possible. Every effort will be made to accommodate requests.

Email

Each student is expected to have an email address to facilitate communication with CLEE staff. Use of email for communications will permit the staff to send you individual or group information. Business email is preferred. It is the student's responsibility to assure that the CLEE staff has the current contact information.

Emergency Messages

The intent of the CLEE Board is that class participants will spend each in-residence and testing day as concentrated, uninterrupted time in a professional continuing education program. Each participant, with the permission and support of his or her administrator, has been given this time. Arrangements should be made in advance within your organization for the processing of "everyday emergencies" without your assistance. It is recognized, however, that extreme circumstances do occur which qualify as an emergency and must be handled immediately. Your organization or family may call the Ohio State Highway Patrol Academy at 614-752-4152 and a message will be transferred to you.

Graduate Credit

Tiffin University, through a mutual agreement with the CLEE Board, will accept completed work in the CLEE program for 10 semester credit hours toward the master's degree in criminal justice under specified conditions. The student will then need to complete an additional 21 semester hours of the 30-hour program to receive the MCJ degree. For more

information, contact the Dean of The School of Criminal Justice, Tiffin University 155 Miami St., Tiffin, Ohio 44883. 1-800-968-6446 ext. 3392.

Franklin University, Columbus has also entered into an agreement with the CLEE Board to provide credits equal to 20% of a student's required study for a Master's in Public Administration degree.

Laptop Computers

Laptop computers are not required but can be used for note taking during class. The instructors will provide handouts containing key points of their presentations.

Livestreaming

Due to the COVID pandemic or other contagious diseases, it may be necessary to conduct any or all the sessions via livestream using Bluejeans.com Meetings platform. This medium has proved to be a useful adjunct if necessary. Students will be provided a link to join in the session as well as to download all materials.

LODGING AND TUITION

Ohio State Highway Patrol Academy

The in-residency portions of the program are held at the Ohio State Highway Patrol Academy, 740 E. 17th Avenue, Columbus OH 43211. The CLEE Program Coordinator will provide a rooming list to the Academy. There are limited opportunities to lodge in the dorms at the Academy. However, it is your responsibility to contact our office if you will need overnight accommodations at the Academy **by Friday, February 11, 2022.**

We have arranged for a LEF/CLEE discount group rate at the Drury Inn & Suites. 88 E. Nationwide Blvd. Columbus, 43215, 614-221-7008. You are responsible to make your own reservation and for payment. You can make the reservation on-line. We will send you the hyperlinks.

Tuition

The Ohio Office of Criminal Justice Services provides a grant that covers the \$2300 tuition fee for CLEE XXVII. Additionally, the following is also covered by the grant:

- Lodging (if staying at the Academy)
- Breakfast (if dining at the Academy)
- Lunch
- Dinner (if dining at the Academy)

Other lodging and meals are the student's responsibility.

Nametags/nameplates

A nametag and nameplate are provided to you. Please wear the nametag and display your desk nameplate during class hours. This is a courtesy to the instructors and your classmates. Remember to bring these items to class each time.

STANDARDS OF CONDUCT

Students are expected to maintain the highest ethical standards in their personal and professional lives throughout their CLEE experience. A student may be dismissed from CLEE by action of the CLEE board for any substantiated ethical violation. A student found to be cheating or plagiarizing will be dismissed immediately from the CLEE class. A student so dismissed will be ineligible to reapply for CLEE for two years, and then only after meeting with the CLEE board. A student may appeal any adverse action to the CLEE Advisory Board for their consideration. The CLEE board's decision will be final.

A student upon being made aware of or having knowledge of any event or circumstance involving themselves, another student, or person holding a CLEE designation must report any violation, appearance of a violation, or attempted violation of the CLEE Canon of Ethics or of any law, rule, ordinance, or regulation to the CLEE Director.

Examinations

Examinations, case studies, or field exercises, are prepared and graded by the individual module instructors. Examinations are not intended to be power tests wherein you are given a limited time to finish the examination. Instead, the student is given ample time to organize his or her thoughts to provide the instructor with the best possible response to the questions.

The American Psychological Association (APA) Publication Manual will be followed when writing format and style shall be used in writing all test and case study responses. Instructors may set forth additional writing requirements that will be shared with the students during the in-residence session.

Instructor expectations may vary in terms of an “open-book” or “closed-book” testing policy. The minimum passing grade for all modules is 70% or C-. The instructors may utilize a letter or numerical grade. The instructor’s grade is final.

If a student does not attain a passing score, at the instructor’s sole discretion, they may re-take the test or re-submit the case study. If a passing score is still not attained, the student will be deemed as not passing that module. A student must pass all modules, and successfully complete the Capstone presentation expectations, to be eligible to graduate from CLEE.

An unexcused late submission of a test or case study will be automatically deducted 10 points or one full letter grade. Requests for an excused late submission must be made prior to the due date, and be based upon extraordinary circumstances, and approved by the CLEE Program Director and the Instructor.

Return of Examinations

The instructors are asked to return test results and case studies to the Director of CLEE within four weeks. The Director will relay test results to you via Email.

Graded hard copy examinations will be returned to participants at the next convening of the class. Law Enforcement Foundation office will keep a copy of your exam in confidence, and it will not be released to

anyone without the participant's permission. Case study solutions or field study exercises should be retained by the student.

SUB-STANDARD PERFORMANCE

The CLEE Board has approved the following policy on sub-standard performance:

"To preserve the quality and integrity of the CLEE program, it is determined that to successfully complete a CLEE program, the student will be required to pass all modules. During the course of study, if a participant demonstrates attendance or performance problems in the program, the Director of CLEE will first contact the participant and address the concerns and issues that might be instrumental in causing difficulty in completing the course requirements."

"The instructor will have complete discretion in determining if a participant's work product is acceptable. If a student's work is not acceptable, the instructor shall decide if more work will benefit the participant in successfully completing the module. Any make-over or re-take of any part of a module within the duration of the current CLEE class, and the limit on the number of re-takes, shall be at the sole discretion of the instructor."

"Should a student fail one or two modules, the participant will be required to re-take the modules in the next year's program. An additional fee will be charged to cover meals, course materials, tuition and administrative costs involved with re-taking the module(s). The student may continue study on the remaining CLEE modules in his/her original class. The student will then graduate in the CLEE class in which the failed modules are completed."

"If a student fails three modules, the student will be required to drop out of CLEE, resubmit an application and be admitted to a future CLEE class. Any overdue tuition is still due to the Law Enforcement Foundation, Inc. and is not transferable to any future CLEE class."

CONTINUING CERTIFICATION

To maintain certification, a CLEE must accumulate professional points and submit a completed Re-certification Application three years after the original date of certification and each re-certification. (The deadline is the third January 1st following the date appearing on the original CLEE certificate or the re-certification notification.)

The CLEE Director will notify all CLEE graduates each year of re-certification requirements and deadline dates. Professional points for re-certification must be earned during the three-year period following certification or each re-certification.

All applicants due for re-certifications will be assessed a \$75 re-certification fee (\$25 per year) payable at time of application to the LAW ENFORCEMENT FOUNDATION. Proceeds to be used by CLEE Board for future CLEE Programs into the future.

PROFESSIONAL POINTS

The CLEE Board has identified a variety of educational and leadership activities through which a CLEE can accumulate professional points. The Board will continually review professional and educational activities to identify those that in its judgment merit inclusion.

The four dimensions of the Career Index provide the pattern for the re-certification requirements. Within the applicable three-year period, 70 out of a maximum of 140 professional points are required for re-certification. The Re-Certification Application provides detailed information about the weighting and scoring of professional points for each of the four dimensions.

Dimension One: Experience (maximum 30 professional points)

Dimension One recognizes increased leadership responsibility since certification or re-certification. It also recognizes continuance as a CEO or, if not the CEO, continuing responsibility in a position as a policy maker or supervisor.

Dimension Two: Formal Education (maximum 20 professional points)

Dimension Two recognizes documented formal education accomplished since certification or re-certification. Formal education includes a degree received or courses successfully completed at an accredited institution.

Dimension Three: Continuing Education (minimum of 15 and maximum 45 professional points)

Dimension Three recognizes attendance at seminars or workshops designed to develop a CLEE graduate's skills, knowledge and abilities for providing leadership in law enforcement. The Re-Certification Application provides examples of topics and potential sources of seminars or workshops. A CLEE who attends the OACP Chiefs' In-Service and Annual Conference each year will earn 35 points in this dimension.

Dimension Four: Professional Related Experience (minimum of 10 and maximum 45 professional points)

Dimension Four recognizes a CLEE graduate's contribution to the profession and service to the community.

LIFETIME CLEE DESIGNATION

A Lifetime CLEE designation may be conferred upon a Certified Law Enforcement Executive who is in good standing and who is no longer in a law enforcement supervisory - policy making - CEO position, and who has no current plans to fulfill said position. The Executive shall send a request for Lifetime CLEE designation in writing to the CLEE Board, who will consider all applications and related individual circumstances.

DE-CERTIFICATION AND SUBSEQUENT RE-CERTIFICATION

De-certification

CLEE graduates shall become decertified within the three years after they have graduated from CLEE or have become subsequently re-certified, if they either

- Do not make application for re-certification by the due date, or
- Have not attained the required minimum of 70 points

Notice of De-certification

Such decertified individuals will be notified in writing of their status and will no longer be listed as CLEE in any Ohio Association of Chiefs of Police/Law Enforcement Foundation publications or communications. The written notice of de-certification will include a request that the CLEE designation not be used in any publication or communication initiated by the de-certified individual. The written notice will also include the method by which the individual can be re-certified.

If the CLEE graduate failed to complete and submit the application by January 1 of a given year, they will be de-certified. They may apply for re-certification by paying an additional financial penalty and completing the re-certification requirements specified below.

Re-Certification Requirements Following De-certification

A de-certified individual can become re-certified by successfully meeting the 70-point requirement and obtaining an additional 25 points within one year of becoming de-certified. If the de-certified individual has not attained re-certification by the end of that year, the individual may again acquire the CLEE status only by applying to and successfully completing the CLEE program. A CLEE graduate will remain on the three-year re-certification cycle with his or her CLEE class.

Exceptional circumstances

If an individual was unable to become re-certified due to long-term illness or some other similar emergency and upon petition by the individual, the CLEE Board will consider the merits of the case and determine a proper course of action.