

THE FUTURE OF POLICE CHIEF CAPABILITIES

**JOURNAL ARTICLE
BY**

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SACRAMENTO, CALIFORNIA
JANUARY, 1993**

15-0299

This Command College Independent Study Project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future--creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in the Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

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"Today, those who would be leaders must first and foremost be learners."

- Philip Harris¹

INTRODUCTION

The peace keeping or law and order function has consistently been recognized as ". . . one of the most important duties that has been entrusted to governmental officials under virtually all forms of government since antiquity."² Few would argue that American law enforcement today must deal with a myriad of significant management-related problems. Issues concerning budget reductions, lawsuits, social problems (i.e. the homeless, illegal immigration, abortion), and other forms of organizational change have placed more challenge, opportunity, and stress upon the police chief of today than perhaps in any other era of history.³ Leaders with vision will look to the future in order to anticipate the changing needs of their communities and organizations. Futurists commonly examine these issues of concern in terms of societal changes, technological advancements, environmental issues, economic factors, and political impacts.

An area of critical interest to law enforcement today is the influence these issues have on shaping the future capabilities required of a successful police chief. Superintendent Chris Braiden of the Edmonton Police Service, Alberta, Canada, has described today's police chiefs' dilemma as stemming from the fact they ". . . took over organizations deeply entrenched in the para-military, law enforcement way of doing things. Many are striving to find a way out of it. But police organizations are very difficult ships to turn around. The fact remains, however, that our current chiefs happen to be the steersmen at perhaps the most turbulent period in the history of modern policing."⁴

The selection of the *issue question*, and associated sub-issues, for this report, was based on three criteria: first, that the issue will have a direct impact on police departments; second, that the issue is, or could be, influenced by forces outside the organization; and third, that the issue is one from which a police department could establish policies to positively impact the future course of the organization.

With that criteria established, informal contacts were made with fellow Command College students and graduates, as well as selected police command and executive level

managers to discuss the potential issues for consideration. Additionally, utilizing brainstorming techniques (Futures Wheel), the *issue question* was identified - "***What Will be the Status of Required Police Chief Capabilities of Mid-Sized Police Agencies by the Year 2002?***" This report explores factors that influence the development of capabilities that will be required by police chiefs to be successful in their *future* leadership role. The *future*, for purposes of this study, refers to the next 10 years, or by the year 2002. To better focus and define the direction of the study, three sub-issues were developed as follows:

1. What impact will a changing work force have on the capabilities needed by a police chief by the year 2002?
2. What impact will the varying perspectives available through continuing education have on the requirements for a police chief by the year 2002?
3. What impact will community involvement have on the management responsiveness of the police chief by the year 2002?

The identification, selection, and development process of desired capabilities for a police chief today are as varied and inconsistent as the results that are produced. The Rodney King incident, and the civil unrest that followed in Los Angeles, has not only gained international notoriety, but also raised questions on the very role of law enforcement in society today. The logical conclusion focuses on law enforcement leadership capability - on the position of *police chief*.

HISTORICAL PERSPECTIVE

Noted police educator, lecturer, and futurist, Dr. William L. Tafoya, FBI Special Agent, has described the historical role of law enforcement and its leadership as maintainers of the status quo.⁵ He goes on to say, ". . . this does not mean that this is what *should be* in the future. Reliance on current practices will not prepare law enforcement for the future."⁶

A scan of the literature on law enforcement leadership capability reveals there has long been recognition of the inadequacies of police executives as they attempt to perform their critical responsibilities. Donald C. Witham cites the following sources from his book, *The American Law Enforcement Chief Executive: A Management Profile*.⁷

First, Raymond Fosdick's classic work *American Policing*, first published in 1920, was critical of the performance of police executives even then, over 70 years ago.

Far more than to any other factor, the irrational development of American police organization is due to inadequate leadership. To the lack of trained and intelligent administrators, obtaining and holding office on favorable conditions, much of the confusion and maladjustment of our police machinery is ascribable.⁸

Second, in 1931, The *Wickersham Commission Reports* were published. August Vollmer was the principal author of its report on police (*Volume #14*). Regarding police executives, Witham notes Vollmer argued that:

The original purposes of the police organizations were difficult enough, but, superimposed upon these difficulties are these modern problems which aggravate the situation and complicate it enormously. All other governmental activities are dwarfed in comparison. . .

Executive capacity of the very highest degree should be demanded and universities should vie with each other in turning out from their institutions men adequately trained to serve their country as efficient police leaders.⁹

Last, Witham states that the need for executive development training for police administrators was "powerfully" addressed by A. C. Germann in his book *Police Executive Development*, which was published in 1962. Germann stated:

The police administrator of today is faced with an ever increasing complexity of responsibilities. Society is making demands upon him unheard of twenty-five years ago - demands of complex technology, of increased services, of more effective operations. If the police administrator is to meet the challenge, he must be prepared by adequate training.¹⁰

Witham concludes with this sobering observation. "Despite the awareness of the complexity of the law enforcement chief executive's position and the awareness of the inadequacies of law enforcement leadership, and furthermore, despite the substantial efforts of the last two decades to upgrade American law enforcement, there has been practically no comprehensive research on this subject."¹¹ While Edmund Burke warned that "you can never plan the future by the past," the past is a barometer of change.¹² Thus far, in law enforcement, that change has been resisted or ignored.

CHANGES IN LAW ENFORCEMENT LEADERSHIP

The phenomenon of change has generated an extensive body of research and study over the years.¹³ As a result, the need for change in the delivery of law enforcement services in America has long been recognized and advocated.¹⁴ Some periods of change are considered more intense than others.¹⁵ The period we are now in is widely accepted as one of those intense times of change.¹⁶ This paradigm also applies to the challenges facing today's police chiefs.

Dr. Tafoya succinctly summarizes the status of the police chiefs' unwillingness to accept the challenges of change in his article on *The Future of Policing*¹⁷:

Even though positive, meaningful innovation is taking place, many police administrators are unwilling to "rock the boat."

. . . a 1983 study revealed that a surprising number of police officers have begun to voice strong objections to the rigid organizational structure and autocratic management styles that typify so much of law enforcement. In effect, the study concluded that "the traditional managerial methods are not serving to motivate officers." One reason for this phenomenon may be traced to a decline of unquestioned obedience to authority. Until about 15 years ago, most police recruits were men who had served in the Armed Forces. These men were accustomed to unquestioned response to command. Today, however, few of the young men and women entering law enforcement have such experience. They often ask questions that are unsettling to traditionalist managers, who often believe that people need to be coerced, controlled, and threatened.

In a 1986, unpublished doctoral dissertation study conducted by Dr. Tafoya, a panel of law enforcement management experts was utilized to discuss the future of law enforcement.¹⁸ At that time, one issue raised dealt with leadership styles and the phenomenon of resistance to change. One participant, a police chief, stated, "The general perception is that things have worked well as they are and that there is no need to change." Another panelist, who is a criminal justice scholar, admitted that "police executives are not risk takers and police departments are getting more, not less, defensive."¹⁹

There exists sufficient evidence today to suggest that the lack of "people skills" in leadership styles at the police chief level is cause for concern. "The good ole days may best serve as memories, not models for future personnel practices."²⁰ Between now and

the turn of the century, police chiefs will be constantly reminded that the organizational and managerial methods of the past - even though enlightened for their time - may no longer work.

"When examining the organizational and leadership philosophy of most police agencies," Jack Enter states, ". . . it is generally recognized that the bureaucratic model and its autocratic leadership style remains the primary choice of many criminal justice managers."²¹ Enter goes on to explain the continued reliance by police agencies on the "traditional theorists'" management philosophies, and why they are no longer effective. He explains, ". . . organizations were almost exclusively white and male, and all organizations, including those in law enforcement, were operating in an environment where change was much less complex and dramatic."²²

These early bureaucratic management models were designed for, what Toffler calls, an industrial-aged America where jobs were labor-intensive, the labor pool was young and seemingly inexhaustible, and employees generally looked and acted the same.²³ As a result, management techniques were based upon compliance with extensive rules and regulations with little, or no, input or participation from employees. The autocratic "my way or the highway" management philosophy found little resistance in the earlier portion of the century. America of the 1990's and beyond, will not be so simple and undiversified.

THE CHANGING WORK FORCE

We often hear law enforcement leaders lamenting the changing work ethic of newer employees. The context of the comments clearly indicates that the changes are negative and foreboding. The traditional values of hard work, loyalty, punctuality, obedience, and subservience seem to be vanishing, they moan. The new employee doesn't even look the same. A bleak future scenario for sure. Or is it?

The fact of the matter is that the work force is, and has been, changing for some time. Today's worker directly reflects the changes occurring in all segments of our society. The unique experience for this generation remains the **speed** at which these changes are occurring. Alvin Toffler coined the phrase, *Future Shock*, to describe, ". . . the shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time."²⁴

The face of America is changing in general, and this is nowhere more evident than in California. A number of sources project the continued emergence of the Hispanic community.²⁵ Due to the State's close proximity to the Mexican border, this seems a logical and natural occurrence. Dr. Leo Estrada describes the distribution of California Hispanics as liberally spread throughout the State's fifty-five counties, with the majority residing in the southern counties.²⁶ This trend does, and will continue to, have direct impact on the department policies and priorities the police chief will be required to implement. Cultural sensitive training, recruitment emphasizing bilingual skills, and providing a working environment tolerant of diversity will be the police chief's responsibility. This requires that the police chief be flexible, sensitive, and view mistakes as just another way of doing something.

The geographic location of California also ensures continued influence by the rising Asian population. Dr. Estrada notes, however, that the significant increase of the Asian population during the 1970's appears to be a short term anomaly.²⁷ The Hispanic immigrant growth will continue to be the dominant factor throughout this decade. The police chief's attitude toward acceptance and encouragement of diversity will determine the organizational values of acceptance. Today's minority will be tomorrow's majority.

The emergence of females in the work place identifies another significant trend impacting law enforcement.²⁸ The high cost of living, in general, coupled with a long-term recession, have resulted in the necessity of the two-income family. With the females' increased exposure in the work place has come the desire to expand beyond the traditional secretarial and clerical roles of the past. Nowhere has this emergence been more dramatic than in the armed services. A NEWSWEEK article dramatically described the changing military philosophy that led to the expanding combat role women played in the Persian Gulf War.²⁹ This changing outlook has given rise to some service women lobbying the military to lift the combat restrictions regarding females. "I can fly that F-15 just as well as any man," and "I volunteered for the Army, not the Girl Scouts,"³⁰ are statements indicative of an attitude that will not be ignored.

Presently, females make up approximately 50 percent of the population, and it is reasonable to assume that this estimate will remain relatively constant in the future.³¹ Police chiefs, whether or not they philosophically embrace this issue, will not be able to neglect one-half of the American population in the future competitive labor market. Additionally, a *business as usual* mentality in the male-dominated work place has resulted in increased sexual harassment lawsuits involving police departments, and the

settlements reached, clearly put today's police chief on notice - sexual discrimination will not be tolerated in the work place.³²

An aging population signals another trend facing law enforcement leaders. America has traditionally been a youth-oriented nation. This tradition, however, is beginning to change. The maturing wage earners, commonly described as the *graying of America*, referring to the aging of the *baby boomers*, comprise the largest segment of today's work force.³³ The maturation of the *baby boomers*, smaller nuclear families, and an extended life expectancy are contributing to that change. The average American is living longer, the general population becoming older, and the percentage of young people appears to be decreasing.³⁴ New rules and incentives will have to be implemented to prevent a significant, potential drain on the work experience base.

Advanced technology, coupled with the legal, social, and political complexities of today's police work, will also demand a better educated worker than in the past. A better educated work force will require a better educated police chief.

POLICE - COMMUNITY PARTNERSHIPS

Since the early inception of the police service, police administrators have actively attempted to find more efficient and effective policing delivery systems. Beginning with the first professional police principles in the early 1800's by England's Sir Robert Peel, the police service has been in a continuing transition to gain increased acceptance as a professional organization while developing an atmosphere conducive to strengthening the police and community partnership. Peel's nine principles are considered as much the "**reason for being**" of policing today as they were in 1829.³⁵ For purposes of this study, particular attention is drawn to principle number seven.

To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen, in the interests of community welfare and existence.³⁶

Police organizations, as previously noted, tend to be highly traditional and resistant to change, and the corresponding police culture slow to adapt. Organizational efforts are frequently focused on maintaining traditional police values which support the existing culture.³⁷ Historically, what evolutions have occurred in policing have been largely

incremental rather than conceptual and rooted in a belief that maintaining police efficiency and professionalism was tied to insulating police personnel from politics and community pressures.³⁸ This has resulted in a trend in police service delivery that minimizes positive police - community interaction in favor of the perception of efficiency. Typically, law enforcement agencies have placed significant emphasis on mobility, improved communication systems and response times that have encouraged this trend - a trend that has prioritized efficiency over effectiveness.

Additionally, population in urban centers has increased, requiring patrol areas to increase in size, and the importance of centralization and specialization has been stressed to meet the increased demand for services. One result of such *improvements* was the gradual isolation of the police department from the public it served. All too often, police contacts with the community are limited to calls for service and responses to criminal incidents. Police work has become incident driven, response-time oriented, reactive, and responsive to the symptoms rather than to the core of the community's problems.

Community Oriented Policing and Problem Solving is based on a philosophy that recognizes the importance of participative management, problem solving, visionary leadership and establishing a partnership between the police and the community to share the responsibility for policing.³⁹ As Chris Braiden notes, "The real test of police leadership in the future will be the ability to arbitrate, mediate, persuade and to generally pull together the disparate priorities of the various interest groups so as to fashion a product that most closely addresses the needs of the entire community."⁴⁰ He goes on to state, "The police leader must also genuinely promote delegation, not only of work, but of autonomy and authority. There is tremendous latent ingenuity throughout the ranks of the police service just waiting for a chance to surface. Regardless of rank, more people must be given a chance to run with the ball."⁴¹

The Community Oriented and Problem Oriented Policing philosophy has increased, albeit slowly, in popularity with police chiefs since the early 1980's. As an example, the much publicized retirement of Chief Daryl Gates from the Los Angeles Police Department and the equally high profile search to replace him, resulted in a common theme emerging nationwide. That theme was a "hue and cry" from communities for more ethnically sensitive and caring police chiefs, ones who would instill police agencies, including the Los Angeles Police Department, with those values. Due to the tremendous publicity the Rodney King incident generated, the stage was set for the

media to explore Community Oriented and Problem Oriented Policing nationwide. With that public awareness process has come public **expectations** of improved community interaction with the police and better "quality of life".

"The real question facing police leaders..." Braiden points out, "...is whether they want to stay with policing as it has developed to be, or return to the original starting point while embracing all of the changes that have taken place in society in the interim. If the decision is to return to Peel's philosophy, then that happens to be called community policing today."⁴²

With the demand on traditional police services beyond the capability of most departments, police chiefs will need to rethink the police role and redefine, within available resources, what services the police can provide. However, remembering Sir Robert Peel's famous passage, ". . . *the police are the public and the public are the police.*", successful police chiefs will seek community input in this process.⁴³

THE STATE OF POLICE EDUCATION

Early police visionaries, like August Vollmer and O. W. Wilson, championed the military model for law enforcement leaders in managing their organizations, coupled with bureaucratization, which they believed to be, ". . . the key to problems of the past and the hallmark of police professionalization."⁴⁴ Tafoya goes on to state,

Certain that familiarity breeds corruption, police administrators went to great lengths to ensure autonomy and impersonal policing. In addition, strict command and control provided stability and consistence of operations. However, many today wonder whether those models of policing have outlasted their usefulness and may, in fact, have led to overbureaucratization.

In particular, the influx of young, socially sophisticated, inquisitive, and usually highly educated men and women into policing suggests a need for reduced bureaucratic hierarchy and less autocratic managerial styles.

The way in which police executives . . . assess the need for change is vitally important. Irresponsible attempts to halt change will produce consequences as destructive as reckless efforts to advance change. As a profession, policing has relied too heavily on experience and not enough on innovation. Divergent new approaches to traditional methods of policing must evolve from educational objectives that are future oriented.⁴⁵

Simply identifying a few of the challenging trends of the foreseeable future should reaffirm the fact it will take educated police chiefs to deal with them.⁴⁶ Dorothy H. Bracey restates this point in her article, *Preparing Police Leaders for the Future*. She notes, "To work successfully in an environment in constant flux calls for the command of a large body of information; the learning skills that make it possible to add to that body continuously and relevantly; the ability to analyze and synthesize, induce and deduce; a copious amount of self-knowledge; and the self-confidence that permits a novel situation to be faced with determination and zest, rather than with the hope that if it is ignored, it will simply go away."⁴⁷

"Historically, research on higher education and the police focused on line officers and the role they fulfilled. Little research has addressed the effect of college study on managerial and command-level personnel."⁴⁸ This observation by Carter and Sapp during the course of their research on, *The State of Police Education: Policy Direction for the 21st Century*, did not deter them from concluding that the skills needed by police executives were significantly different from those required by the line officer.⁴⁹ Bracey concurs in concept and further adds, "Keeping up with technological changes is probably the most exhausting enterprise of the late 20th century; there is no reason to think that things will go more slowly in the 21st."⁵⁰

The Christopher Commission findings following the Rodney King incident, and the Webster Commission findings following the Los Angeles Riots, reaffirm that the system is more than ever before, being held accountable. Bracey notes that this accountability is not just reserved for the police, but, ". . . civil liability against . . . courts, and correctional personnel are being matched proportionately by malpractice suits against members of the legal profession. Processes of accreditation and certification, as well as committees on legal and judicial conduct, are all calling for further and better *education* to protect against charges that decisions were made out of an ignorance that the decision maker had a professional responsibility to remedy."⁵¹

What is the appropriate educational model that will help police chiefs meet that responsibility in a constantly changing world? First and foremost, Bracey states, "...it calls for a solid base on which future learning can be built. It also calls for a regular return to the classroom for additional learning and preparation for new assignments."⁵² Content and format must also be carefully considered. These are also conclusions reached by Carter and Sapp.⁵³

Both Bracey and Carter/Sapp recognize the need of a model for lifelong learning. What forms this model should take are virtually unlimited. Bracey, however, states the critical importance of the training - education relationship as follows:

Certainly the highly desirable emphasis on improving training should not obscure the importance of education; the two should progress side by side and in complement to each other. Training supplies professional knowledge and skills. Education explains underlying assumptions; helps the student to understand the relationships among individual, society, and nature; provides the historical and cultural context for action; and supplies the tools for lifelong learning. *Training alone may have been sufficient for the past; it is not sufficient for the future.*⁵⁴ (emphasis added).

If career-long education and training by the police chief are to contribute all they can to the organization, they cannot be treated by city government as a frill or as a symbol to demonstrate the enlightened and progressive nature of the organization. Employees will judge how much value those at the top of the system place on continuing education when they see how consistently the top executives subject themselves to it. Today's police chief must treat education as a long-term investment as well as a means to short-term goals.

Carter and Sapp's research locates a quote of an observation by D. J. Bell that places police higher education in perspective, ". . . by striking at the essence of the benefits resulting from college:"⁵⁵

The objective of liberal education is *not to teach the individual all they will ever need to know*. It is to provide individuals with habits, ideas, and techniques that will require them to continue to educate themselves. Education is the acquisition of the art of the utilization of knowledge and aims to develop the powers of understanding and judgement. In this respect it is impossible that too many individuals are educated since there cannot be too many individuals with *capabilities to understand and make sound judgements*. (emphasis added).⁵⁶

The increasing complexity of police responsibility brings with it a need for a new generation of police chief. It appears evident that higher education is an important ingredient in the shaping of that new chief. "It must be recognized that contemporary command personnel are not police officers who also command; they are executives in

complex, resource-intensive organizations. They must acquire the knowledge and skills to enable them to cope with their responsibilities."⁵⁷

IMPLICATIONS

The review of the literature, expert interviews, and forecasting data, demonstrates that a number of issues related to improving police leadership in the United States are closely interconnected. Issues such as: 1) policy-making aspects of the police chief in partnership with the community he or she serves, 2) impacts of a changing work force and, 3) necessary characteristics, education, skills, attitudes, and behaviors of the police chief are important factors in efforts to design executive development programs within law enforcement. Although these issues have been thoroughly described in the literature for many years, there has been little apparent impact on the law enforcement community.

The consequences for today's police chiefs' inability to gage or grasp the impacts of social change are both immediate and long term. The number of police chiefs leaving the law enforcement profession under less than desirable conditions can and does shake public confidence in the ability of the police to protect the community.⁵⁸ The most notable example of this is former Police Chief Daryl F. Gates of the Los Angeles Police Department. The aftermath of the Rodney King incident, including the forced retirement of Chief Gates, the Los Angeles riots, and the passage of Charter Amendment F to the L.A. City Charter, raises serious warning signals that community needs cannot be minimized or ignored. However, equally important is the awareness that unmanaged social change can, and does, have long-term negative impacts.

Dr. Tafoya notes that, "The discontinuity of social norms and values, which began more than two decades ago, is still evident today. And, the trend will continue over the next 20 years and beyond."⁵⁹ This serves as warning that the Los Angeles riots will not be an isolated event. "Only by 'puncturing the myths and slaughtering the sacred cows' will we advance the substance of policing. This has not always been easy for law enforcement."⁶⁰

Employees of today and tomorrow will increasingly represent minority, female, or older segments of society. They will be better educated than their earlier twentieth century counterparts. As society and the work place become more diversified, the lack

of flexibility and practicality in an autocratic/nonparticipative style of management has become more apparent. "The private sector has seen the limitations of autocratic/technocratic leadership, but American law enforcement has tenaciously held onto this more traditional management philosophy."⁶¹

In *Megatrends*, Naisbitt notes that the leader of the future must be "...a facilitator, not an order giver."⁶² Jack Enter makes this insightful observation when he states, "The autocratic model of most police managers will not be prepared to take on this facilitative role. As a result, it is unlikely that the more traditional forms of law enforcement management philosophies will remain intact in the future. Perhaps the greatest challenge to American police will not be new forms of crime, but in the ability of the forces to manage their internal issues and procedures."⁶³

CONCLUSIONS AND RECOMMENDATIONS

This study has examined current trends relevant to the issue question - *"What Will be the Status of Required Police Chief Capabilities of Mid-Sized Police Agencies by the Year 2002?"* As the twenty-first century draws near, it is apparent that police chiefs will continue to face complex social problems and increasingly sophisticated criminal behavior. The demands for police service will increase, along with demands for accountability, efficiency, and effectiveness. No police chief can fail to recognize the changes that are taking place in policing today. Among those changes are an increase in the educational level of citizens, and police programs that are based on significantly increased police-citizen interactions.

The increasing complexity of police responsibility brings with it a need to identify and prioritize capabilities that a new generation of police chiefs must possess, if their organizations are to be successful. Essential capabilities that include: the command of a large body of information and the learning skills that make it possible to continuously add to that body; the acceptance of a new role of a *change agent* and *risk taker*, one that is innovative, creative, flexible, and visionary; and the possession of a participative management style that values diversity and the worth of the employee, and maintains a futures orientation.

To focus the direction of the study, three sub-issues were identified. The first, *"What impact will a changing work force have on the capabilities needed for a police chief by the year 2002?"* The study indicates there will be a significant impact on police

chief capabilities required to meet the challenges of a changing work force. An aging work force and increasing numbers of females in the work place, including those at managerial levels, will require greater executive sensitivity and awareness during this transition period. Trends identified today indicate the work force is, and has been, changing for some time. Today's worker is a direct reflection of the changes occurring in all segments of our society. The unique experience of our generation is the speed at which these changes are occurring. Executive career development programs have not kept pace with the accelerated change.

The second, *"What impact will the varying perspectives available through continuing education have on the requirements for a police chief by the year 2002?"* The study again indicates there will be a profound philosophical change in the way police chiefs view educators and the educational process. New information and knowledge are coming at us at such a rate of speed that police chiefs' mental data banks will require constant updating to keep them abreast of trends and events, if they are to provide the leadership and vision the organization requires to be effective. The days of receiving college degrees to mark the culmination of the end of our formal learning process are vanishing. New partnerships between law enforcement leaders and the State's university system need to be explored. A perception of "ivory tower" theorists, out of touch with reality, must yield to mutual respect and understanding of each other's vital role. The future of policing depends on the future of higher education. Higher education will then be the currency police chiefs use to facilitate development of innovative police practices and increased responsiveness to demands for police service.

Today's police chiefs' educational process must not be seen as a destination, but viewed as a lifelong journey. The question for the twenty-first century is not whether college education is needed for police chiefs, but rather how much. Interviews conducted by the researcher with experts in the field indicate a Masters Degree is an appropriate and realistic requirement.⁶⁴

Minimum standards should be established and enforced for the chief executive position of all law enforcement agencies throughout the nation with 75 or more full time employees. "In a number of states, individuals who could not be employed as patrol officers because they had not completed entry or recruit training, could be appointed or elected to the top position of a law enforcement agency."⁶⁵

Lastly, *"What impact will community involvement have on the management style of the police chief by the year 2002?"* In one word - critical. Law Enforcement leaders must reassess the definition of community. The "new" communities are varied politically, economically, and culturally, thus rendering a new perspective to the traditionally-held views of a homogeneous group of citizens. New rules must apply to changing social values. A new partnership with the community in addressing common problems and clearly understood priorities will be mandatory. The police chief's management style must be an open one, free of preconceived attitudes of group behavior, and receptive to his or her having a facilitator role in the community. Greater community awareness has created expectations that have raised consciousness and demanded greater accountability from law enforcement and its leadership.

How community policing is achieved may vary from community to community, even within the neighborhoods that make up communities. It is the police chief's task to create an environment wherein community policing will grow. The key to being accepted by both the community and the department is the possession of good interpersonal skills. Chiefs who can relate well with all segments of the community and members of their agency and who are seen as fair, compassionate, and intelligent, will be successful.

The challenges and opportunities that await the police chief of the future will be as unique and varied as society itself. To rely on past indicators of success alone would be perilous. Development and on-going training for police chiefs must be an organizational priority. A wise man once stated, "The definition of insanity is doing the same things over and over again, expecting different results."

This study has been yet another effort in raising the conscience of the law enforcement community to the critical role of the chief of police. It has posed a number of questions regarding related issues that merit further inquiry beyond the scope possible in this effort. These issues include:

1. What is the exact material to be covered by executive development training programs, the emphasis or focus of the presentations, and the manner of the delivery style of such material?
2. What is the role or mission of law enforcement in the United States? Many authors have suggested that the lack of a standard philosophy of policing is one of the major problems affecting law enforcement today.⁶⁶

3. What is the likelihood of mandated annual recertification of college degrees? Many people do not associate cognitive skills with policing, but administrators with cognitive skills are essential to improve American law enforcement. Administrators capable of conceptualizing alternative policing strategies and policies must be developed.

4. What is the most effective evaluation instrument to determine chief executive effectiveness?

In conclusion, the challenges and pressures affecting American police executives will almost surely grow in future years. Individuals of the highest moral character and with solid intellectual ability will be required to lead law enforcement into the 21st century. Great strides remain to be made in attracting and developing these leaders.

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