

**The Bill Blackwood**  
**Law Enforcement Management Institute of Texas**

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**Title**

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**A Leadership White Paper**  
**Submitted in Partial Fulfillment**  
**Required for Graduation from the**  
**Leadership Command College**

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**By**  
**Name**

**Agency**  
**City, State**  
**Date Submitted (month year)**

## **ABSTRACT**

Some **IDEAS** to get you started writing your abstract:

- Describe the problem addressed
- Explain why it's relevant
- Assert your thesis
- Identify major ideas
- Review the conclusions drawn

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## INTRODUCTION

The **INTRODUCTION** should:

- a. Introduce the topic
- b. Give background information regarding your topic
- c. Explain why you are taking the position you are
- d. Briefly offer evidence supporting your position (as needed)
- e. **Assert your THESIS SENTENCE**

Your **THESIS SENTENCE** will

- a. Make a claim: It is a **SHOULD** statement
- b. Clearly state the purpose of your paper
- c. Provide a structure for your argument

## POSITION

The **POSITION** section should:

- a. Tell the reader the reasons WHY you are taking the position you have chosen
- b. Include 2 to 4 position points and offer research supporting each position point.
- b. Present the points and information in a logical order
- c. Avoid including statements that lack obvious support

**Remember:** If you start telling the reader HOW it needs to be done, then the focus *must shift* to telling the reader WHY it should be done (i.e. It should be done because....).

## **COUNTER ARGUMENTS**

The **COUNTER ARGUMENTS** section should:

- a. Tell the reader what obstacles/opposition there is to the **THESIS**, not the position points
- b. Include at least 2 counter arguments **and** their rebuttals
  - a. (rebuttal=prove the counter argument wrong or incorrect through evidence)
- c. Provide research/support for each counter argument
  - a. You will want to research opposing viewpoints
- d. Present rebuttals for the counter arguments
  - a. Your rebuttals also need research that substantiates why the counter arguments are invalid

## **RECOMMENDATION**

The **RECOMMENDATION** section usually, but not always, should include the following:

- a. A restatement of your **THESIS**
  - a. Do not exactly repeat (or cut and paste) your thesis.
- b. A summarization of your position points, counter arguments, and rebuttals
- c. A restating or summarization of research (re-cite where needed)
- d. A plan of action (if applicable)-i.e. how it can be implemented; what an agency needs to do to get started
- e. A policy recommendation (if applicable)

## REFERENCES

*This is a composite of all sources you have used in your paper, either by paraphrasing or direct quotation. For references, it is important to be very exact, including: what is capitalized, what is italicized, and where the punctuation is.*

*Remember: References are double-spaced, have a hanging indent, and are alphabetical.*

The **REFERENCE** section must:

- a. Use APA format
- b. Be in alphabetical order and use the hanging indent tool to indent the second and subsequent lines
- c. Have every listing cited on the REFERENCE page be found in the body of the paper in the form of an in-text citation

## APPENDIX

### THIS SECTION IS OPTIONAL

- ❖ The **Appendix/Appendices** could/should:
  - Contain supplementary information referenced in the body of the paper or information that supports the text, such as:
    - Graphs
    - Figures
    - Maps
    - Policies, etc.
  - Be alpha-numbered (Appendix A, Appendix B, Appendix C, etc.
  - Use the same font and paragraph spacing as the rest of your paper, except where the Appendix is a reproduction of another document.