

ADVANCED LAW ENFORCEMENT ADMINISTRATION (CCJS444-0101)

Term: Spring 2026

Professor: David B. Mitchell, J.D.

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Credits: 3

Course Dates: From January 26, 2026 – May 4, 2026 (*First class 2/2/2026 due to weather*)

Course Times: Monday 5:00 - 7:30 pm

Classroom: **1120 Susquehanna Hall**

Course Description

In this course, we will examine a variety of issues with respect to Advanced Law Enforcement Administration. These topics include, but are not limited to personnel and systems management, political controls, and limitations on authority and jurisdiction. In addition, guest lecturers will broaden student access to recent high-profile events that have shaped law enforcement policy and practices in recent years.

Learning Outcomes

After successfully completing this course, you will be able to:

- Recognize many of the challenges currently facing administrators in law enforcement agencies and how those challenges are being mitigated
- Articulate a number of recent cases that have impacted policing in the 21st Century
- Understand how law enforcement, elected officials, and the legal system interoperate to enact, uphold, and defend the law through the examination of case studies

Required Resources

- Course Website in ELMS (elms.umd.edu)
- Links to all important resources for this class will be shared in the syllabus
- Attendance is critical to your success in this class.

Course Structure

This is an **in-person** course. It is not recorded. Attendance will be taken by physical sign-in sheet. Class participation is encouraged (and graded). Students who are absent will need to work with classmates for class notes and missed lecture material. Questions are always welcome and encouraged during lecture.

Take a moment to review the syllabus against your calendar of religious observances, academic, and/or athletic obligations. If there are any conflicts that will result in your absence from any class this semester, you

are obligated to notify my assistant (llc@umd.edu) via email no later than 2/16/2026 of the dates in conflict and establish any necessary contingency plans.

There are two exams this semester, each covering a specified portion of material. **Exams are Major Scheduled Graded Events and therefore the University medical excuse policy that allows one student-signed honor statement attesting to illness does not apply to exams.** Exams are 50 questions, in multiple choice and true/false format. As long as class meets in person, exams will be in-person and require your UID and a pencil (exams are scored on Scantron). If we move to an online format for any reason, online exams will be conducted through ELMS, which requires your personal UMD login credentials. A thorough exam review will occur in the class period prior to each exam. Your attendance and attentiveness during the exam review will have a significant positive impact on your exam performance. Each exam constitutes ~29% of your grade.

You will be assigned prepare a group project covering a high-profile police-involved incident. Your topic must be approved by the professor, cannot be duplicated by another group, and must follow the rubric posted in ELMS. The group project constitutes ~29% of your grade.

Discussion questions and class participation together will constitute the final 13% of your grade. Open discussion question responses are due prior to the start of class. **Class participation points, awarded to students who attend and participate in class (1 point per class) are not awarded for excused or unexcused absences.**

Tips for Success in this Course

1. **Come to class each week.** Attendance is taken in this class, and lecture material is heavily tested. If your extracurricular schedule is such that you will miss class, this may not be the class for you.
2. **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. Participation in this class is worth ~13% of your grade.
3. **Manage your time.** Students are often very busy, and I understand that you have obligations outside of this class. However, students do best when they plan adequate time that is devoted to coursework. Block your schedule and set aside plenty of time to complete reading assignments including extra time to handle any technology-related problems that may impact studying or completion of extra credit assignments.
4. **Login regularly.** I recommend that you log in to ELMS-Canvas several times a week to view announcements and respond to discussion questions. **IMPORTANT:** Your professor is also the current Chief of Police for the University of Maryland Police Department, and in certain urgent circumstances his availability to teach may change. These circumstances (and the related contingency plans) will be communicated via ELMS announcements.
5. **Do not fall behind.** 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.
6. **Use ELMS-Canvas notification settings.** Pro tip! Canvas ELMS-Canvas can ensure you receive timely notifications in your email or via text. Be sure to enable announcements to be sent instantly or daily.
7. **Ask for help if needed.** If you need help with ELMS-Canvas or other technology, IT Support. If you are struggling with a course concept, reach out to me and your classmates for support.

Policies and Resources for Undergraduate Courses

It is our shared responsibility to know and abide by the University of Maryland's policies that relate to all courses, which include topics like:

- Academic integrity
- Student and instructor conduct
- Accessibility and accommodations

- Attendance and excused absences
- Grades and appeals
- Copyright and intellectual property

Please visit www.ugst.umd.edu/courserelatedpolicies.html for the Office of Undergraduate Studies' full list of campus-wide policies and follow up with the professor if you have questions.

Course Guidelines

Names/Pronouns and Self-Identifications:

The University of Maryland recognizes the importance of a diverse student body, and we are committed to fostering inclusive and equitable classroom environments. I invite you, if you wish, to tell us how you want to be referred to in this class, both in terms of your name and your pronouns (he/him, she/her, they/them, etc.). Keep in mind that the pronouns someone uses are not necessarily indicative of their gender identity. Visit trans.umd.edu to learn more.

Additionally, it is your choice whether to disclose how you identify in terms of your gender, race, class, sexuality, religion, and dis/ability, among all aspects of your identity (e.g., should it come up in classroom conversation about our experiences and perspectives) and should be self-identified, not presumed or imposed. I will do my best to address and refer to all students accordingly, and I ask you to do the same for all of your fellow Terps.

Communication with Instructor:

Email: If you need to reach out and communicate with me, please email my assistant at llc@umd.edu. Please DO NOT email with questions that are easily found in the syllabus or on ELMS (i.e. When is this assignment due? How much is it worth? etc.) but please DO reach out about personal, academic, and intellectual concerns/questions.

We will do our best to respond to emails within 24 hours. Prompt replies will be most likely on weekdays between 10:00 a.m. and 4:00 p.m. For quickest response, please email the Teaching Assistant.

ELMS: I will send IMPORTANT announcements via ELMS messaging. You must make sure that your email & announcement notifications (including changes in assignments and/or due dates) are enabled in ELMS so you do not miss any messages. You are responsible for checking your email and Canvas/ELMS inbox with regular frequency.

Major Assignments

Homework Assignments

- Reading assignments and discussion responses should be completed **ahead** of the scheduled lecture. These assignments will bolster & inform classroom participation.

Class Participation

- Your interaction with the instructor and each other gives perspective and depth to the course content and is expected, in particular when it is requested. Class participation represents ~7% of your final grade.
- Attendance is taken in this class.

Exams

- Two exams, objective in format (true/false and multiple choice) administered in person and scored by Scantron
- Exams are based roughly $\frac{2}{3}$ on lecture material, $\frac{1}{3}$ on assigned reading; however, attending the robust exam review ahead of each exam will greatly inform your preparation and improve your exam performance.

Group Project

- One group project, topic and details TBD.

Grading Structure

Assignment	Percentage % (points)
Exams (2)	~29% each (50 points)
Group Project	~29% (50 points)
Discussion Question Responses	~6% (12 points)
Class Participation	~7% (13 points)
Total	100% (175 points)

Academic Integrity

For this course, assignments may be collected via Turnitin on our course ELMS page. I may use this tool because it can help you improve your scholarly writing and help me verify the integrity of student work. For information about Turnitin, how it works, and the feedback reports you may access, visit [Turnitin Originality Checker for Students](#)

The University's Code of Academic Integrity is designed to ensure that the principles of academic honesty and integrity are upheld. In accordance with this code, the University of Maryland does not tolerate academic dishonesty. Please ensure that you fully understand this code and its implications because all acts of academic dishonesty will be dealt with in accordance with the provisions of this code. All students are expected to adhere to this Code. It is your responsibility to read it and know what it says, so you can start your professional life on the right path. **As future professionals, your commitment to high ethical standards and honesty begins with your time at the University of Maryland.**

It is important to note that course assistance websites, such as CourseHero, or AI-generated content are not permitted sources, unless the instructor explicitly gives permission. Material taken or copied from these sites can be deemed unauthorized material and a violation of academic integrity. These sites offer information that might be inaccurate or biased. Most importantly, relying on restricted sources will hamper your learning process, particularly the critical thinking steps necessary for college-level assignments.

Additionally, students may naturally choose to use online forums for course-wide discussions (e.g., Group lists or chats) to discuss concepts in the course. However, collaboration on graded assignments is strictly prohibited unless otherwise stated. Examples of prohibited collaboration include: asking classmates for answers on exams, etc. Please visit the [Office of Undergraduate Studies' full list of campus-wide policies](#) and reach out if you have questions.

Finally, for each exam or assignment you must sign the following pledge: ***"I pledge on my honor that I have not given or received any unauthorized assistance on this exam/assignment."*** If you ever feel pressured to comply with someone else's academic integrity violation, please reach out to me immediately. Also, ***if you are ever unclear*** about acceptable levels of collaboration, ***please ask!*** To help you avoid unintentional violations, ***the following table*** lists levels of collaboration that are acceptable for each graded exercise. Each assignment will contain more specific information regarding acceptable levels of collaboration.

	OPEN NOTES	USE BOOK	LEARN ONLINE	GATHER CONTENT W/ AI	ASK FRIENDS	WORK IN GROUPS
Discussion Boards	✓	---	✓	---	✓	---
Group Project	✓	---	✓	---	✓	✓
Exams	FOR STUDY ONLY	---	---	---	FOR STUDY ONLY	FOR STUDY ONLY

Grades

Final grades will be determined by the following:

Class Participation: 13 points (1 point per class)

Discussion Boards: 12 points

Exam 1: 50 points

Exam 2: 50 points

Group Project: 50 points

175 points TOTAL

A+	169-175 points	C+	135-139 points
A	162-168 points	C	127-134 points
A-	157-161 points	C-	122-126 points
B+	152-156 points	D+	117-121 points
B	145-151 points	D	110-116 points
B-	140-144 points	D-	105-109 points
		F	104 points or less

All scores will be posted on the course ELMS page. If you would like to review any of your grades (including the exams), or have questions about how something was scored, please email your course TA (llc@umd.edu) to schedule a time to meet and discuss. Late work will not be accepted for course credit, so please plan to have it submitted by the scheduled deadline. We are happy to discuss any of your grades with you, and if a mistake is made, it will be immediately corrected. Any formal grade disputes must be submitted in writing and within one week of receiving the grade.

Copyright

The lectures I deliver in this class and the course materials I create and distribute are protected by federal copyright law as my original works. My lectures are retained and delivered from written lectures to ensure copyright protection. You are permitted to take notes of my lectures and to use materials for your enrichment in this class. You may not record, reproduce, or distribute my lectures/notes for any commercial purpose without my written consent. Persons who sell or distribute copies or modified copies of my course materials, possess commercial copies of my notes, or assist another person or entity in selling or distributing those materials may be considered in violation of the University Code of Student Conduct, Part 9(k).

Course Evaluation

Please submit a course evaluation through Student Feedback on Course Experiences to help faculty and administrators improve teaching and learning at Maryland. All information submitted to Course Experiences is confidential. Campus will notify you when Student Feedback on Course Experiences is open for you to complete your evaluations at the end of the semester. Please go directly to the [Student Feedback on Course Experiences](#) to complete your evaluations. By completing all of your evaluations each semester, you will have

the privilege of accessing the evaluation reports for the thousands of courses for which 70% or more students submitted their evaluations, using Testudo.

Resources & Accommodations

Accessibility and Disability Services

The University of Maryland is committed to creating and maintaining a welcoming and inclusive educational, working, and living environment for people of all abilities. The University of Maryland is also committed to the principle that no qualified individual with a disability shall, based on disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of the University, or be subjected to discrimination. The [**Accessibility & Disability Service \(ADS\)**](#) provides reasonable accommodations to qualified individuals to provide equal access to services, programs, and activities. ADS cannot assist retroactively, so it is generally best to request accommodations several weeks before the semester begins or as soon as a disability becomes known. Any student who needs accommodations should provide that information to my TA as soon as possible (and no later than February 16, 2026), so that we have sufficient time to make arrangements. **All accommodations appropriately requested and approved through ADS by 2/16/2026 will be honored.**

For assistance in obtaining an accommodation, contact Accessibility and Disability Service at 301-314-7682, or email them at adsfrontdesk@umd.edu. Information about [**sharing your accommodations with instructors, note-taking assistance**](#) and more is available from the [**Counseling Center**](#).

Student Resources and Services

Taking personal responsibility for your own learning means acknowledging when your performance does not match your goals and doing something about it. I hope you will come talk to me so that I can help you find the right approach to success in this course, and I encourage you to visit [**UMD's Student Academic Support Services website**](#) to learn more about the wide range of campus resources available to you.

In particular, everyone can use some help sharpening their communication skills (and improving their grade) by visiting [**UMD's Writing Center**](#) and schedule an appointment with the campus Writing Center.

You should also know there is a wide range of resources to support you with whatever you might need ([**UMD's Student Resources and Services website**](#) may help). If you feel it would be helpful to have someone to talk to, visit [**UMD's Counseling Center**](#) or [**one of the many other mental health resources on campus**](#).

Notice of Mandatory Reporting

Notice of mandatory reporting of sexual assault, sexual harassment, interpersonal violence, and stalking: As a faculty member, Professor Mitchell is designated as a “Campus Security Authority,” or “CSA,” and must report all disclosures of sexual assault, sexual harassment, interpersonal violence, and stalking to UMD’s Title IX Coordinator per University Policy on Sexual Harassment and Other Sexual Misconduct.

If you wish to speak with someone confidentially, please contact one of UMD’s confidential resources, such as [**CARE to Stop Violence**](#) (located on the Ground Floor of the Health Center) at 301-741-3442 or the [**Counseling Center**](#) (located at the Shoemaker Building) at 301-314-7651. You may also seek assistance or supportive measures from UMD’s Title IX Coordinator, Angela Nastase, by calling 301-405-1142, or emailing titleIXcoordinator@umd.edu. To view further information on the above, please visit the [**Office of Civil Rights and Sexual Misconduct's**](#) website at ocrsm.umd.edu.

Basic Needs Security

If you have difficulty affording groceries or accessing sufficient food to eat every day, or lack a safe and stable place to live, please visit [**UMD's Division of Student Affairs website**](#) for information about resources the campus offers you, and let me know if I can help in any way.

Veteran Resources

UMD provides some additional support to our student veterans. You can access those resources at the office of [Veteran Student life](#) and the [Counseling Center](#). Veterans and active-duty military personnel with special circumstances (e.g., upcoming deployments, drill requirements, disabilities) are welcome and encouraged to communicate these, in advance, if possible, to the instructor.

Participation

- Given the interactive style of this class, attendance will be crucial to note-taking and thus your performance in this class. Class participation is particularly important also because it represents roughly 7% of your grade, and because class discussion will be a critical component for your learning. **Each student is expected to make substantive contributions to the learning experience, especially when called upon to do so in this 400-level class.**
- Students must complete all readings and assignments in a timely manner in order to fully participate in class.
- Students with a legitimate reason to miss a live session should communicate in advance with the TA, except in the case of an emergency. Students who miss (a) live session(s) are responsible for learning what they miss from that session, and will be ineligible for class participation points for missed sessions.

Course Schedule – subject to change/see ELMS home screen for this course to ensure you are viewing the most current schedule:

Week #	Topic	Deliverable
1 1/26/2026 2/2/2026	<p>Welcome to CCJS 444: Review of Syllabus & Course Expectations</p> <p>THEME 1: Police Organization & Leadership</p> <p>TOPIC 1: Organizational Charts, internal & external Staffing Models Civilian/worn Sworn Rank Structure</p>	<p>WEEK 1 DISCUSSION: Introduce yourself to the class in a brief video (<1 min). Tell us your name, where you're from, why you're taking this class, and something interesting about yourself if you're inclined to! Include your face, please, or a photo!</p> <p>READING ASSIGNMENT:</p> <p>REFRESHER: President's Report on 21st Century Policing</p> <p>Rank system? Org charts of various departments?</p> <p>UMD: Annapolis PD Workload Assessment PERF: Staffing FDLE: Appropriate Staffing Levels for LE NPI: Right People, Right Place, Right Time PERF: Civilianization</p>
3-2 2/9/2026	<p>Mental Health</p> <p>Early Intervention Systems Guest Lecturers: Sgt Swann + Patrol Sgt</p> <p>EIS Triggers – identification and Action</p>	<p>Discussion Board Question TBD</p> <p>DUE BEFORE CLASS</p> <p>READ-AHEAD: FPI: Policing in 2026 COPS: Strategies for Intervening with Officers - EIS PERF: Promoting Excellence in First-Line Supervision</p>
4-3 2/16/2026	<p>Mental Health</p> <p>Guest Lecturer - Joe Rollo</p>	<p>Discussion Board Question TBD</p> <p>DUE BEFORE CLASS</p> <p>READ-AHEAD</p> <p>1- State Mandated Mental Health Assessment Evaluation 2- Use of Deadly Force - Multiple Explanations, No Simple Solutions</p> <p><i>Proper communication of ADS accommodations and any scheduling conflicts due by 2/16/2026</i></p>

5-4 2/23/2026	Mental Health Guest Lecturer: Dr. Chetan Joshi MHEART Program development & deployment	Discussion Board Question TBD DUE BEFORE CLASS READ-AHEAD: <u>2025 SAMHSA report on mobile crisis support</u> - Read pp 13-44
6-5 3/2/2026	Community History of Policing in Communities of Color Guest Lecturer Dr. Jason Nichols EXAM 1 REVIEW	Discussion Board Question TBD DUE BEFORE CLASS Read-ahead TBD
7-6 3/9/2026	Policing in Communities of Color – Bridging Perspectives & Community Outreach Guest Lecturers: Dr. Rashawn Ray, Capt. August Kenner	TAKE EXAM 1 ONLINE between 0000 and 2359 on 3/9/2026
3/16/2026	<u>Spring Break – no class this week</u>	
8-7 3/23/2026	Critical Incident vs. Crisis Critical Incident Command, Staffing, Allocation, Communication: NIMS/ICS Crisis (PD) – Intervention/Mitigation	Discussion Board Question TBD DUE BEFORE CLASS READ-AHEAD: FEMA: <u>FEMA NIMS Doctrine 2017</u> (Read Part III Command & Coordination, & Part IV Communications & Information Management)
9-8 3/30	Leadership During Crisis Guest Lecturer: Chief Kevin Davis	Discussion Board Question TBD READ BEFORE CLASS <u>BPD Consent Decree SUMMARY</u> (Or for deeper understanding, <u>BPD Consent Decree FULL TEXT</u>)
10-9 4/6/2026	**Passover ** TBD	Discussion Board Question TBD DUE BEFORE CLASS Read-Ahead TBD

44 10 4/13/2026	Leveraging Technology in LE Guest Lecturer: Apaar Singh, UMPD Technology Services Bureau Commander	Discussion Board Question TBD DUE BEFORE CLASS Read-Ahead TBD
42 11 4/20/2026	Police Accountability Boards Guest Lecturer Thomas J. Mitchell, IV	Discussion Board Question TBD DUE BEFORE CLASS PERF: <u>Implementation of MPAA</u>
43 12 4/27/2026	<u>Complete Course Evaluation</u> GROUP PROJECT PRESENTATIONS 1-7	GROUP 1-7 PROJECTS DUE
44 13 5/4/2026	GROUP PROJECT PRESENTATIONS 8-10 Course Wrap-Up and Final Exam Review	COMPLETE COURSE EVAL GROUP 8-10 PROJECTS DUE
DATE TBD	FINAL EXAM - ONLINE	PREPARE FOR FINAL EXAM

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