*This cadet manual and any other material provided by ACJA must be returned upon request.*

Personal Information

**This cadet manual belongs to:**

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Address:

Cell Phone:

Home phone:

E-Mail Address:

Cadet Captain:

Phone #:

Big Brother/Sister:

Cell/Home Phone:

E-Mail Address:

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| Exam l |  |  |  |  |
| Exam 2 |  |  |  |  |
| Exam 3 |  |  |  |  |

NATIONAL EXECUTIVE BOARD OF ACJA/LAE

(To be completed by the cadet)

http://www.acjalae.org

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| --- | --- | --- | --- | --- | --- |
| National President | National Vice President | National Executive Secretary | Past National President | National Student Representative | Journal Editor |
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| --- | --- | --- | --- | --- | --- |
| Region 1 President | Region 2 President  | Region 3 President | Region 4 President | Region 5 President | Region 6 President  |
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| --- | --- | --- |
| Region One Vice President | Region One Secretary/Treasurer | Region One Student Representative |
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SIGMA PI CHAPTER OFFICERS/CHAIN OF COMMAND *(To be completed by the cadet)*

Advisors:

President:

Vice-President:

Secretary:

Treasurer:

Sergeant At Arms:

Student Senate Representative:

Public Relations Officer:

Historian:

Quartermaster:

Cultural Affairs:

Committee Heads:

Introduction

Welcome to the American Criminal Justice Association-Lambda Alpha Epsilon (ACJA/LAE) Sigma Pi Chapter cadet-pledging program. You are embarking upon what we hope will be a worthwhile and enjoyable experience.

This is your cadet manual and road map for the pledging process completion. Beyond these pages is information that will expand your paradigm of the criminal justice system and ACJA.

The members of Sigma Pi are proud of the reputation, which unity, dedication, enthusiasm, and leadership. We pride ourselves on welding a stronger, more permanent bond of unity than any other Long Beach City College Organization. The members of Sigma Pi Chapter of ACJA/LAE thank you for extending us the honor of seeking membership in our organization. We hope that you will soon be sharing our fraternal brother/sisterhood.

Basic membership requirements

New members of Sigma Pi chapter of ACJA/LAE are selected by the membership based on several factors. Applicants must be members of the Associated Student Body of Long Beach City College, have at least a 2.0 GPA, and currently enrolled at LBCC.

Applicants go through an initial period of pledging consisting of work projects, social activities, memorization of fraternal information, and a series of line-ups similar to police academy inspections. In Addition, current members will observe you for your display of UNITY, DEDICATION, ENTHUSIASM, WILLINGNESS TO WORK, JUDGMENT, and ABILITY TO GET ALONG WITH OTHERS. During the pledging period, cadets are given both a written test and an oral interview on fraternal knowledge. Final acceptance requires sponsorship by three current members and the favorable vote of the majority of the current membership. At the end of the pledging period you will have to complete 10 hours of community service hours.

Medical

Should any Cadet have any medical issues that would empire him/her from any physical training or physical activate, the Cadet must show official documents from a Medical personal. This Cadet will wear a BLUE ribbon at all times.

Objectives of ACJA/LAE

ACJA/LAE is comprised of men and women employed and/or students in the field of criminal justice. This includes some of the following types of law enforcement personnel, attorneys, court officials, probation, parole and corrections officers, forensic technicians, and members of other related professions. The association provides opportunities for them to join together in academic, professional, social and competitive activities.

This association builds personal and business relationships in a family like atmosphere, which allow members to share common professional interests. Its foremost goals are to promote professional integrity, excellence and to encourage higher education in all Administrative of Justice fields.

Purpose of Pledging

Sigma Pi will maintain an outstanding reputation for the careful selection of new members accepted into the chapter through the cadet-pledging program. During the eight (8) weeks of pledging, you will undergo a period of testing which will stretch your inner resources to their limits. Your success as you under goes the pledging process will establish if we will extend an invitation to you in joining our group of fraternal brothers and sisters.

The process is similar to the stress selection and training techniques used by most law enforcement academies. As cadets, your personal qualities of INTEGRITY, HONESTY, LOYALTY, JUDGMENT, and DEDICATION will be closely scrutinized.

As members of this chapter, you will be expected to maintain traditions of SERVICE and HONOR, which will set apart Sigma Pi as a highly respected student organization at Long Beach City College. As a fraternity, we have not, and will not, condone activity, which dishonors the image of Sigma Pi chapter in any way.

Each Sigma Pi member has developed a strong bond of fraternal love toward one another because each one has gone through the experience of pledging. Through pledging, we hope to impart our own sense of unity and loyalty to you. We will understand your feelings of stress and frustration because we also have experienced the same emotions during our own pledging period. Remember that our purpose is not to weaken or break you, but rather to test and strengthen your inner character.

Intentions of Pledging

Promote a sense of unity among the members in your cadet class, so that you learn to Trust and Support one another. Being prospective members, you are expected to organize and work together to accomplish your common goals. Hence, your pledge class will be assigned various group projects outside of pledge nights.

Help you develop a sense of pride for your cadet pledge class.

Promote a strong bond of fraternal love and loyalty between fellow prospective and active fraternity members.

Determine your willingness to accept responsibilities and achieve difficult and sometimes deliberately confusing tasks with a sense of humor.

Challenge your mental, physical, and emotional capabilities to perform at their highest levels.

Allow you to learn of the ideals, goals, and traditions of Sigma Pi.

Permit the members of Sigma Pi to observe your personality traits under stressful and relaxing situations that will decide if we wish to extend an invitation to you to become one of us.

General rules of pledging

Prospective members are referred to as "CADETS" during the entire pledging period.

Cadets will address all actives as "SIR", "MA'AM", "MR.", or "MRS." At the beginning and end of every sentence.

Cadets are expected to attend all scheduled cadet activities. Attendance will be a consideration in determining acceptance into Sigma Pi.

Certain priority activities can excuse attendance at fraternity functions. These include work, school activities, and religious observances, important family activities, medical appointments, etc. However, an excessive number of absences should cause the cadet to consider whether they have sufficient time to devote to membership in an extra curricular club or fraternity.

Cadets MUST inform their Pledge Master/Mistress, Big Brother/Sister, and Cadet Captain in advance of any anticipated absences and the reason.

Cadets MAY NOT SMOKE, DRINK ALCHOHOL, CHEW GUM, or USE PROFANITY in the presence of active members.

Cadets must be respectful to all members of ACJA/LAE and give special courtesy to Chapter, Regional, and National Officers and Advisors.

Cadets MUST NEVER give the impression that they are members of ACJA/LAE.

Cadets are to refrain from publicly criticizing, downgrading or ridiculing members, other cadets, ACJA/LAE, Sigma Pi, Long Beach City College, or any other campus organization.

A Big Brother/Sister will be assigned to every cadet this is the active that will answer questions, be your friend and confidante and offer encouragement. They are to be contacted weekly, between Monday and Wednesday, before the pledge night.

Cadets must wear a blue ribbon and have in their possession their blue box and cadet pledge binder at all times while on campus.

Should you experience any difficulty during the pledging period, make sure to contact the cadet captain and your big Brother/ Sister.

The pledge uniform is to be worn at sanctioned events only, should you choose to go somewhere before or after an event, and you must change out of your pledge uniform.

Special Concerns of Pledging

The following rules are of special concern. Violations are to be immediately reported to the Pledge Master/Mistress AND to the advisors. **Violations will mean TERMINATION of membership!** (Active or Cadet.) Sigma Pi adheres to the Hazing Code of the Associated Student Body (ASB) of Long Beach City College and the State of California.

A copy of this Cadet Manual is on file with and has been approved by the ASB of Long Beach City College. The Dean of Student Affairs is invited to observe any SIGMA PI pledging activities. A cadet will NEVER be required to participate in any act, which is likely to cause, physical injury or which is intended to degrade, humiliate or disgrace a cadet.

Cadets WILL NOT participate in ANY activity that may cause property damage.

There is to be NO violation of any state law or school/club rule during any fraternity activity. This includes motor vehicle laws and minimum drinking age.

Curfew for required cadet activities is 12 O'clock midnight on weeknights (Sunday to Thursday) and 2 AM on Friday and Saturday. Cadets may voluntarily meet and accomplish fraternity business outside of these hours, if they wish.

There will be NO fraternization between actives and cadets. Fraternization means any affectionate relations such as dating; kissing, handholding, meeting alone, sexually oriented activity etc. The purpose of this rule is to protect cadets from feeling pressured into accepting dates or advances in order to be accepted into the fraternity membership.

If a member is dating a potential cadet, BEFORE pledging begins, this relationship MUST be brought to the attention of the Pledge Master/Mistress and the Advisors before the first pledge activity.

ALL MEMBERS are prohibited from using illegal drugs of any kind, anywhere, any time, or remaining present where others are using illegal drugs. This includes drinking under the age of 21.

**Consumption of alcohol before or during a pledge activity is NOT allowed.**

Cadet Class Organization and Unity

At the second line up, a Cadet Captain (CC) will be selected, who will be responsible for directing and supervising all activities of the cadet class. The CC will have authority over all cadets. CC may be removed and replaced at the discretion of the Pledge Master/Mistress.

If necessary, as determined by the Pledge Master/Mistress, the class will be divided into squads, with appointed squad leaders, who will report to the CC. The CC can appoint other class officers as needed.

The cadet class will select class colors, and design a class flag. The class colors will not include the chapter colors of royal blue and white. This must be at least 3x5 feet, no smaller.

The class will prepare and distribute a roster with addresses, phone numbers and class schedules of all Cadets. There should be sufficient copies for all officers and cadets. This should be placed in your cadet notebook.

Cadets will learn to perform basic military formation and marching commands and properly conduct a military inspection formation.

The class must organize themselves for the rapid dissemination of information. Cadet class instructions and information will frequently be provided to just one person, such as the Cadet Captain. This information must then be passed along. If one person gets the information and then fails to share it, they will be penalized. Likewise, if only one person out of the class fails to get the information, then the person not getting the information will be penalized as well as the person responsible for getting the information to him/her.

Cadet Sources of Information

This Cadet Manual.

ACJA/LAE information brochures distributed at orientation meeting.

National and Chapter web sites

National, Regional, and Chapter By-Laws (available from an Advisor or Pledge Master/Mistress).

The ACJA/LAE Sigma Pi bulletin board outside of room T-2314

Important special instructions and information items may be posted there

Daily check the board regularly throughout the day.

NOTE: If you receive conflicting information from different sources, you should verify the information with the Pledge Master/Mistress, and consider that their information is correct.

Membership Fees:

When the cadet is accepted into Sigma Pi, they must pay $36.00 in National Dues and $20.00 in Chapter Dues. The National Dues are renewed yearly and the Chapter Dues are renewed every semester. Several varieties of fraternal attire are available in the chapter colors. Money is paid first then we order the items. (T-Shirts, Polo Shirts, Jackets, Sweatshirts and more).

Membership Benefits

Membership in Sigma Pi Chapter of ACJA/LAE brings both tangible and intangible benefits. Among these benefits are:

Membership card, pin, and certificate.

Eligible for regional and national competitions with awards in many different categories of criminal justice skill and knowledge.

National scholarship competitions of up to $2000.00.

Above all, membership provides opportunities to develop lifetime friendships, important leadership skills, and to feel the satisfaction of personal accomplishment.

New Member Acceptance Procedures

Pledges are expected to participate in a pledge process which will held during the school semester and put on my the current members and officers

The pledge process will consist of multiple tests, physical agility activities and Squad based formations. There will be a Big Brother / Sister that will be there to evaluate and sign off on you at the end of the semester. Acceptance by your big and other members of the club at the end of the pledge process is a mandatory requirement. This along with test scores, overall participation during the pledge process, and consistent volunteering for the club will be taken into consideration for your acceptance into this organization

National and Regional Organization

ACJA/LAE is a national association, with over 3000 members high over 100 chapters, organized in six (6) regions throughout the country, stretching from Spokane, Washington to Florida and from Baltimore, Maryland, to Hawaii. Most chapters are located in colleges and universities, although some are organized independently as professional chapters. Provision is also made for members at-large who cannot affiliate with an organized chapter. Six west coast states and Hawaii form Region One of the association with over 25 chapters. In Southern California, there are chapters at Los Angeles City College, Rio Hondo College, and Irvine Valley College. The national headquarters is located hi Sacramento, California, where a full time Executive Secretary manages the day-today business of the organization. A National President and Vice President are elected at an annual business meeting. Together with the elected Regional Presidents, they form the National Executive Board, which determines national policies of the Association.

Conferences

Two conferences are held annually: a three-day regional conference in the fall and a national conference in the spring. Conferences include educational workshops, business meetings, and social activities. The highlights of each conference are the criminal justice competitions. Students from across the country compete for trophies in criminal law, corrections, investigation, physical agility, firearms, and many other areas of criminal justice knowledge and skill.

BIOGRAPHIES OF SIGMA PI ADVISORS

**MICHAEL BIGGS (Advisor)**

I was born and raised in Long Beach and graduated from Millikan High School.  I was accepted at Long Beach State College and graduated with a Bachelor of Science in Criminology in 1973.  While I was in college I joined the Huntington Beach Police Department and over the course of a 17-year law enforcement career attained the rank of Police Lieutenant.  While I was a police officer I returned to college and earned two Master of Science degrees.  My first graduate degree is from Long Beach State and is in Criminal Justice; the other is in Management and is from Cal Poly Pomona.

After my law enforcement career I joined Chevron Oil's corporate security staff and spent 21 years conducting investigations, assessing security risks and then designing security programs to effectively mitigate these risks and provide a level of safety and security for the company's employees and assets.  This work took me to 16 states here in the U.S. and to the countries of Canada, Mexico, Singapore, England, Colombia, Kazakhstan and the Netherlands.

Over the course of these two varied but complimentary careers I have taught law enforcement and security classes since 1980 at Golden West College, Long Beach State, Cerritos College and Long Beach City College.  I joined the full time teaching staff at LBCC in January 2012.

Sigma Pi is a respected group with a long and commendable history of service to the school and community.  Having the opportunity to act as the club's Advisor is my honor and something I am very proud of.  I wish the best to all who undertake the challenge of joining this fine group.

**JAMES B. SMITH (Advisor)**

I was born in Great Lakes, Illinois, later moving to California when my father received a military transfer. I am a product of the Long Beach Unified School District and graduated from Millikan High School. After graduating from Millikan High School, I attended Long Beach City College and was a member of the baseball team. I received my Associate of Arts degree and transferred to CSULB graduating with a Bachelor of Science degree in Criminal Justice and Master in Public Administration. I decided to continue my education and was accepted into the Doctorate Program in the School of Public Administration at the University of Southern California (USC).

While attending CSULB I joined the Los Angeles County Sheriff’s Department (LASD) by becoming a deputy sheriff. I graduated the USC doctorate program while working for the Los Angeles County District Attorney’s Office Bureau of Investigation where I reached the rank of Lieutenant.

My career as a police officer for almost thirty-five years, (eight years with LASD and twenty-seven years with the Los Angeles County District Attorney’s Office, Bureau of Investigation) has allowed me tremendous opportunity to serve others. Training and development of police officers was my role with both law enforcement agencies and I held the title of Training Manager for the Los Angeles County District Attorney’s Office for many years. This position required me to coordinate hundreds of training programs with local police and sheriff’s department officials including Peace Officer Standards and Training (POST) administrators, in virtually every area of law enforcement. Additional assignments in law enforcement included white-collar crime investigations, Secret Service high-tech crimes investigations, internal affairs, organized crime, environmental crimes, corrections, child abduction and many more.

I have had the opportunity to instruct CSULB students at the graduate and undergraduate levels and have found the undergraduate level to be the most challenging and rewarding. I have been a part time instructor at Long Beach City College for the past twenty-four years. This experience coupled with my training duties in law enforcement and as an instructor with POST, has given me the chance to work effectively with students from diverse backgrounds. I feel one of the most important things a teacher can do in these situations is to help students develop confidence in their own abilities in order to believe that they belong in college and that they can successfully navigate its challenges. I am very proud to be an advisor with Sigma Pi and to be a resource for its membership.

**Eileen Miller (Advisor)**

I was born and reared in Long Beach. I graduated from St. Anthony High School in Long Beach.

I attended and graduated from Long Beach City College with an Associate of Science Degree awarded in Police Science.

I transferred to California State University Long Beach after completing my studies at LBCC. I graduated from CSULB with a Bachelor of Science Degree awarded in Criminology.

While attending CSULB, I began working at Santa Monica Police Department. I was the first female police cadet employed by The Santa Monica Police Department. After completing my studies at CSULB, I began working at Santa Monica College Police Department. I was the first female police officer employed by Santa Monica College Police Department. I worked my way up through the ranks until becoming Chief of Police. According to POST (Police Officer Standards and Training), I was the first female Chief of Police in California.

I retired from SMCPD after thirty four (34) years, the last fourteen (14) as Chief of Police.

For thirteen years, I was a member then President of Los Angeles Westside Rotary Club.

I am a member of law enforcement organizations: California Community Colleges Chiefs of Police, International Association of Chiefs of Police and Long Beach Police Officer Association – honorary member.

I began teaching at LBCC in 2010.

I appreciate the opportunity to be able to share my knowledge and extensive experience as a Chief of Police by educating adults interested in criminal justice careers with the skills and ethics required to serve effectively in the necessary and demanding profession of law enforcement.

I commend and congratulate the members or Sigma Pi for their dedication, care and service to LBCC and the community.

**BEVERLY CURL (Founding advisor)**

I was raised in Texas but attended Junior and Senior High School in Long Beach. I am a graduate of LBCC (with an AA in Administration of Justice) and CSULB (with a BS in Business Administration and an MBA).

I have a legal background, having served as a director of a legal membership organization in Long Beach serving indigent Hispanic families with legal services.

I have taught at LBCC since 1983 and became a full-time instructor and Department Chair in 1988. I teach Administration of Justice and Public Administration courses. I am also a Reserve Police Officer with the Long Beach Police Department.

I am a member of several law enforcement related organizations, including the California Association of Administration of Justice Educators and the Latino Peace Officers Association. However, Sigma Pi is the major source of satisfaction I derive from my position at LBCC. There is a wonderful feeling of achievement when I see the dedication shown by Sigma Pi members. We are establishing a tradition of service to the school and the community.

LAW ENFORCEMENT CODE OF ETHICS

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; developed self-restraint, and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal life and official life. I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duties.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decision. With no compromise for crime and relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before god to my chosen profession Law Enforcement.

LINE-UPS

Line-ups are semi-military formations designed to put cadets under physical, intellectual and emotional pressure. They are similar to the daily inspection conducted by most law enforcement academies.

Line-up uniforms consist of tennis shoes, gray sweat pants and pledge shirt with or without sweatshirt. Identification shields will be worn at line-ups. Pledge books, boxes, and manuals will be brought to line-ups.

Cadets will come to attention in military formations under the command of the squad leaders, and Cadet Captain who are under the direction of the Pledge Master/Mistress.

CLASS SONG

The class song is to be a marching cadence song, to be sung as the class is running or marching. The song is made up by the class, not copied. Like your flag, this is to represent you as a class

CADET BADGE DESIGN

Should be no larger than 4 1/2 by 3 1/2

The front: last name, first initial, class number, Sigma Pi, and ACJA-LAE

The Back must contain a self-motivating quote.

CADET FLAG REQUIREMENTS

This flag is to represent you as a class. Do keep in mind that your flag will be a permanent marker in Sigma Pi history. Take special consideration into the materials you choose to make your flag out of, as you may be carrying your flag in a formation run.

Flag can be any color other then the Sigma Pi colors

The dimensions should be no less then 2ft by 3ft, and no larger than 6ft by 8ft

Must contain all the three symbols of ACJA, and the class number and motto.

Must have a flagstaff no bigger than a 1A in diameter, no taller than 8ft and no shorter then 5ft.

American Criminal Justice Association - Lambda Alpha Epsilon History

Background and Development

During the first three decades of the twentieth century, law enforcement in the western United States was simple and extremely rudimentary by comparison with today's high tech standards. The ability to do a "cop's job" relied heavily on physical brawn to maintain the peace and a degree of political connections to maintain one's job. Ethics and standards varied between states and political subdivisions if, indeed, heed was paid to these virtues.

There was little formalized training of peace officers, and only in the 1920's did any formalized U.S. governmental agencies begin to develop standards which might someday affect local police operations. One of the most significant law enforcement officers in the early development of professional law enforcement in California was August Vollmer. Entering law enforcement by accident in Berkeley (California) in 1905 as "Marshall", Vollmer soon moved to the position of "Chief in a rapidly growing

University community. Utilizing resources of the University's technical and behavioral scientists, he studied the criminal and his modus operandi, means of identifying physical characteristics, and other information. From these studies, he developed advanced methods of detection and apprehension of criminals by scientific and deductive investigative conclusions. Some of the byproducts of several decades of experience were:

A School of "Criminology" at the University of California at Berkeley;

Specialized training and orientation of officers hired to be policemen, with motivation to move on and train others.

Research, experimentation and evaluation of new methods of crime detection and investigation, with results promulgated to other jurisdictions that would accept and utilize them;

The ultimate result was many former Berkeley-trained officers in college instructor positions, state agencies and other positions where "the Gospel according to August Vollmer" could be further spread and inspire others.

By mid-1930's, a small nucleus of resources existed in California which promoted "vocational training" for police. Among these were the State Peace Officers Association and the State Advisory Committee on Peace Officer Training. These groups, in coordination with San Jose State College, obtained partial funding from the State Bureau of Trade and Industrial Training within the Department of Education to conduct a series of two-week summer sessions for selected law enforcement officers. Three such seminars were held in the summer of 1937 at San Jose. The official title was "California Technical Institute for Peace Officer Training".

Notes from the LAE founders identify the motivation of the initial participants:

"While some attended on orders and at the expense of their department, the majority of the men attending the school had demonstrated their sincere interest in training by attending on their own time and at their own expense. As each class terminated, the students realized their mutual interest in law enforcement training and the friendships they had built during the school were incentives to perpetuate their contacts with one another. "

The Establishment of a Professional Fraternity

At one of the 1937 class graduation dinners Frank Gompert, Laboratory expert from the Los Angeles County Sheriff’s Department and an instructor at the school, was selected as temporary chairman of a group of graduates whose mission was to explore the feasibility of establishing a "brotherhood or fraternity" of commonly trained officers who could promulgate the learning they had acquired through their participation in the school. Earl Warren, District Attorney of Alameda County and Chairman of the Advisory Committee of Peace Officer Training (later Governor of California and Chief Justice of the United States Supreme Court), saw the proposed organization as a valuable contribution to peace officers in the state. He provided resources and facilities of his office as well as legal assistance to the study group.

Ten committee meetings were held over the next several months. The Organization Committee included Oscar J. Jahnsen, Lt. of Inspectors, Alameda County District Attorney's Office; Inspector E.A. Steinmeyer, California Highway Patrol; J. M. Ritchie, Deputy Sheriff; Police Sergeants Claude Morelock (Bakersfield) and F.E. Macabee (Hayward); Sherwood Morrill, State Division of Criminal Identification; R.L. Drexel, San Jose State Police School; and Alton Fuller, Coordinator of Oakland Police Training School. A considerable number of graduates contributed to the planning and development of a Constitution and Bylaws.

The initial meeting of the Association was held on December 18.1937 in Hayward. All students and instructors were invited to attend. Minutes of the first meeting show twenty-four persons in attendance, with the first order of business being to adopt the proposed Constitution. Modification was enacted which allowed Charter membership in Alpha Chapter of the Lambda Alpha Epsilon Fraternity open to:

"Graduates and Instructors of the First California Institute for Peace Officers Training during the summer of 1937... who had achieved grades of B or better. "

Officers elected included: Oscar Jahnsen, President; Frank Gompert, EA. Steinmeyer, Walter Hawkinson (Oakland Police Department), Vice-Presidents; F. E. Macabee, Secretary; Guy Skelton, Treasurer; Vincent Spooner. Sergeant at Arms; and five members of an Executive Committee. The initiation fee of $ 10.00 paid dues through July 1939 and could be paid in three monthly installments! Regular meetings were held in the Bay Area following the inaugural meeting.

The first Annual Convention was held in Lodi. California June 13-15.1938 with members present from all over California. In addition, numerous interested law enforcement executives attended, reflecting support and potential for expansion of membership beyond institute graduates. The membership elected Frank Gompert as the second President of Lambda Alpha Epsilon. At the Convention, Lambda Alpha Epsilon Keys and Honorary Memberships were awarded to J. Edgar Hoover, Director, Federal Bureau of Investigation, Washington, D.C.; August Vollmer, Professor of Police Administration, University of California, Berkeley; and Earl Warren, District Attorney of Alameda County and Chairman of the Board of Governors of the State Division of Criminal Investigation, for their contributions to the cause of law enforcement training. Associate membership was also granted to several key local and state police officials. Honorary and Associate memberships furthered the concept of a professionally trained rank-and-file committed to training and mutual cooperation.

With the continuation of the Institute sessions in 1938 and 1939, more students became eligible for active membership in LAE and enthusiasm for membership activities was sustained. The second Annual Convention was held in Oakland August 17 and 18, 1939 with Walter Hawkinson, Oakland Police Inspector, elected as the third President of LAE. During the ensuing year, the Technical Institute for Peace Officer Training was transferred to the Los Angeles (U.C.L.A.) and Berkeley (U.C.B.) campuses of the University of California, and training activities expanded.

At the third Annual Convention, held in Bakersfield September 26 and 27.1940. James Ritchie, Alameda County Deputy Sheriff, was elected fourth President of the Fraternity. A group of members from Los Angeles petitioned to form a new Chapter. On April 25,1941 Beta Chapter was established at Los Angeles with the Mayor, Chief of Police and Sheriff attending the ceremony, again, indicative of the high level of respect and support for the endeavor by public officials and police administrators.

The fourth Annual Convention in Santa Barbara on September 19 and 20.1941 was a milestone in terms of the number of members attending from Alpha and Beta Chapters and interest from a broad sector of law enforcement officials. Many members were in the military or naval service. Robert C. Knight, Assistant Chief of Police, Bakersfield was elected fifth President of "Grand" Chapter. The fifth Annual Meeting was held in Oakland on September 1 and 12,1942 with Sergeant Robert H. Morton, Modesto Police Department, designated as the sixth President of Grand Chapter. A significant number of members were absent due to active duty in the Armed Forces. Travel restrictions, wartime conditions, and emergency conditions limited attendance and participation at the sixth Annual Convention, where all existing officers were re-elected for an additional term.

At the seventh Annual Convention, on September 16.1944, Thomas P. Hunter. Agent U.S. Secret Service (and former police officer. Alameda and Berkeley Police Departments), was elected seventh President of Grand Chapter. Secretary Macabee, who had served since 1937, "retired" to enter private business and was replaced in that capacity by Jesse J. Jackson, Lt. of Inspectors, Oakland Police Department.

After eight years, Lambda Alpha Epsilon found its membership spread throughout the world, on the battlefields of Europe, Asia, Alaska and the South Pacific. In spite of law enforcement being "exempt" from the military draft, the training and expertise of peace officers was essential to the military and adjunct services in time of war. LAE Journals of the 1943-46 era are replete with stories of heroism of its members with messages of hope for the future from the war zones to the home front.

Those who remained at home were planning for the future. Fraternity committees developed curriculum suggestions for subjects to be included at in-service police schools within California departments, and at colleges within the state. Members were striving to uphold and support the stated aims and purposes of Lambda Alpha Epsilon.

Aims and Purposes of Lambda Alpha Epsilon

1. To promote a greater fraternal relationship among graduates of technical and professional police schools.
2. To promote higher standards of educational attainments among peace officers.
3. To promote the institution of courses of police science by recognized colleges and universities.
4. To promote research projects in the field of police science.
5. To promote a better understanding by the public of the aims and deals of peace officer organizations.
6. To promote the selection of properly trained personnel for law enforcement positions.
7. To promote standard modem methods in the field of law enforcement.
8. To promote unity of action among law enforcement agencies.

Those who served at home planned for the future. Changes were inevitable, and the limitation of membership needed to be broadened.

Post- World War II Expansion

With the return of "Veteran" LAE members from the military to their former jobs and the renewed interest in veterans with G.I. benefits seeking employment in law enforcement jobs, the role of LAE changed. Many of the Charter members were Vollmer-trained or influenced persons who were now moving into administrative roles of influence in the field. The emphasis on quality training and new methods of detection were generally accepted standards.

LAE opened its membership to any college graduate who was either employed full-time in a police agency or had completed at least thirty college units in police science or administration with a "B Average" or better. Between 1945 and 1950 subordinate chapters had been established in San Francisco (Delta Chapter), San Jose (Gamma) and Sacramento (Eta), with membership open only to full-time, sworn employees of law enforcement agencies or instructors hi police training courses in state colleges. Annual meetings were held with Grand Chapter functioning hi a coordination and policy-making role between the five subordinate chapters.

Breaking the College and State Barriers, with the establishment in 1950, of a professional School of Criminology at the University of California. Berkeley, the climate was right to expand membership to pre-service persons. The school was the ultimate goal of August Vollmer and the first Dean was Orlando W. Wilson, a former Berkeley police officer who had achieved notoriety as Chief of Police and Military Police Governor in postwar Berlin. Dean Wilson was a member of LAE.

When the petition for a new chapter was received at Grand Chapter, a long discussion ensued as to the feasibility of accepting non-sworn persons into LAE. The granting of the Charter to Epsilon Chapter broke two barriers: Student membership and the admission of "Brother Barbara Feistier". Secretary and Criminology major, the first female member of LAE. The Chapter President was John Warner; -who still maintains active membership as Deputy Director, Federal Drug Enforcement Administration (Retired).

Permanent Grand Chapter Secretary Tom Hunter expressed his hope: "that admission of Epsilon Chapter to 'Lambie Pie' opens the membership to students with 15 or more college units in Criminology, to both men and women, with the hope that membership will commence at the pre-service phase of employment and continue through all levels of police service on to retirement." What Tom Hunter did not envision was the expansion of the School of Criminology into not only Police Science, but also Corrections and Criminalistics. Within five years, Epsilon Chapter had contributed several hundred-student members to various police, probation, parole, prison and specialized state agencies. The enthusiasm of college-trained entrants into the field, inspired by their employed professional "brothers" again renewed the interest of all levels in training in criminal justice, saw a petition received from the University of Indiana. Police Science Department with the establishment of Zeta Chapter, membership was established beyond the State of California. "Provincial" thinking was expanded, thanks to the group affectionately known as "our corresponding chapter".

The establishment of a professional "Women's Chapter" in Sacramento. Eta Chapter declined to break the sex barrier as a "Fraternity" but assisted hi the establishment of Theta Chapter. Membership was opened initially to full-time sworn employees of law enforcement agencies with academic qualifications, or women enrolled in police science programs at Sacramento State College. It was later opened to "support" personnel with all other qualifications.

LAE first became "international" in 1953 when two visiting lecturers at the U.C. School of Criminology participated in Epsilon and Alpha activities over a nine-month period. On return to Britain, Sir Arthur Dixon, H.M. Inspector of Constabulary, and Col. C.E. St. Johnston, Chief Constable, Lancashire Constabulary, not only had LAE membership, but also became the hosts to many American visitors for several years following their sabbaticals.

In 1956, Bill Melnicoe was appointed Assistant Professor at Sacramento State University, Police Science Department. Melnicoe was a former Berkeley officer, graduate of U.C. Berkeley and member of both Alpha and Epsilon Chapters. As Chapter Advisor, he took steps to charter a collegiate chapter at that institution. Iota Chapter became the catalyst for rapid expansion within the State Community Colleges in both California and throughout the country.

At the Annual Meeting on September 15,1956, founding member Tom Hunter (permanent Secretary) ascended to the presidency of Grand Chapter for the second time. With him was the new generation of young professionals, in entry-level jobs in police agencies, corrections and colleges. The old ideas were tempered with broader visions for the future. At the Annual Meeting in 1957, 200 members were challenged by speakers O.W. Wilson (Dean of Criminology) and Richard McGee (Director of Corrections, State of California) to expand the professional organization to encompass all facets of the criminal justice field.

Professor Melnicoe, under the guidance of Tom Hunter, began to systematically plan the expansion of LAE into existing Criminal Justice Programs in California and elsewhere through his association with Criminal Justice Educators' Associations. During this phase, Tri Omega Chapter at Rio Honda College (1963) and Pi Kappa at Cerritos College (1961) gave a base and impetus to college-to-professional movement in Southern California. The recruitment of C. Alex Pantaleoni and Dick McGrath as Faculty Advisors resulted in strong, continuing chapters, which repeated the Epsilon experience of introducing and recruiting many students who proceeded to enhance professional membership upon graduation and entry into law enforcement jobs in Southern California. In 1958, Bill Melnicoe assumed the Presidency of Grand Chapter and worked tirelessly with Secretary Hunter to form a network of chapters in various locations from Florida, Washington, Massachusetts and elsewhere in the U.S.

In 1965, the first formal competitions took place at me Annual Meeting in Oakland. President Gene Luttrell, past member of Epsilon (1954) and Alpha chapters, presided at the first Awards Banquet, with trophies presented for Firearms, Accident Investigation and Crime Scene. Coordinator Melnicoe spoke to future competitions and the desire that, in the future, competition would be at a national level. At the Annual Meeting, new member Hubert Owsley was initiated as a professional member of LAE. Also at that meeting, Past Presidents Lee Meyers (1961), Alex Pantaleoni (1963) Bill Melnicoe (1958-60 and 1967-69) and Tom Hunter (1944-45,1956-58) were present together with future Presidents Dick McGrath (1966) and Hugh Owsley (1969-70) and 1974-75). Strong support was given to future activities by founding fathers and those who passed the torch as the Fraternity grew and developed. This was a pivotal and progressive session from which growth and progress mushroomed, both geographically and in changing directions, which pointed to the present board, nationwide appeal and function.

The objectives and purposes of LAE were discussed and rewritten after many hours of argument and haggling. As stated by President McGrath in his message at the 1967 Annual Meeting:

"Each year LAE continues to grow in the number of chapters and total membership. Each year our expansion has taken us further from our California home base: We are truly a National organization, with nationwide impact on law enforcement education. "

McGrath further affirmed the objective to "promote public understanding of the problems and objectives of the administration of justice" and challenged the membership to view the Fraternity as an unlimited horizon as to the opportunity to contribute to the profession and the communities we serve. During the presidency of Hugh Owsley we saw the formalization of the Regional Concept (1974-75) and the change of the name from LAE to ACJA/LAE to reflect a national rather than "provincial" or local association.

Today's American Criminal Justice Association/Lambda Alpha Epsilon shows in excess of 275 chapters throughout the 50 states, comprising over 4,500 members, including "at-large" membership throughout the world. Truly the ACJA has grown beyond the wildest dreams of the small group of "Founding Father's" who met in Hayward in December of 1937. The world has changed, a profession has emerged and each of us, over the years, by the joining of hands and acts of mutual cooperation and understanding, has helped to forge a better community. LAE has served a valuable purpose over each of the decades of its existence: It is this writer's hope that each future generation will be as successful in their own time as have been those of the past.

Onward and Upward with LAE!

By Eugene V. Luttrell

Past-President

A Quarter Century of Change (The Rest of The Story)

This interpretation of ACJA/LAE history continues where Eugene V. Luttrell closed his excellent recount of LAE's early years. These highlights of the past twenty-five years, or so, are events selected from the official records of the Association and from the author's thirty years of notes, etc. However, two historic "firsts" should be added to the earlier account. To attract more professionals to the LAE conferences, professional seminars were first presented during the October 4th, 5th, and 6th, 1963 Annual Conference of the Grand Chapter in Sacramento, California. Secondly, at the May 1965 Conference in Oakland, California, the "First Annual Law Enforcement Competitions" were organized and directed by Dick McGrath and included: Criminal Law and Procedure, Criminal Investigation, and Traffic Accident Investigation (LAE Journal, April 1965).

Reorganization

Gene Luttrell brought us to the beginning of the reorganization and the new constitution that would change the Professional Law Enforcement Fraternity and its power structure forever. Quite a few forward thinking people (such as Gene Luttrell, Ted Rankin, Dick McGrath, and other LAE leaders - many of which are discussed later) were involved in the deliberations: to reorganize or not - if reorganization, the form it should take.

After years of deliberation, on March 24, 1969, Dr. Ernie Kamm, Chairman of the Reorganization and Development Committee, published a Preliminary Report Dr. Kamm proposed that a permanent National Headquarters be established in Sacramento, California. He outlined the number and type of meetings that seemed appropriate. Division of LAE into nine regions was advocated. The election and terms of officers were also suggested. Voting procedures, organizational structure, and memberships were detailed. The authority for and the details of the transition were additionally described. The outstanding work of this committee provided the nucleus for the birth of the "modern" LAE. (Dr. Kamm was Chairman of the Police Science Department, California State University, Los Angeles.)

To finalize and operationalize the "new" LAE, Hugh Owsley was elected National President March 3,1969. The following members were also elected to this historic Executive Board: Ernie Kamm was elected Vice President, Nell Hutchinson was elected Secretary-Treasurer, Anna Herkomer was elected Assistant Secretary-Treasurer, and Jim Allen was elected Sergeant-at-Arms. Addressing the reorganization, President Owsley's plea was for unity to move ahead and for a divestiture of parochialism. Interim Vice-Presidents were appointed by the Executive Board for the five regions: Region 1, Al Nottingham (soon after replaced by Tom Sutak); Region 2, Ron Rogers; Region 3, Dave Couper; Region 4, Jim Hooker, and Region 5, Jim Merritt.

President Owsley also pushed for a broader concept for our organization -from a law enforcement fraternity to a criminal justice association. This philosophy was formed by the fact that Hugh had been an Oakland, California, police officer and (like Gene Luttrell before him) was a parole officer for the Department of Corrections when elected president of LAE. Hugh's philosophy also caused him to strongly advocate professional ethics and greater cooperation between the professional members and the collegiate, pre-service members.

The evolution of the "new" LAE continued at the 1970 National Conference in Anaheim, California. At the April 11, 1970, Business Meeting, decisions of particular relevance to LAE history were made. Alex Pantaleoni proposed a successful motion that the name be changed to Professional Criminal Justice Fraternity. Dick McGrath successfully argued against a motion to identify members either "professional" or "collegiate." (This idea has been defeated several times in following years.) Alex Pantaleoni also advocated the consolidation of California into one region leaving Texas, Oklahoma, Arizona, and New Mexico as region 2- his motion carried.

In October 1970, President Owsley declared that"... we finally did it. Lambda Alpha Epsilon now has a legitimate set of Bylaws" (LAE Journal, October 15,1970). A Special Annual Grand Chapter Meeting was held on September 26, 1970, in Oakland, California, to finalize the new Bylaws. Importantly, June Schott pointed to recommendations in Robert's Rules that both a constitution and bylaws are not required when an organization is incorporated. A motion passed to combine the Constitution and Bylaws into one document to be called The By-Laws of Lambda Alpha Epsilon. The procedure for voting was also passed after much discussion, where each active chapter will have one vote with one additional vote for each forty members, and that these votes may be represented by proxies for all business of the organization.

Executive Secretary-Treasurer

Very important to the growth of the Association was mat the new Bylaws adopted at this meeting provided for a part-time, paid staff for the National Office in Sacramento, California. On November 1, 1970, the first Executive Secretary-Treasurer, Loretta Brady was hired. The Association continued its phenomenal growth and it became impossible for a part-time person to keep up with the work. Mrs. Brady continued doing an excellent job in this increasingly difficult position for some ten years. Finally in November 1979, the Association was solvent enough to provide for a full-time person to handle this role. Commitments prevented Mrs. Brady from accepting the position. After a careful search, the first full-time Executive Secretary-Treasurer. Karen K. Campbell, was hired. Karen, her husband Fred, and various National Presidents developed the National Office into the professional, computerized National Headquarters it is today.

Continued Development

Convinced that many of his objectives for LAE were accomplished, Hugh Owsley announced at the 1971 National Conference in Reno, Nevada, that he would not run for reelection due to other commitments. At this May 13,1971, meeting Jim Hooker, Region 4 President, was elected the first National President without California ties. Additionally, the regions were realigned and Region 6 was added. President Owsley proudly reported that during his tenure the Association had grown from twenty-five active chapters in fifteen states to some seventy chapters in twenty-five states, with Region 4 growing the fastest with eleven new charters granted and nineteen inquiries received by the National Office.

The first National Conference held away from the California area (there had been one previous conference outside California in Reno, Nevada, in May 1971) was hosted by the then National President, Jim Hooker, and Sigma Delta Rho Chapter in York, Pennsylvania, in April 1973. LAE Name Changes

The name of the organization also experienced changes during this period of time. At the Annual Grand Chapter Business Meeting (April 11, 1970) in Anaheim, California, Alex Pantaleoni moved that the name be changed from Lambda Alpha Epsilon, Professional Law Enforcement Fraternity to Lambda Alpha Epsilon, Professional Criminal Justice Fraternity - the motion passed.

In the February 1973 LAE Journal (page 18). Hugh Owsley proposed that the name be changed to Lambda Alpha Epsilon - American Criminal Justice Association. The name was adopted as the "official" name later in the year. In 1976, the name was reversed to read "American Criminal Justice Association - Lambda Aloha Epsilon." LAE Journal

The evolution of the National Journal is the final issue to be addressed here. The records reveal that various members served as Journal Editors until about 1960. In 1960, Vivian E. Dudgeon, a member of Theta Chapter in Sacramento, California, became Journal Editor and poured her heart and soul into the LAE Journal for over a decade. She typed, published and mailed the, usually, monthly journals during this period, which were significant to the continued growth of LAE. LAE owed this great lady a tremendous debt of gratitude at the time of her death, June 4,1972.

"Smiling" Jack Perry, a Kansas City, Missouri Police officer who had a print shop hi his basement accepted the position as LAE Journal Editor at considerable personal expense in 1973. Smiling Jack wanted the Journal (always a large expense) to at least pay for itself by publishing advertising in each issue. To provide a Journal that would be of interest to advertisers, Editor Perry produced an excellent Journal that was a blend of the traditional news of the Association with pertinent criminal justice information and articles relevant to the members of ACJA/LAE. Hugh Owsley, on several occasions, and Paul Ricks (see particularly, Executive Memorandum, July 25, 1985) were also strong advocates of printing appropriate advertising in the LAE Journal, but the issue has been voted down each time it has been proposed.

In 1976, under National President John P. J. Dussich, the LAE Journal took on a new look. The new Journal became a series of good quality criminological articles, but it carried no news of the Association. Richie Tidwell, the first Editor, and subsequently, Dr. Ira J. Silverman found it very expensive and time consuming to produce such a Journal and - in the opinion of many members - it still did not satisfy the needs of the Association.

A new President, Richard Coughlin, appointed Jim Hooker to be Newsletter Editor in 1981 to share ACJA/LAE news with our membership. In 1982, Jim Hooker was appointed LAE Journal Editor and charged to return the Journal to its mission of informing the membership of relevant news of the Association as well as to publish criminal justice articles of interest to professional and pre-professional members. At the same time, the name was changed back to its historic title, The LAE Journal.

In 1987, Fred Campbell became Editor of the LAE Journal. Fred brought considerable talent and a staff to the publication of the Journal. It is currently an excellent blend of news of the Association, professional criminal justice articles, and high quality papers written by LAE members. Measured by any standards, it is a top quality, professional Journal.

**ACJA –LAE EMBLEM**



Each component of the completed emblem of the American Criminal Justice Association - Lambda Alpha Epsilon has a particular significance for us in the field of criminal justice.

 ΛAE LETTERS

The emblem of the American Criminal Justice Association - Lambda Alpha Epsilon consists of a hexagon upon which is inscribed three Greek letters, Lambda, Alpha and Epsilon; a web, a star and a pair of scales. Each of these figures has a particular significance for us in the field of criminal justice.

The Greek letter "Lambda" is the first letter of the Greek word "Lambano" which means "to detect and apprehend". "Alpha" is the first letter of the Greek word "Anakrinen" meaning "to adjudicate". "Epsilon" is the first letter of the Greek word "Exorthoun" which translated means "to rehabilitate". The three letters taken together are representative of the primary functions of criminal justice systems everywhere; to detect, to adjudicate, to rehabilitate.

THE SCALES

Traditionally, scales are emblematic of justice. As criminal justice agents, we are committed to deal with our respective tasks honestly, truthfully, and without prejudice. The evidence of our skill is the ability to consummate out tasks with the highest degree of professional integrity possible. As criminal justice agents, we are charged to detect, to apprehend, to prosecute, to adjudicate, and to rehabilitate criminal offenders whenever and wherever they come before the system. As members of Lambda Alpha Epsilon, we know that these objectives can best be achieved through the just administration of the art and science of the criminal justice system.



THE STAR

The star is representative of the light of knowledge. The truth of the adage "Knowledge is Power" becomes more apparent each day. Now, more than ever, those of us who are committed to the criminal justice system appreciated that only by acquisition and dissemination of knowledge can be hope to perform an adequate service to our communities. In are oath we have obligated ourselves to be both a teacher and a student of the art and science of criminal justice. Let this star constantly remind us of our dedication to the pursuit of knowledge.

THE WEB

The web symbolizes the great complexity of criminal activity. The edges of this web are anchored to our national boundaries from state to state, and city to city. It accentuates the multitude of agency dedicated to cope with this massive dilemma. The cooperation of each active agency helps eliminate a strand in the web of crime, making it progressively easier to deal with this enormous social problem

PHONETIC ALPHABET

|  |  |  |  |
| --- | --- | --- | --- |
| A | Adam | N | Nora |
| B | Boy | 0 | Ocean |
| C | Charlie | P | Paul |
| D | David | Q | Queen |
| E | Edward | R | Robert |
| F | Frank | S | Sam |
| G | George | T | Tom |
| H | Henry | U | Union |
| I | Ida | V | Victor |
| J | John | W | William |
| K | King | X | X-Ray |
| L | Lincoln | Y | Young |
| M | Mary | Z | Zebra |

**NEW MEMBER SPONSOR SHIP FORM**

In order to be accepted into membership, a cadet must receive the sponsorship of at least three Active members of Sigma Pi.

SPONSORSHIP AGREEMENT

We, The undersigned members of Sigma Pi of ACJA/LAE, having observed the named Cadet under a variety of conditions, are satisfied as to the Cadets Integrity (Honesty, Loyalty, Judgment and Dedication). He/She has demonstrated qualities of Brotherhood, Friendship and Unity and we firmly believe that this Cadet will be a true and faithful member of the ACJAILAE Sigma Pi organization.

We therefore willingly accept responsibility for the actions of the Cadet for one foil semester from the date of their installation and will undertake to instruct, advice, correct and admonish him/her in all matters pertaining to the fraternity.

We therefore are pleased to sponsor the following Cadet and submit his/her name for consideration for foil active membership in Sigma Pi Chapter of ACJA/LAE.

Cadet:

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Sponsors:

1. Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_