

**Michigan State University**  
**School of Staff and Command Course Syllabus**  
January 1 - June 14, 2025

- Team Facilitators:** Cindy Herfert ([herferc@msu.edu](mailto:herferc@msu.edu))  
Chad Connelly ([connellyc1@michigan.gov](mailto:connellyc1@michigan.gov))  
Jim Craig ([craig.msu.sc@gmail.com](mailto:craig.msu.sc@gmail.com))  
Lieutenant David Haynes ([HaynesD1@michigan.gov](mailto:HaynesD1@michigan.gov))  
Captain David Oslund ([OslundD@dpps.msu.edu](mailto:OslundD@dpps.msu.edu))
- Office Phone:** (517) 355-2197 Fax: (517) 432-1787
- Office Address:** 655 Auditorium Road, Michigan State University, East Lansing, MI 48824
- Office Hours:** By Appointment
- Mission:** The Michigan State University School of Staff and Command is committed to building capacity of Michigan law enforcement organizations through the development of staff and command personnel within those organizations.
- Goals:** Utilize teaching methods that allow students to self-discover the knowledge and skills they require in a way that builds on gifts the students already possess in a context that is relevant to them.
- Create a challenging learning environment that positively impacts what the student learns and what will be transferred to other circumstances.
- Facilitate students' learning how to work safely, think critically, adopt problem-solving as a daily part of their job, and partner more readily with residents to tackle crime.
- Course Description:** This Michigan focused 400-hour problem-based course is learner driven through utilization of relevant, real-life, work based problems wherein each student is responsible for his/her own learning. Students work in collaborative learning groups with a maximum of six students and one instructor/facilitator per group. They are actively engaged in problem-solving, in-depth discussions, and critical thinking activities throughout the course. Concepts and skills, once introduced, will be revisited and practiced in more and more complex problematic situations as the weeks progress.
- Curriculum delivery uses a blend of classroom and cutting-edge distance learning technologies. During the weeks of distance learning students are required to commit 40 hours per week which means being available between the hours of 8 am and 5 pm, Monday through Friday to complete a variety of course assignments that may include distance learning group meetings, field trips, and/or one-day classroom sessions.
- Classroom Location:** Michigan State Police Training Academy  
7426 N. Canal Road  
Lansing, MI 48913
- Classroom Location:** January 1 – January 22, 2025 – Pre-Course Work - Distance Learning  
January 27 – 31, 2025 – Retreat located at  
MSU Kellogg Biological Station Conference Center  
3700 East Gull Lake Drive, Hickory Corners, MI 49060  
Phone: (269) 671-2341 Fax: (269)-671-2165  
<http://www.kbs.msu.edu/conferencecenter/>  
February 3 – 7, 2025 – Distance Learning  
March 3 – 7, 2025 – Distance Learning  
March 10 – 14, 2025 – Classroom Learning  
March 31 – April 4, 2025 – Distance Learning

April 7 – 11, 2025 – Classroom Learning  
May 5 – 9, 2025 – Distance Learning  
May 12 – 16, 2025 – Classroom Learning  
June 2 – 6, 2025 – Distance Learning  
June 9 – June 13, 2025 – Classroom Learning

**Classroom Hours:**

Classroom sessions begin on Monday at 10:00 am and end on Friday at 3:00 pm. Otherwise, classes begin at 8:30 am and end at 4:30 pm with lunch provided.

Participants are required to commit 40 hours of course work during the weeks of distance learning. The hours are 8:30am – 4:30 pm, unless otherwise agreed upon by the facilitators – much of the distance learning work will be teamwork with all members of the team expected to participate.

**Text:**

*Police PBL Blueprint for the 21<sup>st</sup> Century* (Gerard Cleveland and Gregory Saville, COPS 2007). This is provided at no additional cost.

*The Freedom Writer's Diary* – the movie. Learners are required to view the video. (Learners may also read the book by the same name but familiarity with the video and its characters is required.)

*It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*, by Michael Abrashoff (Warner Books. Inc.)

**Technology Requirements:**

Participants must have access to a laptop (LAN connectivity is required and wireless LAN connectivity is highly recommended). The participants will need Internet access for the pre-course work. The laptop will be used during the first week of class and participants should have non-restrictive access to Google applications.

Participants will also need a microphone and webcam by Tuesday, January 28, 2025.

Recommended software includes Adobe Acrobat Reader (11.0.18) and Microsoft Office 2010 (or higher) including Excel, Word and PowerPoint.

To ensure the best possible experience with the Desire2Learn (D2L) course management software go to the following link to find the technical requirements for the necessary operating systems (OS), other necessary installed software and browser recommendations - <https://tech.msu.edu/about/guidelines-policies/computer-requirement/>

Upon acceptance to the School of Staff and Command you will be given an MSU username (NetID) and password that will give you access to MSU's D2L system as well as other MSU distance learning resources.

**Final Project:**

The final paper is a 20-page maximum written mini-strategic plan or plan of action (with objectives, timelines, assigned responsibility for completion, outputs and performance measures) for meeting one organizational goal (i.e., a state or condition your agency seeks to achieve) identified by the learner. The organizational goal must address a historical problem in your agency and relate to furthering your agency's mission.

Corrections managers: the final paper is a 20-page maximum written Staffing Analysis (with objectives, timelines, concepts and methodology, outputs and performance measures) for meeting organizational goals as it relates to staffing and budgeting.

A fifteen-minute oral presentation summarizing the plan of action for meeting that goal is also required.

**Grading:**

If the Pre-Course work is not completed by the Wednesday before the first day of class, the learner will be dropped from the course and will have to re-apply for admittance at a future school.

This course is PASS/FAIL with evaluation rubrics used to evaluate the learner's level of

achievement re: the identified behavior-based learning objectives. Thirteen rubrics will be utilized with 100 points per rubric. To continue beyond the third week of class, learners must have earned a minimum of 320 (80%) of the possible 400 points. To successfully complete the course learners must have earned a minimum of 1,040 (80%) of the possible 1,300 points.

Upon successful completion of the 400-hour course, those who enrolled with Michigan State University prior to taking the course for either 3 or 6 academic credits will have earned a 3.0 grade at either the graduate or undergraduate level. Additional course work may be required as per the off-campus course instructor to raise the grade point beyond the 3.0.

**Course Schedule:**

**January 1 – 22, 2025 - Pre-Course Work.** Prior to attending the first day of class students are required to complete an eight-hour self-paced distance learning course of instruction. This pre-course work insures that all students arrive for classroom instruction with a minimum baseline understanding of his/her responsibility for and accountability to learning.

- Introduction to Bloom’s Taxonomy and Critical Thinking Skills
- Introduction to evaluation rubrics
- Introduction to Emotional Intelligence
- An analysis of the Problem Based Learning process
- Completion of an on-line DiSC Personal Profile survey
- Completion of an on-line Emotional Intelligence survey

**January 29 – January 31, 2025 –** Attendance is mandatory from 10 a.m. Monday morning through 3pm Friday afternoon at the MSU Kellogg Biological Station Conference Center. Meals and lodging are provided. Lodging is single room within a doubles suite that shares one bath.

- Engage in reflective learning via blogs, personal goal setting and one-on-one meetings with team facilitators throughout the course.
- Examine participant’s behavioral style based on feedback from DiSC Personality Profile survey,
- Examine different behavioral styles and the environment that is required for maximum productivity and harmony in the work organization,
- Discuss how law enforcement is part of a larger criminal justice system and how changes to one part impacts the other parts,
- Create a blog,
- Practice using various features of Microsoft Word,
- Create a PowerPoint presentation,
- Examine participant’s learning style and the learning styles of others,
- Assess participant’s emotional intelligence and how those skills impact participant’s productivity and harmony in the workplace as well as personally,
- Identify the participant’s conflict behavior style using the Thomas-Kilmann conflict mode instrument,
- Create a successful, well-functioning learning team,
- Discuss the pros and cons of evaluation rubrics – as they will be used throughout this course,
- Discuss shifting paradigms within the field of law enforcement,
- Examine via case study the pitfalls of and how to avoid “Group Think”,
- Practice using the problem-based learning 5-step process – this will continue throughout the course,
- Practice incorporating multiple learning styles into oral presentations,
- Practice oral presentation skills,
- Identify and examine current and emerging technologies - this will continue throughout the course,
- Practice peer teaching – this will continue throughout the course,
- Create professional and personal growth goals for this course and track progress throughout the course.

**February 3 – February 7, 2025 –** Distance learning.

- Practice using PBL,

- Examine Calls for Service,
- Access and use distance learning technologies and resources of the MSU Distance Learning Library,
- Examine various strategies for marketing a police agency's value to its community,
- Practice use of on-line meeting technology, Zoom
- Examine participant's multiple intelligences.
- Understanding social media utilization for the police organization

**March 3 – March 7, 2025 – Distance Learning**

- Explore organizational vision, mission, and core values,
- Compare what an agency says it is doing with what it is actually doing,
- Develop organizational goals and objectives,
- Trend analysis: personnel and resources research and data collection,
- Practice written presentation skill building.

**March 10 – 14, 2025 – Classroom Learning**

- Practice oral presentation skill building,
- Tour the Michigan Intelligence Operations Center at MSP Hq.
- Assess current strategies for recruiting, training and retaining the millennial employee,
- Recognize the “evidence” based distinction in best practices models found in various police related fields and its importance to requesting federal funds (grants, etc.),
- Examine various evidence-based data driven approaches to crime and traffic safety,
- Practice identifying a match between employee needs and the appropriate leadership style via case scenario (Situational Leadership),
- Design and lead a book dialogue on the reading *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*,
- Officer Wellness strategies,
- Practice conducting meetings, creating an agenda, keeping time and recording business conducted.

**March 31 – April 4, 2025 – Distance Learning**

- Write a federal grant requesting funds for use by participant's agency, including budget, budget narrative, work-plan, SF 424, and assurances,
- Practice writing clearly and concisely.

**April 7 – 11, 2025 – Classroom Learning**

- Practice oral presentation skill building,
- Compare and contrast traditional budget process with zero-based budgeting process,
- Discuss government financing and the municipal budget process,
- Examine excerpts from *Gettysburg* and discuss re: EI and leadership,
- Write a basic incident command plan that identifies roles and responsibilities, for managing a given multi-jurisdictional, high profile case,
- Draft a communication plan around a given multi-jurisdictional, high profile case,
- Practice participation in a press conference.

**May 5 – 9, 2025 – Distance Learning**

- Develop a zero-based budget with justification for requested expenditures.
- Practice written presentation skills.
- Practice PBL process.
- Corrections Manager examine staffing shifts and positions.

**May 12 – 16, 2025 – Classroom Learning**

- Oral presentation skill building,
- Review sexual harassment laws and individual and organizational response,
- Evaluate participant agency's officer suicide prevention policies and practices,

- Using case scenarios, evaluate various FOI requests for police records or information,
- Examine employee discipline and the rights of employees in the internal investigatory process,
- Examine police resource allocation at participant's agency,
- Examine recent high profile use of force incidents from across the country and the role of community partnership to mitigate backlash,
- Write a rule, policy and procedure,
- Analyze and lead group discussion on five leadership practices common to successful leaders (Kouzes and Posner),
- Examine the concept of procedural justice.

**June 2 – 6, 2025 – Distance Learning**

- Identify a historical problem that relates to the learner's police agency mission,
- Develop an organization goal to address the identified learner agency's historical problem, with objectives, timelines and assignment of responsibility,
- Create a comprehensive written mini-strategic plan or plan of action on how the identified problem will be resolved.
- Corrections – Conduct a staffing analysis of the jail
  - Develop a plan that will explain the concepts/methodology of analysis
  - Create a comprehensive written plan or plan of action for addressing the jail setting, assignment plans, and evaluation of the prepared plan.

**June 9 – 13, 2025 – Classroom Learning**

- Practice oral presentation skills on audiences with varying learning styles,
- Examine the concept of Strategic Planning,
- Discuss the Michigan Sheriffs Association Line of Duty Death SMMART teams,
- Outline a strategy for managing change within a law enforcement agency,
- Design and lead group discussion around the video *Freedom Writers*,
- Discuss the *Future of the Criminal Justice Field* via panel presentation by members of Michigan's law enforcement leadership and related disciplines,
- Graduation.

**Class Attendance:** Participants are paid employees while attending class and completing distance learning course work. Rules of attendance and conduct are the same in the classroom as during a regular work assignment. Attendance information will be maintained. Absences and tardiness will be reported to the learner's agency at the time they occur.

**Conduct and Dress:** Only proper business casual (slacks and shirts with collars) attire shall be worn by participants of the School of Staff and Command program during classroom sessions. Blue jeans, tank tops, shorts, t-shirts, and hats will not be worn in the classroom. Firearms – Be guided by your departmental policy.

The MSU School of Staff and Command is a single course topic consisting of 400 hours.