



**Charles Sturt University
School of Policing Studies**

2010 Operational Plan

Statement of Context

Charles Sturt University (CSU) is the major provider of police education at tertiary level in Australia. The NSW Police Force (NSWPF) and CSU have formed a unique partnership to design, develop and deliver tertiary courses in Policing. The driving force behind this partnership is the recommendations made by the Wood Royal Commission in 1997, in particular, to broaden the focus of Police professional development to include the involvement of higher education. The Associate Degree in Policing Practice (ADPP) is managed through a contractual arrangement between Charles Sturt University (CSU) and NSW Police Force (NSWPF). The School of Policing Studies (SOPS), located at the NSW Police College, Goulburn, delivers a number of programs providing education to entry-level NSW Police Officers (Associate Degree in Policing Practice (ADPP)) as well as ongoing tertiary education options for confirmed Police Officers, including the Bachelor of Policing (BPol) and Bachelor of Policing Investigations (BPI).

Associate Degree in Policing Practice - ADPP

The School has had a contractual relationship with the NSW Police Force since 1992 when the CDP Constable Development Program commenced. The Diploma of Policing Practice was introduced in 1999. This became the Associate Degree in Policing Practice in 2006. Most recently this contractual arrangement was renewed and awarded to CSU through a successful open tender submission. A new contract was awarded in January 2006 for an initial five year period, with a further five year extension option. This recent renewal is an indication that the School has successfully delivered the specified service whilst managing the contract.

Bachelor Policing - BPol

The Bachelor of Policing course has been developed in close conjunction with police services and law enforcement agencies throughout Australia and selected overseas jurisdictions. It is designed to meet the career needs of serving police officers from all jurisdictions and from other agencies with a law enforcement focus. It aims to prepare graduates who are able to undertake independent critical reflection on policing policy and practice, and apply the results of research in policing to operational practice. It also aims to contribute to the enhancement of professional practice in policing by developing police from a junior operational level to the level of front line managers.

Bachelor Policing Investigations - BPI

The Bachelor of Policing (Investigations) has been developed in close conjunction with experienced police investigators. It is designed to meet the career needs of police officers engaged in the field of investigation and to complement existing in-service investigation programs or their equivalent. It is specifically aimed at operational detectives or investigators and aims to enhance the capabilities of the professional investigator by building upon their existing knowledge of investigative practice and procedure. The course also aims to foster critical reflection upon those ethical, legal and practical issues which impact on criminal investigation.

In Addition

Working with the academic and administration staff at the School in Goulburn, there are CSU staff from other faculties and divisions such as the Educational Designer and Media Development Coordinator, Division of Learning and Teaching Services (DLTS); Student Support Officer, Student Services; Desktop Services Officer, Information Technology Division; Cashier, Finance Division and the Learning Skills Advisers, Student Services Division.

Some areas of the University which are located off-site (ie. in Wagga Wagga, Albury and Bathurst) operate in close conjunction with the School. These include; Student Admissions, Student Administration, Marketing, Planning and Audit, Strategic Finance, Human Resources, Information Technology, Mail Out Services and Library Services.

Closely associated with the School is the Australian Graduate School of Policing (AGSP) in Manly, Canberra, Bathurst and the Centre for Investigative Studies and Crime Reduction (CISCR) in Manly and Canberra. Whilst the SOPS, AGSP and CISCR have separate operational plans, they work closely together at a number of levels including sharing management staff, knowledge, resources, systems and expertise. It is imperative that this Operational Plan is read in conjunction with the Operational Plans of the other areas of the University supporting the School of Policing Studies.

Mission: To provide leading edge education in Policing Best Practice	
Key Objective 1: Support of: <ul style="list-style-type: none"> • the CSU Course Plan • CSU Mission Statement • University Strategy 2007 - 2011 	
Link to Course Plan	Context / planned outcomes
1. Work in collaboration with the NSW Police Force to further enhance recruit education to develop operationally competent police officers.	<p><u>Specific course plan performance objectives:</u></p> <p>Background: CSU and NSWP are leading the profession of policing through their jointly established education partnership. This relationship has fostered the combination of police practitioner skills and academic rigour to create an exceptional standard of police recruit training.</p> <p>Proposed action and outcomes:</p> <ol style="list-style-type: none"> a. Continue to provide innovative delivery of the ADPP via both on campus and distance education modes. b. Ongoing research with, and of the policing profession to enhance the relevance and quality of the ADPP Curriculum. c. Maintain close liaison with field best practice through ongoing liaison and engagement with the Officers and associated stakeholders in the field. d. Fulfil the contractual obligations to the NSW Police Force in such a way as to continue to enhance the relationship.
2. Enhanced enrolments in the Bachelor of Policing, Bachelor of Policing (Investigation) Programs.	<p>Background: Traditionally the Bachelor of Policing and Bachelor of Policing (Investigation) targeted the domestic market. In 2008 this market was extended to the international sphere. The School has promoted the Bachelor of Policing and Bachelor of Policing (Investigation) courses through targeted marketing campaigns which have resulted in a steady increase in enrolments.</p> <p>Proposed action and outcomes: <u>Enhance enrolments for Bachelor of Policing programs:</u> Through marketing, the School will work to increase enrolments in the Bachelor of Policing and Bachelor of Policing (Investigation) programs intrastate, interstate and overseas. This will build upon the existing relationships with Canadian, New Zealand and English Police Forces.</p>

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<p>Cont...Key Objective 1: Support of:</p> <ul style="list-style-type: none"> • the CSU Course Plan • CSU Mission Statement • University Strategy 2007 - 2011 	
<p>Link to Course Plan</p>	<p>Context / planned outcomes</p>
<p>3. Deliver Bachelor of Policing, Bachelor of Policing (Investigation) Programs to ensure that they meet the needs of the policing and law enforcement professions in an international market.</p>	<p>Background: Feedback from students undertaking the Bachelor of Policing programs has indicated that value is given to assessment items containing tasks which students can subsequently integrate within their professional policing practice.</p> <p>Proposed action and outcomes: Whilst all subject materials are constantly reviewed, during 2009/2010 this review will specifically focus on developing content relevant to the growing international market, ensuring all Bachelor of Policing content and delivery meet the needs of professional policing practice. Maintaining academic standards and utilising blended media (such as interact and electronic materials) to enhance the student experience.</p>
<p>4. Develop world renowned higher education in policing and law enforcement.</p>	<p>Background: The School has led the development of a range of learning materials and has extensive expertise in the delivery of the ADPP programme, resulting in the successful contractual relationship with the NSW Police Force. To date the arrangement with the NSW Police is unique, but opportunities exist to extend these arrangements.</p> <p>Proposed action and outcomes: Ascertain interest in and assess the market viability of providing professional development opportunities to Australian and International police and law enforcement services.</p> <p>Develop partnership agreements between SOPS and other police and law enforcement jurisdictions.</p>

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Key Objective 2: Embody the CSU Learning and Teaching Plan	
Link to Learning and Teaching Plan	Context / planned outcomes
1. Promote and recognise best practice in learning and teaching which reflects in the delivery of the policing curriculum.	<p>Background: The School has a strong teaching and learning culture which is reflected in higher than average results in the learning and teaching reviews.</p> <p>Proposed action and outcomes:</p> <ol style="list-style-type: none"> Promote the teaching and learning initiatives implemented in the School through National and International conferences and publications Teaching quality - promote the importance of teaching evaluation for maintaining continuous improvement Recognise individual and group achievements through awards and other channels for acknowledgment Support International exchange visits to promote the sharing of knowledge Provide an educational environment which enhances the teaching and learning cultures of both CSU and NSWSP teaching staff Ensure that the overall focus of all teaching and learning activities facilitates the successful transition from the class room to an operational context via the PBL framework. Create student centred learning which is focussed on the experience of the student learner.
2. Ongoing development of innovative recruit and bachelor education and training programs which create an interactive and effective learning environment	<p>Background: Currently there is a mixture of printed text and on-line delivery of course materials. Recently filmed scenarios were introduced into the ADPP Year 2 Program.</p> <p>Proposed action and outcomes:</p> <ol style="list-style-type: none"> Actively implement the increased prominence and use of on-line delivery, utilising blended media such as CSU Interact tools and scenario based CD's/DVD's. Evaluate the effectiveness of blended media through student feedback, enhanced student performance and increased operational competence.
3. Implement Problem Based Learning in relation to application for the ADPP	<p>Background: The School has recently investigated the option of a Problem Based Learning (PBL) delivery methodology.</p> <p>Proposed action and outcomes:</p> <ol style="list-style-type: none"> Provide both CSU and NSWSP staff with training and skill in the development and delivery of a PBL Curriculum. Both CSU and NSWSP staff to progress the implementation and application of PBL to the ADPP Curriculum.

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Key Objective 3:	
Support of the CSU Research Plan	
Link to Research Plan	Context / planned outcomes
1. To produce research outputs of high quality and impact. Increase research performance in the School by supporting the development of a broad research culture.	<p>Background: The School is promoting a research culture amongst staff and students with a goal of enhancing research outputs in the field of policing and law enforcement.</p> <p>Proposed action and outcomes:</p> <ol style="list-style-type: none"> a. Assist staff in the development of quality research for example, mentoring of SOPS staff by senior academics in both the School and wider CSU community. b. Employ visiting research fellows to provide mentoring for SOPS staff. c. Participate in joint SOPS/ NSW Police research projects. d. Encourage the use of research funding from internal grants such as faculty, university funding schemes; as well as external grants. e. Provide opportunities for academic staff to attend relevant conferences and establish research networks including organising workshops. f. Promote the publication in quality high-impact journals and with leading publishers. g. Encourage international and industry or practice based networks, partnerships and joint research initiatives. h. Adopt the Faculty of Arts Research Objectives.

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Key Objective 4: Support of the Institutional Development Plan	
Link to Institutional Development Plan	Context / planned outcomes
1. Foster domestic and international fellowships and exchanges.	<p>Background: The School has initiated a fellowship with Durham and Ottawa Police in Canada resulting in staff exchanges and collaborative comparative teaching and some initial research components.</p> <p>Proposed action and outcomes: The staff undertaking these fellowships will be encouraged to participate in a planned strategy to maximise the benefits of the fellowship so that all parties benefit from the exchange in research, teaching and policing practice.</p>
2. Effective implementation of contractual agreement between NSW Police Force and CSU	<p>Background: Looking at the overall performance, the contract sets down 65 performance measures including key performance indicators over varying review intervals. Of those, CSU is solely responsible for 19 and jointly responsible for 29 with the NSW Police Force.</p> <p>Proposed action and outcomes: SOPS senior management staff actively contribute to the Contract Agreement Performance Review Committee (CAPRC) and the ADPP Board of Management (BOM) in terms of reporting, attendance and input. To meet performance measures that SOPS is responsible for and to support other divisions of CSU in meeting and where possible exceeding, relevant performance measures</p> <p>a. Review of ADPP evaluation standards, course curriculum and subject materials</p> <p>Background: ADPP evaluation standards, course curriculum and subject materials have been developed with extensive consultation between NSW and CSU.</p> <p>Proposed action and outcomes: The School will continue to jointly review the course curriculum and subject materials as required by the contract and ensure that any variations are accredited through the ADPP Courses Committee and the ADPP Board of Management.</p> <p>Regular updating of relevant materials to be processed in a systematic and timely manner, meeting University academic standards.</p>

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Cont...Key Objective 4: Support of the Institutional Development Plan	
Link to Institutional Development Plan	Context / planned outcomes
3. Efficient operation of the School's administrative functions.	<p>SOPS administration staff liaise with other sections of CSU in relation to all areas of performance as specified in the contract.</p> <p>Background: The nature of the School is such that some student and staff administrative functions are off campus, for example, Student Admissions (Wagga), Student Administration (Albury), and Human Resources (Bathurst and Wagga)</p> <p>Proposed action and outcomes:</p> <ol style="list-style-type: none"> The School Administration Team to work with CSU divisions to manage key performance indicators under the contract with NSW Police. Actively manage the contract with NSWP, including the provision of detailed statistical data, analysis and reporting to the ADPP BOM and CAPRC. Manage the Budget for the ADPP (in addition SOPS, CISCR, AGSP). Provide secretariat services for all ADPP Committees and relevant Faculty Committees. Manage all relevant trimester processes. To implement and manage a methodology of holding relevant student data for the School which will meet the unique needs of the School and NSW Police. SOPS administration staff provide a professional administration service to manage and implement efficient systems to support the operation of the School. Supporting the academic staff to undertake their roles in education delivery. Afford the opportunity for administration staff to develop their knowledge and skills with the outcome of enhancing the operation of the administration team.
4. University Liaison and Support	<p>Background: As previously stated, the School of Policing Studies works in close collaboration with a number of related divisions and areas of the University to meet and deliver key objectives and performance indicators. It is therefore noted that the performance of these divisions/areas of the University greatly impacts on the SOPS ability to meet proposed actions as documented throughout the Operational Plan.</p> <p>Proposed action and outcomes: Regular interaction, communication and support with relevant areas of the University.</p>