



CERTIFIED LAW  
ENFORCEMENT  
EXECUTIVE

# Participant Handbook

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

# Participant Handbook

This *Handbook* is intended to cover selected curriculum and logistical items associated with the Certified Law Enforcement Executive (CLEE) program. It will serve to answer participant's questions in advance of attending CLEE and serve as a reference during the program. Participants 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. CLEE provides a way for law enforcement executives to voluntarily improve and verify their professional competence.

During the fourteen months of CLEE you will be academically challenged and introduced to many new 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, and to test the concepts and principles when you return to your job.

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

*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.*

## Body of Knowledge

Eight learning modules encompass the body-of-knowledge over which a CLEE graduate should have mastery due to their leadership and management responsibilities. Ethics and Change Management are considered core modules of the CLEE curriculum.



## **CLEE BOARD**

Chief Kevin Cashen, CLEE	Norwalk PD
Chief Paul Denton, CLEE	The Ohio State University PD
Chief Thomas Doyle, CLEE	Greenhills PD
Chief Mike Harnishfeger, CLEE	Ada PD
Chief Ron Johnson, CLEE	Dover PD
Chief Michael Kallai, CLEE	Barberton PD
Chief Joseph Kocab, CLEE	Brooklyn Hts. PD
Chief Mike Laage, CLEE	Springdale PD
Chief Michael Lazor, CLEE	Willowick PD
Chief Richard Mayer, CLEE, CHAIR	Athens PD
Chief Roy McGill, Jr., CLEE	Germantown PD
Chief Joseph Morbitzer, CLEE	Westerville PD

## **CLEE STAFF**

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Director, CLEE

Mrs. Renea Collins                [renea.collins@oacp.org](mailto:renea.collins@oacp.org)                614-761-9479 ext. 4610  
Administrative Assistant

Any written communication should be sent to:

Law Enforcement Foundation, Inc  
Ray A. Miller, CLEE Program Director.  
6277 Riverside Dr., Ste 2N  
Dublin, OH 43017  
Fax: 614-761-9509

## CLEE XIV Time Line

Module/Event	Date	In-Residence Study*	Test Date**	Case Study Due**
Orientation Lunch	1/08/2009			
1 – Ethics		3/12/09	3/27/09	
2 - Vision, Mission & Guiding Principles		3/13/09	4/10/09	
		(Wednesday)		
3 – Human Resources & Team Facilitation		6/3/09		7/10/09
		(Thursday)		
4 – Strategic Planning		6/4/09		8/28/09
		(Wednesday)		
5 - Change Management		9/2/09		10/23/09
		(Thursday)		
6 – Managing & Leading the External Environment		9/3/09	9/25/09	
		(Wednesday)		
7 – Interpersonal Skills		11/4/09	12/4/09	
		(Thursday)		
8 – Police Resource Allocation & Budgeting		11/5/09		1/5/10
Capstone Activity Presentations		1/29/10		
Graduation Lunch	2/12/10			

**\*Note: Sessions begin at 9:00 a.m. on the first day and 8 a.m. on the second day of the in-residence study days.**

\*\* Subject to change by instructor

# **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:
  - 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. 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.
  - 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.
  - 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 Admissions and Appeals Sub-committee.

## **Attire**

The appropriate attire for CLEE is business casual.

## **Communication Devices**

As a courtesy to instructors and class participants, pagers and cell telephones should be turned off 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 participant 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.

## **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 Holiday Inn Columbus-Worthington at 614-436-0700 and a message will be transferred to you.

## **Examinations**

Examinations and 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 within which to finish the examination. Instead, the participant is given ample time to organize and re-organize his or her thoughts to provide the instructor with the best possible response to the questions.

Instructor expectations may vary in terms of an “open-book” or “closed-book” testing policy and the minimum score needed for a passing grade on the examination. Participants should clarify these policies in advance with the instructor if it is not announced.

## **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

Masters 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. A letter further defining the program is attached.

### **Holiday Inn**

The Holiday Inn Columbus-Worthington, 7007 N. High St., Worthington, serves as the CLEE training site and provides overnight accommodations. The phone number is 614-436-0700. A map is located in Appendix A.

### **Laptop Computers**

Laptop computers will not be needed for note taking during class since each instructor will provide handouts containing key points of their presentations.

## **LODGING AND MEALS**

### **Accommodations**

Lodging is **NOT** included in your CLEE tuition. The participant is responsible to make his/her own reservations and for direct payment to the hotel. Reservations can be made by calling the Holiday Inn on the Lane at 614-294-4848 at least three (3) weeks prior to in-residence days. A block of rooms will be reserved for each in-residence period under (Law Enforcement Foundation – CLEE.)

A discounted rate per night, state tax-exempt, single or double occupancy, has been arranged for the CLEE program. As you make your reservation and at check-in, identify yourself as a CLEE participant to receive the special rate.

**PLEASE NOTE:** The Holiday Inn will exempt the state sales tax **ONLY** if you pay with your local government credit card, local government check for the exact amount, or if YOU arrange in advance for direct billing by your local government via a credit application. They will not waive the tax if you pay with a personal check, personal credit card or cash even if you present a Sales and Use Tax Blanket Exemption Certificate. A credit application can be obtained from the Holiday Inn (614-436-0700).

## **Nametags/nameplates**

A nametag and nameplate will be provided for 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.

## **Restaurants**

Restaurants located within 10 minutes of the Holiday Inn are listed in Appendix B.

## **Return of Examinations**

The CLEE staff has asked instructors to recognize how anxious participants are to hear about their score on examinations. Most instructors return test results and case studies to the Director of CLEE within four weeks. As soon as possible thereafter, the Director will relay test results to you via Email.

Graded examinations will be returned to participants to keep 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 participant.

## **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 participant 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 participant'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 discretion of the instructor.”

“Should a participant 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 participant may continue study on the remaining CLEE modules in his/her original class. The participant will then graduate in the CLEE class in which the failed modules are completed.”

“If a participant fails three modules, that participant 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. ”

## **CONTINUED 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 1<sup>st</sup> 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.

## **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 35 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 (maximum 40 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 (maximum 35 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. 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. *(Approved by the CLEE Board, September 2005)*

## **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, 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.

### **Failure to apply for re-certification within 6 months but otherwise qualified**

If the CLEE graduate has met the 70 points requirement but has simply failed to complete and submit the application by January 1 of a given year, he or she may do so without penalty prior to July 1. After that date, the person will need to complete the re-certification requirements specified below.

### **Re-certification requirements after 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 not able 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.



# Appendix B

During your stay at our hotel in Columbus, Ohio, you can have your meals at our restaurant, Connections Cafe. Connections is a full-service restaurant and serves an American-style menu for breakfast, lunch and dinner. Kids under 12 always eat for free.

## Hotel Dining

- Room Service Available 6:30 AM - 10:00 PM
- 1 Restaurants In or Nearby the Hotel
- Kids Eat Free

## Bars / Lounges

### **BW3's**

Location: Crosswoods Area Casual atmosphere with video games & large screen TV's. Known for their many varieties of wings. Full bar service with beer on tap.

### **Champps Americana**

Location: Crosswoods Area Casual sports bar with many large screen TV's and nightly specials. Extensive lunch & dinner menu.

## Restaurants

### **Connections Cafe'**

Location: In Hotel - Inside hotel

Serves: Breakfast | Lunch | Dinner

During your stay at our hotel in Columbus, Ohio, you can have your meals at our restaurant, Connections Cafe. Connections is a full-service restaurant and serves an American-style menu for breakfast, lunch and dinner. Kids under 12 always eat for free.

### **Buca De Beppo**

Location: Wilson Bridge Road, Worthington

Serves: Lunch | Dinner

Authentic Italian Food served in Family style atmosphere.

### **China Way**

Location: Worthington Mall (across street)

Serves: Lunch | Dinner

Authentic Chinese food, well known for carry out or dine in.

### **Cosi**

Location: Across street from hotel

Serves: Breakfast | Lunch | Dinner

Cafe'-type atmosphere, with a menu of bakery items, sandwiches, salads, pizza and an assortment of coffee drinks.

### **First Watch**

Location: Worthington Mall (across street)

Serves: Breakfast | Lunch

Daytime dining serving breakfast, brunch and lunch - many items are made-to-order and made from scratch.

### **Hyde Park Grill**

Location: Crosswoods Area

Serves: Dinner

Upscale casual dining in a club-like atmosphere, serving prime aged steaks & chops, lobster & fresh fish.