CRJ550: Administration and Management of Criminal Justice Organizations

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course links theories of organizational behavior to the management of justice organizations. Students will examine challenges facing criminal justice leaders who manage resources and employees and who are responsible for public safety. Class discussions will expand students’ understanding of what differentiates criminal justice organizations from private and other public organizations.

Course Overview:
In this course, students will expand their knowledge of organizational behavior and link theories to the management of criminal justice organizations of various sizes and purposes and at all levels of government. Students will also study the critical skills and behaviors of successful organizational leaders and will gain understanding of what attributes make criminal organizations, and their leaders, unique as compared to other types of private and public organizations. Students will also apply their understanding through Critical Thinking Assignments.

Course Learning Outcomes:
1. Conceptualize principles of criminal justice administration.
2. Understand the effectiveness of organizational performance in relation to organizational designs and approaches to leadership.
3. Assess legal issues facing criminal justice managers.
4. Examine today’s criminal justice administrative culture.
5. Discuss challenges to leadership skills in addressing the various needs of public safety as well as in aspects of management, including budgeting, workforce diversity, and employee performance.

Participation & Attendance
Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

**Course Materials**

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

**Course Schedule**

**Due Dates**
The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.
- Live Classroom: Although participation is not required, a Live Classroom session will be held during Week 4.

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<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | Chapter 1 in *Police Administration: A Leadership Approach*  
        | Discussion (25 points) |
| 2      | Chapters 2 & 3 in *Police Administration: A Leadership Approach*  
        | Discussion (25 points)  
        Critical Thinking (120 points) |
| 3      | Chapters 4 & 5 in *Police Administration: A Leadership Approach*  
        | Discussion (25 points)  
        Portfolio Project Milestone (20 points toward final project) |
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<tr>
<th>Module</th>
<th>Assignments/Projects</th>
<th>Points</th>
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<tr>
<td>4</td>
<td>- Chapters 6 &amp; 7 in <em>Police Administration: A Leadership Approach</em></td>
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<td>- Discussion (25 points)</td>
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<td>- Live Classroom (0 points)</td>
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<td>5</td>
<td>- Chapters 8, 9, &amp; 10 in <em>Police Administration: A Leadership Approach</em></td>
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<td>- Discussion (25 points)</td>
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<td>- Critical Thinking (120 points)</td>
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<td>6</td>
<td>- Chapters 11 &amp; 12 in <em>Police Administration: A Leadership Approach</em></td>
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<td>- Discussion (25 points)</td>
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<td>- Critical Thinking (90 points)</td>
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<td>7</td>
<td>- Chapters 13 &amp; 14 in <em>Police Administration: A Leadership Approach</em></td>
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<td>- Discussion (25 points)</td>
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<td>8</td>
<td>- Chapter 15 in <em>Police Administration: A Leadership Approach</em></td>
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<td>- Discussion (25 points)</td>
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<td>- Portfolio (350 points)</td>
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Assignment Details

This course includes the following assignments/projects:

Module 1

PORTFOLIO PROJECT REMINDER
The Portfolio Project assignment for this course requires that students write a paper on a topic related to criminal justice administration. Please read the Portfolio Project Description and review the Portfolio Project Rubric in the Module 8 Materials folder. This final project is due at the end of the course, to be submitted through the assignment link by Sunday midnight of Week 8. It is strongly recommended that you work on this project throughout the course and not wait until the proverbial last minute.

Module 2

CRITICAL THINKING ASSIGNMENT (120 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Politics of Loyalty Case Study
Click here to read a case study from the first edition of your textbook. Then write an essay analyzing the following questions:

1. If you had worked in this agency during the time before this saga erupted, would you have strived to demonstrate loyalty to the chief? Why or why not?
2. Do you believe that a community and police agency should allow a police chief to use loyalty as a key management principle if the result is a high level of public safety? Explain your thinking.
3. What steps would you have taken to prevent this situation from happening?

Your paper should be 3-4 pages in length and conform to CSU-Global Guide to Writing and APA Requirements. Support your answers using at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Policy Analyst Report
Suppose you are a policy analyst for your local juvenile court center. The administrative judge of juvenile court hands you the article, “Weapons in Schools and Zero Tolerance Policies,” and asks you to read it. After reading it, she wants you to write a short paper explaining how her senior staff could effectively contribute to the discussion of weapons at school during the next PTA meeting. To bridge the gap between theory and practice, you will want to address several themes:

Elements – What are the elements to this research and how might they apply to your particular department or agency?

Impact – In what way might the elements of the department or agency be affected by the research outlined in this article?

Cost – Not necessarily in specific cost, how might the practices or principles outlined in this article cost your department or agency?

Benefit – How will the practices or principles outlined in this article benefit your department or agency?

Your paper should be 3-4 pages in length, well written, and formatted in conformity with CSU-Global Guide to Writing and APA Requirements. Support your suggestions using at least two credible sources in addition to the textbook or article listed above. The CSU-Global Library is a good place to find these references. You may use your current department or agency as a guide, or you may fictionalize a police department or agency of your choosing.

Module 3

PORTFOLIO PROJECT MILESTONE (20 points toward the final Portfolio Project)
Review the details and requirements for the two options for your Portfolio Project in the Module 8 folder and select the option that you will complete for your project.

In a paragraph or two, summarize the topic that will be the focus of your research and final Portfolio Project. Cite and reference a minimum of three academic sources that will get you started on formulating your ideas and gathering your research. These sources should be formatted and referenced according to CSU-Global Guide to Writing and APA Requirements.

Submit your Portfolio Project topic to your instructor for approval BEFORE the end of this week. Points for this Milestone will be awarded in the submission of the complete project in Module 8.

Module 4

CRITICAL THINKING ASSIGNMENT (120 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Determining Service Quality Case Study

Click here to read a case study from the first edition of your textbook. Then write an essay analyzing the following questions:

1. In distinguishing service quality, Ben employed informal methods of assessment. What methods did he use? Do you think these methods will produce a more accurate assessment of the agency’s service? If so, why might these methods be particularly effective in a smaller agency?
2. Ben’s agency, like others, has formal records of service. What are the agency’s current formal processes? Do you consider them adequate for service-quality assessment? Why or why not?
3. What additional techniques would you advise Ben to use to accurately assess and evaluate the quality of police service to the community, and to improve performance where needed?

Your paper should be 3-4 pages in length and conform to CSU-Global Guide to Writing and APA Requirements. Support your answers using at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Policy Analyst Report

Suppose you are a policy analyst for your justice agency. The supervisor or manager hands you the article “Professional learning in rural practice: A sociomaterial analysis” and asks you to read it. After reading it, he/she wants you to write a short paper explaining how it might apply to your department or agency in language his/her senior staff can understand. To bridge the gap between theory and practice, you will want to address several themes:

Elements – What are the elements to this research and how might they apply to your particular department or agency?

Impact – In what way might the elements of the department or agency be affected by the research outlined in this article?

Cost – Not necessarily in specific cost, how might the practices or principles outlined in this article cost your department or agency?

Benefit – How will the practices or principles outlined in this article benefit your department or agency?
Module 5

CRITICAL THINKING ASSIGNMENT (120 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Evaluating Evan
Click here to read a case study from the first edition of your textbook. Then write an essay analyzing the following questions:

1. After weighing Evan’s positive and negative qualities and performance, would you recommend that your agency retain Evan? Why or why not?
2. If you would recommend retaining Evan, would you offer him any training and/or developmental opportunities to help improve his performance? If so, what types of training or development would you want to provide? How might you take your agency’s budgetary constraints into account during this decision?
3. Given Evan’s strengths and weaknesses, along with your agency’s fiscal constraints, how could Evan best be deployed if the agency retains him? What types of assignments would make the best use of his skills and strengths? What types of assignments would be least appropriate for him?

Your paper should be 3-4 pages in length and conform to CSU-Global Guide to Writing and APA Requirements. Support your answers using at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Policy Analyst Report
Suppose you are a policy analyst for your sheriff’s department. The sheriff hands you the article, “Group consciousness, identity and perceptions of unfair police treatment among Mexican Americans,” and asks you to read it. You are in a border county in Arizona, your sheriff has an election coming up, and he has been pressed on his agency’s treatment of illegal immigrants and Mexican-Americans. He is hoping to change the perception the public has about him and his agency. He wants you to write a short paper explaining how the article might apply to your department or agency in language his senior staff can understand. To bridge the gap between theory and practice, you will want to address several themes:

   Elements – What are the elements to this research and how might they apply to your particular department or agency?

   Impact – In what way might the elements of the department or agency be affected by the research outlined in this article?

   Cost – Not necessarily in specific cost, how might the practices or principles outlined in this article cost your department or agency?

   Benefit – How will the practices or principles outlined in this article benefit your department or agency?

Your paper should be 3-4 pages in length, well written, and formatted in conformity with CSU-Global Guide to Writing and APA Requirements. Support your suggestions using at least two credible sources in addition to the textbook or article listed above. The CSU-Global Library is a good place to find these references. You may use your current department or agency as a guide or you may fictionalize a police department or agency of your choosing.
Module 6

CRITICAL THINKING ASSIGNMENT (90 points)

Career Development Criteria: Lifetime Employability
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Career Effectiveness
As you pursue your career in criminal justice, it is important to develop skills that will positively impact your employability and effectiveness in your career. To facilitate the growth of these skills, reflect on the following questions:

• How would you employ critical thinking to effectively evaluate an officer’s performance using the policies, procedures, and job descriptions developed by the agency? Use the following resources to inform your perspectives on critical thinking:
  o http://www.criticalthinking.org/pages/becoming-a-critic-of-your-thinking/478
• When evaluating an officer’s performance, how would you exhibit professional etiquette both in spoken and written communication? Provide specific examples to illustrate the communication necessary to provide an effective evaluation.
• How would you manage the task of officer evaluations with regard to time, follow-up, and setting goals? How is your leadership style exhibited in how you manage these evaluation tasks? (Provide examples that illustrate strengths and areas for improvement.)

Write your responses to these questions in a 2-3 page paper formatted according to CSU-Global Guide to Writing and APA Requirements.

Option #2: Evaluation Plan
As you pursue your career in criminal justice, it is important to develop skills that will positively impact your employability and effectiveness in your career. To facilitate the growth of these skills, create a plan for conducting officer evaluations that integrate the following skills:

• Utilize critical thinking to effectively evaluate officer performance using the policies, procedures, and job descriptions developed by the agency. Use the following resources to inform your perspectives on critical thinking:
  o http://www.criticalthinking.org/pages/becoming-a-critic-of-your-thinking/478
• Exhibit professional etiquette both in spoken and written communication.
• Effectively manage the task of officer evaluations with regard to time, follow-up, and setting goals.

Your plan should be constructed as an outline that incorporates specific options for multiple scenarios and approaches to officer evaluations. (For tips on how to write an effective outline, visit https://owl.english.purdue.edu/owl/resource/544/1/.) Your outline should be 3-4 pages in length and must be formatted according to CSU-Global Guide to Writing and APA Requirements.

Module 8

PORTFOLIO PROJECT (350 points)
Choose one of the following two Portfolio Project assignments to complete for this course. Do not do both projects. Identify your project choice in the title of your submission.
Option #1: Criminal Justice Administration Problem Analysis Paper

Write a paper analyzing a problem facing today’s criminal justice administrators. Some examples might be use of force (pursuit policies, Tasers, etc.), consent decrees, police oversight, privatizing prisons, eliminating parole, replacing administrative judges with court administrators, etc. Examples of current topics can be found at the Police Executive Research Forum (www.policeforum.org) and related research at http://www.crimesolutions.gov/. For corrections, review the American Corrections Association at http://www.aca.org/. Also, for courts, review the National Association for Court Management at http://www.nacmnet.org/

A central purpose of the project is to analyze, evaluate, and simulate the way a criminal justice manager assesses a problem and proposes a solution.

An introduction must be provided to summarize and define your topic, including a clear statement of the problem or issue of concern. The body of the paper must include summaries of current relevant research from at least six credible sources (which can be found in the CSU-Global Library), a discussion of the implications of proposed solutions for criminal justice organizations, and your evaluation and conclusions regarding recommended methods of managing or addressing the problem—supported by research.

The paper is expected to have content and thoughtful analysis on the topic on a graduate level. Sources should be scholarly materials rather than introductory textbooks or popular writings. You are encouraged to add your own opinions; however, those opinions should be carefully considered, logical, and supported by evidence or outside rationale. Relate your subject to larger (broader) agency issues as found in the readings. Broader issues may include analysis of how the research might yield a different approach to criminal justice, usefulness of various alternatives, different approaches to agency management, etc.

By the end of Week 3, you should secure input and approval from your instructor regarding your topic.

Your paper should be 8-10 pages in length and conform to CSU-Global Guide to Writing and APA Requirements.

Option #2: Criminal Justice Administration Problem Analysis Presentation

Create a PowerPoint presentation analyzing a problem facing today’s criminal justice administrators that is directed to a targeted audience. (For example, to discuss the disciplinary process, your targeted audience would be police administrators and union delegates. To discuss use-of-force issues, your target audience would be defensive tactics instructors and legal advisors.)

Some examples might be use of force (pursuit policies, Tasers, etc.), consent decrees, police oversight, privatizing prisons, eliminating parole, replacing administrative judges with court administrators, etc. Examples of current topics can be found at the Police Executive Research Forum (www.policeforum.org) and related research at http://www.crimesolutions.gov/. For corrections, review the American Corrections Association at http://www.aca.org/. Also, for courts, review the National Association for Court Management at http://www.nacmnet.org/.

A central purpose of the project is to analyze, evaluate, and simulate the way a criminal justice manager assesses a problem and proposes a solution.

An introduction must be provided to summarize and define your topic, including a clear statement of the problem or issue of concern as it relates to your targeted audience. The body of the presentation must include summaries of current relevant research from at least six credible sources (which can be found in the CSU-Global Library), a discussion of the implications of proposed solutions for criminal justice organization, and your evaluation and conclusions regarding recommended methods of managing or addressing the problem—supported by research.

The presentation is expected to have content and thoughtful analysis on the topic on a graduate level. Sources should be scholarly materials rather than introductory textbooks or popular writings. You are encouraged to add your own opinions; however, those opinions should be carefully considered, logical, and supported by evidence or outside rationale. Relate your subject to larger (broader) agency issues as found in the readings. Broader issues
may include analysis of how the research might yield a different approach to criminal justice, usefulness of various alternatives, different approaches to agency management, etc.

By the end of Week 3, you should secure input and approval from your instructor regarding your topic.

Review the design tips at http://www.garrreynolds.com/preso-tips/ to understand the expectations for this presentation. These design tips are well reflected in “The Presentation Secrets of Steve Jobs.” Also review “Quite Possibly the World’s Worst PowerPoint Presentation Ever.” Your presentation should meet the following requirements:

- Be 20-25 slides in length, not including the title or reference slides.
- Utilize headings to organize the content in your work.
- Be formatted to conform to CSU-Global Guide to Writing and APA Requirements with full APA citations for associated in-text/slide citations.
- Include presentation notes or voice narration for your presentations:
  o Presentation notes: Notes must be included for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document. Once your presentation is complete, submit the file(s) to your instructor. [Note: if you submit this assignment as a pdf, the presentation notes are not visible to the instructor.]
  o Voice Narration: Record your presentation with voice narration using screencasting software of your choice—though Knovio is a good, free option. Then plan and practice your presentation before recording. Once your recording is complete, submit the link (URL) to your presentation.

Course Policies

Course Grading

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<th>Grading Scale and Policies</th>
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<tr>
<td>20% Discussion Participation</td>
<td>A</td>
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<tr>
<td>45% Critical Thinking Assignments</td>
<td>A-</td>
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<tr>
<td>35% Final Portfolio Paper</td>
<td>B+</td>
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<td>0% Live Classroom</td>
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In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information
on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

Disability Services Statement
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.