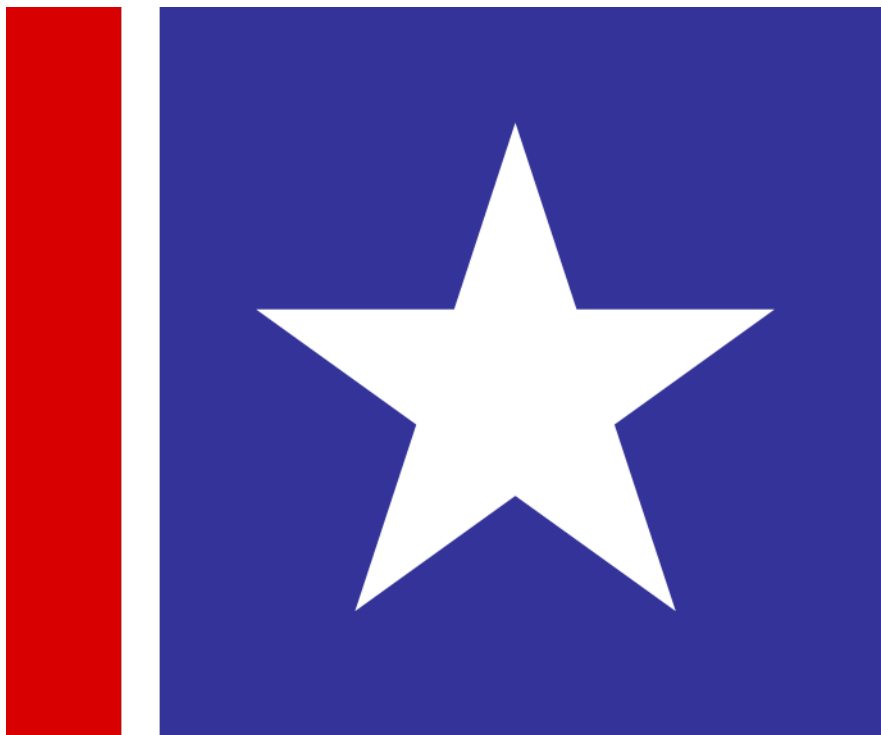
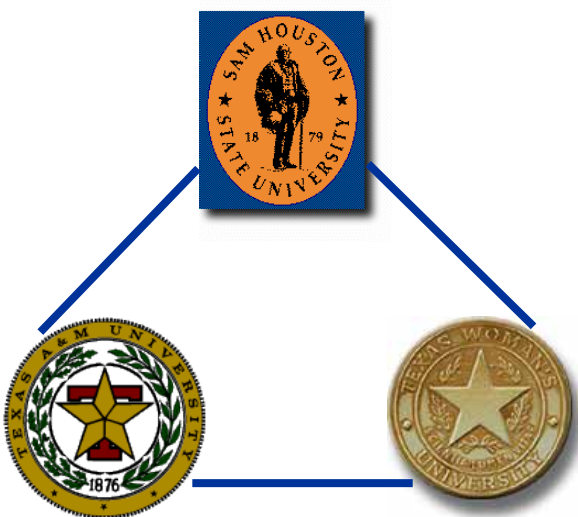


# Leadership Command College



## The Bill Blackwood Law Enforcement Management Institute of Texas



[www.lemitonline.org](http://www.lemitonline.org)

## **The Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT)**

Established in 1987 by the legislature, the Law Enforcement Management Institute of Texas (LEMIT) is responsible for developing the analytical, administrative, and executive skills of current and future law enforcement administrators and executives in Texas. This is accomplished through public administration, law enforcement management, and advanced police technical studies. The Leadership Command College (LCC) at the Management Institute is one of the nation's premiere law enforcement management programs. Its curriculum covers all aspects of modern police management. In addition to the Command College, LEMIT also conducts Executive Issues Seminars, Policy Series Seminars, Professional Conference Support, and Special Programs.

LEMIT's flagship program, the LCC, is produced through a consortium of three state universities, each focusing on their individual strengths. Texas A&M University (TAMU), through the Center for Executive Development in the Mays Business School, is nationally recognized for its executive development programs and is responsible for the management and communications blocks of instruction. Texas Woman's University (TWU), through the Department of History and Government, is responsible for instruction on social and governmental issues. There is also an emphasis on executive health and wellness. Sam Houston State University (SHSU), which houses the nation's largest criminal justice educational facility, focuses strongly on law enforcement administration issues and advanced technical programs and strategies. In addition, SHSU supervises the Leadership Portfolio (LP) and Leadership White Paper (LWP) required for graduation.

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# **Leadership Command College Overview**

## **Program Overview**

The Leadership Command College sets the standard for excellence in police leadership and executive development training. Not only is the LCC program itself rigorous, the application process to qualify for admission into the program is demanding.

It is in keeping with this standard of excellence that we are pleased and excited to announce the move of the LCC Program Overview to an online (distance learning) course. While face-to-face classroom experiences are essential to the success of the three modules of LCC, the main objective of the Program Overview is different. The purpose is to provide detailed information regarding the three modules in order to allow the applicant to assess if the LCC experience is right for them. We are confident that the online course will meet this objective.

Following the completion of the course, applicants are further reviewed by the LEMIT staff. Those who meet the established criteria are notified of their acceptance into the LCC and are provided a date of attendance for the next available Module I.

## **Module I**

Offered four times a year at Texas A&M University in College Station, Texas, the Module covers 15 business days over a three-week period. This Module emphasizes leadership and general management principles. The curriculum also includes an intensive applied research component oriented for law enforcement executives.

## **Module II**

Offered four times a year at Texas Woman's University in Denton, Texas, Module II concentrates on the political, legal, and social environment of contemporary law enforcement. Special attention is paid to the enhancement of executive wellness. The Module spans 15 business days over a three-week period.

## **Module III**

Offered three times a year, Module III is held at LEMIT headquarters at Sam Houston State University in Huntsville, Texas. The overall focus of the Module is law enforcement administration. The Module is held for 15 business days during a three-week period and concludes with a graduation ceremony.

## **Leadership Portfolio/Leadership White Paper**

The Leadership Portfolio (LP) is a method by which thoughtful and meaningful leadership reflection can be conducted. LCC participants will have the opportunity to demonstrate and continuously develop their own personal leadership style. The LP will consist of several mandatory components that will be introduced in Module I and completed for review in Module III.

The Leadership White Paper (LWP) is a significant component of the Leadership Command College. The objective of the LWP is to provide program participants with an opportunity to develop applied research and communication skills necessary for success at the command or policy level in the field of criminal justice. This objective is based on the assumption that an understanding of research methods will better equip practitioners. A distinguishing feature of the command level is the ability to assess and use information effectively. Moreover, research skills give practitioners knowledge regarding current field information. This applied knowledge can assist executive officers in occupational duties and intro- organizational relations, separating the merely ambitious from the successful.

## **Time Limits for Completion of LCC**

Participants should attend Module I within one year from the date of admission into the program. They are encouraged to complete the program within a reasonable amount of time.

# Module I – Texas A&M University



The Center for Executive Development (CED) coordinates management and communication instruction in custom training sessions for Module I. The center's facilities are part of the business education complex at Texas A&M University's Mays Business School, a top 20 public business program that focuses on developing leaders and cultivating managerial skills through unique learning experiences.

Texas A&M, the first public institution of higher education in Texas, opened in October 1876. Today, it is the seventh largest in the nation. The oak-shaded campus of 5,400 acres is home to the George Bush Presidential Library and is haven for more than 45,000 students earning degrees in 150 courses of study. Its active alumni group of 280,000 former students includes leaders from the corporate world, education, the military and public service. The university conducts research valued at more than \$500 million annually, placing Texas A&M among the top 20 universities nationally and fulfilling Aggie core values of leadership, excellence, and selfless service.

Mays Business School trains 4,800 undergraduate and graduate students in five business disciplines, preparing future ethical business leaders for the global society they will face. The Center for Executive Development, founded in 1953, is recognized internationally for its innovative approach to developing better managers and leaders. Many Module I management and communication sessions are mirrored around those the center's faculty instructors have crafted for clients in private industry. The faculty includes top-ranked Texas A&M business researchers, who often double as private management and communication consultants, as well as external industry experts with practical knowledge of the challenges executives encounter.

Hotel accommodations in College Station are arranged for participants at Module I. Transportation to and from the hotel is provided by the CED. Meals are catered by the University.

## Module I Curriculum



- The Leadership Challenge
- Team Building
- Conflict Resolution/ Communication Skills
- Leadership White Paper/Leadership Portfolio Introduction
- Research Practicum
- Leadership Profile Inventory
- Ethics in Action
- Creativity & Innovation/ Generational Differences
- Dealing with Difficult People
- Strategic Management and Planning
- Budgeting & Fiscal Reporting
- Meeting Management Techniques
- Coaching & Counseling
- What is a Manager
- Managing Change & Transition
- Performance Management
- Human Resource Management/Negotiations
- Stress Management/Decision Making Skills
- Media Relations
- Preliminary Oral Defense

Note: Schedule subject to change.

## Module II – Texas Woman’s University



Texas Woman’s University is a comprehensive public university offering bachelors, masters’, and doctoral degree programs. Both a teaching and research institution, the university emphasizes the liberal arts and specialized or professional studies.

Texas Woman’s University, with an enrollment of almost 12,000, is the nation’s largest university established primarily for women. Its unique historical role in Texas higher education has resulted in a strong commitment to the social service professions.

TWU’s 270-acre main campus is located in Denton, just 35 miles north of the Metroplex, the nation’s eighth largest urban center. Clinical centers in Dallas and Houston provide upper-level and graduate studies in the health sciences. This expertise is reflected in the LCC program through emphasis on executive wellness in Module II.

Module II is coordinated by the History and Government Department, which also offers criminal justice academic studies. The social, legal, and political environment in which enforcement executives work is the primary focus for Module II.

Hotel accommodations in Denton are arranged for participants at Module II. Meals are catered by the University.

## Module II Curriculum



- Personalized Fitness Assessments
- Nutrition & Fitness: Understanding the Basics for LE
- Fundamentals of Fitness
- LP/LWP Review
- The Political Environment of Texas LE
- American Constitutionalism: The Basics for LE
- Stress Management Techniques for LE
- Nutrition & Wellness: Is Your Nutrition Breaking the Law?
- Systems Theory: Applications for Texas LE
- The Impact of International Events on Texas LE
- Administrative Law: Compliance with State and Federal Mandates
- Roundtable Research/Presentations
- The Future of LE
- Fit & Rec Center Workouts
- Personality Profiling for LE
- Career Development for LE Command Staff
- An Exercise in Executive Leadership
- Ethical Challenges for Public Safety Leaders
- International Policing
- Cultural Diversity
- Budgeting for LE Executives
- Changing Demographics & Implications for Diversity in Texas LE
- Leadership in 21<sup>st</sup> Century LE

Note: Schedule subject to change.

## Module III – Sam Houston State University



Sam Houston State University, located in Huntsville, was founded in 1879. Huntsville is surrounded by forests, lakes, and ranches with approximately 34,500 inhabitants. General Sam Houston made his home in Huntsville and was buried in the Oakwood cemetery, less than a mile from the downtown square and Sam Houston State University.

Currently, SHSU has an enrollment of 17,600 students and is divided into five colleges, altogether offering 79 undergraduate degree programs, 54 masters' programs and five doctoral programs. The campus itself is 272 acres, featuring both historic and new, state-of-the-art buildings. One building of historic interest is Austin Hall, which was the first law school in the state of Texas.

SHSU is also home to the George J. Beto Criminal Justice Center, which is the largest criminal justice training center in the state of Texas. Housed within the Criminal Justice Center are not only state-of-the-art classrooms, but the Law Enforcement Management Institute of Texas (LEMIT), Correctional Management Institute of Texas (CMIT), a Texas Department of Criminal Justice (TDCJ) training center and a functioning courtroom.

Module III is hosted at LEMIT and concentrates on police administration, programs, and strategies. Intended to focus on issues commonly experienced by officials in their jurisdictions, Module III carefully builds on the knowledge gained from the prior two Modules, with an emphasis on acquiring managerial skills and information.

The Criminal Justice Center at Sam Houston State University was created in 1965 by the state legislature. House Resolution 469 mandated that the University and the Texas Department of Corrections work cooperatively to create a program of excellence in criminal justice with four objectives:

- To provide degree programs for undergraduate and graduate students preparing for careers in criminal justice
- To provide a program of continuing education for professionals already employed in the field
- To provide technical assistance and consultation to criminal justice agencies
- To promote research in crime and the administration of justice.

On June 10, 1999, ground was broken on the campus of Sam Houston State University for a permanent headquarters building for the Bill Blackwood Law Enforcement Management Institute of Texas. The Texas Legislature had provided for construction of the building in House Bill 2617, passed in 1997.

The LEMIT building is connected to the College of Criminal Justice Center and the University Hotel by means of a second floor bridge leading to the hotel. The hotel is a comfortable 85-room hotel and restaurant complex. Participants in Module III stay at the University Hotel.



# Module III Curriculum



Leadership Lenses  
Getting Healthy: Lessons on Fitness for Law Enforcement  
How Others Lie with Statistics for Law Enforcement  
Innovative Leadership Strategies  
Ethical Leadership & Accountability  
Political Survival in Law Enforcement  
Officer-Involved Shootings & Use of Force  
Constitutionalism for LE  
Emotional Survival for Management  
Communication Styles  
Budget Development & Management  
Emerging Issues  
The Building of Great Teams  
Life's Greatest Lessons/ Six Keys to Effective Leadership  
Psychology in Criminal Justice Leadership  
Leadership White Paper Oral Defense  
Graduation/Awarding of LCC Designation

Note: Schedule subject to change.



## **Module Admission and Reservation Procedures**

Applicants begin the LCC process with an on-line Program Overview. While face-to-face classroom experiences are essential to the success of the three modules of LCC, the main objective of the Program Overview is different. The purpose is to provide detailed information regarding the three modules in order to allow the applicant to assess if the LCC experience is right for them. We are confident that the on-line course will meet this objective.

All incoming applications will be processed and those who meet the minimum requirements will be scheduled for the on-line Program Overview. Following the completion of the on-line course, applicants are further reviewed by the LEMIT staff. Those who meet the established criteria are notified of their acceptance into the LCC and are provided a date of attendance for the next-available Module I.

Applications are available via [www.lemitonline.org](http://www.lemitonline.org)

## **Leadership Portfolio Requirements**

Module I	Approval of LWP proposal & submission of LWP
Module II	Completion of LP Personal Leadership Statement & LWP
Module III	Completed LP & Final-approved LWP

## **Graduation**

Graduation requires successful completion of the three Modules; final approval and oral presentation of the Leadership White Paper; and, submission of Leadership Portfolio. Commencement is held at Sam Houston State University at the end of each Module III session.

## **LCC Alumni Association**

All graduates of the Leadership Command College are eligible to join the LCC Alumni Association. One training conference is held annually to keep graduates up-to-date on changing trends in leadership and management issues. Membership is voluntary and may include a small fee payable to the LCCAA.

## **Undergraduate and Graduate Credit**

Upon graduation from the Leadership Command College, the graduate may receive either nine hours undergraduate or six graduate college credit. These credit hours are accepted at Sam Houston State University and most other universities. (NOTE: Credit hours can only be awarded in Module III. Unfortunately, no 'grandfathering' is allowed.)

## Logistics

### TCOLE Credit

TCOLE credit is awarded following the successful completion of the Program Overview, each Module, the Leadership White Paper and the Leadership Portfolio.

Program Overview	16 TCOLE hours
Module I	130 TCOLE hours
Module II	130 TCOLE hours
Module III	130 TCOLE hours
LWP/LP	80 TCOLE hours

### Cost

For Texas law enforcement professionals, the cost is completely underwritten by the Texas Legislature. Lodging, meals, fees, tuition, instructional materials, books, and related supplies are provided at no cost to the participant or his/her agency. In addition, LEMIT will reimburse participants on an individual basis for personal travel while en route to and from each module. Rooms at each module are single occupancy, allowing participants a great degree of privacy.

### Travel and Meal Reimbursement

All reasonable costs associated with travel to and from LEMIT programs are paid by the Institute. However, payments are made to participants rather than agencies. Departments cannot be reimbursed for any expenses incurred for participant meals or transportation. Participants will be reimbursed for gas purchases to and from the facility, if using a personal vehicle, with original gas receipts. (No gas purchase will be reimbursed if the participant chooses to go home during the ‘between weekends’ of the modules. No gas purchases will be reimbursed if charged to a government card or if the receipt is dated prior to the day of travel when arriving or the day after departing.) If flying, participants must first obtain written approval from the LCC Program Coordinator. Participants must purchase coach seating airline tickets and then seek reimbursement from the Institute by submitting the required documentation. Airfare is reimbursable only from distances greater than 300 miles from the training site. Auto rental reimbursement is not automatic and normally is not made without obtaining prior authorization from LEMIT. Reasonable meal costs associated with travel will be reimbursed upon submission of a receipt.

### LCC Worldwide

As a means to encourage the interaction of Texas law enforcement professionals with those from other states and countries, the LCC program is open to a limited number of participants from outside both Texas and the United States on a fee basis. This fee covers meals, lodging, books, tuition, and related materials. Transportation to and from each module will be the responsibility of the participant or the sponsoring agency. For an application packet or further information on LCC worldwide, call 1-800-477-9248 and ask for the Professional Development Program Coordinator.

# Contacts

## Sam Houston State University

Bill Blackwood Law Enforcement Management Institute  
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LCC Program Coordinator (936) 294-1670  
Fax (936) 294-1847  
University Hotel (936) 294-1703

## Texas A&M University

Center for Executive Development  
Mays Business School  
Texas A&M University  
4114 TAMU  
College Station, Texas 77843-4114  
Center for Executive Development (979) 845-1216  
Director (979) 845-1886  
Program Site Coordinator (979) 862-7207  
Fax (979) 862-2025

## Texas Woman's University

Law Enforcement Management Institute  
Texas Woman's University  
P.O. Box 425440  
Denton, Texas 76204  
Law Enforcement Management Institute (940) 898-2190  
Program Site Coordinator (940) 898-2124  
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*A Member of the Texas State University System*

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