

The University of Texas at Tyler

Criminal Justice Program

CRIJ 5309.060
Seminar in Criminal Justice Administration
Spring 2021
Online



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Office: CAS 136

Office Hours: Tuesdays and Thursdays from 11am-1230pm (and by appointment—in person or via Zoom).

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Course Description:

Using case study as its principal methodology and moving from theoretical propositions to practical considerations, this course examines a range of concepts developed in the management and organization literature as applied in the administration of criminal justice agencies. A criminal justice system perspective is achieved by examining selected issues involving the administration of police departments, prosecutors' and public defenders' offices, jails and prisons, and probation and parole offices. Particular emphasis will be placed on leadership and workplace issues.

Prerequisite:

There are not any specific prerequisite courses listed in the University catalog. However, this is a graduate course and you should have taken courses that familiarize yourself with the criminal justice system in the United States. You are also expected to communicate orally and in writing at a graduate level university student.

Course Overview:

The purpose of this course is to expose you to the complex problems criminal justice agencies confront on a daily basis. You will become familiar with the theoretical concepts and practical applications of the principals that guide effective criminal justice administrators. As a graduate student you should expect significantly more reading and

writing associated with this course than an undergraduate course. Read for content so you understand the major themes of the readings. If you are used to undergraduate multiple choice exams you have become socialized how to absorb a lot of minute details (which you have already forgotten). This course will not have any multiple choice quizzes or exams. The exam will require you to demonstrate your ability to apply the material while providing evidence from criminal justice scholars to support your argument.

Required Books:

Giblin, Matthew J. (2014). *Organization and Management in the Criminal Justice System: A Text/Reader*. Sage Publications. ISBN: 978-1-4522-1992-9

Stojkovic, Stan, Klofas, John, & Kalinich, David. (2010). *The Administration and Management of Criminal Justice Organizations: A Book of Readings* (5th edition). Long Grove, IL: Waveland Press, Inc. ISBN: 978-1-57766-639-4.

O'Hara, Patrick. (2012). *Why Law Enforcement Organizations Fail: Mapping the Organizational Fault Lines in Policing*. Durham, NC: Carolina Academic Press. ISBN: 978-1-59460-911-4.

Recommended Book:

American Psychological Association. (2019). *Publication Manual of the American Psychological Association* (7th edition). Washington, DC: American Psychological Association. ISBN: 978-1-4338-3217-8

Internet Access:

It is imperative you have reliable internet access. If you do not have it at your residence, you will be required to spend time in the Computer Lab. This is important because I will be making important announcements in the course Canvas site and sending you emails. Also, I will post your grades in Canvas so you will have an “at a glance view” of your current standing in the course. Additionally, you will be required to upload assignments using Canvas.

Course Requirements

It is essential students read the selected readings detailed in the Course Schedule section of the syllabus prior to the class session. This course is designed with a seminar format in mind, which will require active participation from everyone. Each student is responsible for all the readings and discussion material as they are an integral component for success on the examinations.

Course Objectives: (At the end of the semester, you will be able to:)

1. Articulate the importance of studying criminal justice organizations from an administrative perspective.
2. Explain the complexity of administering within a criminal justice organizational setting.
3. Discuss organizational theory as it applies to criminal justice organizations.
4. Explain the applicability of motivation leaderships within a criminal justice administrative context.

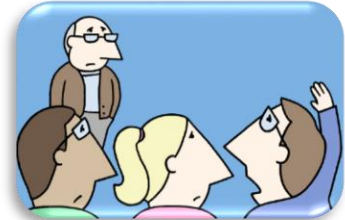
5. Explain the applicability of leadership theories within a criminal justice administrative context.

Attendance Policy:

This is an online course and you are expected to complete all of the assignments. There may be sessions that we will meet in a synchronous mode. You should make every attempt to attend the session as it will complement the other activities in the course.

Class Participation:

You are a graduate student and you are expected to actively participate in this course. You will learn a lot from each other. To maximize the learning environment, it is imperative you read the weekly assignments.



Missed Exams/Late Assignments:

Unfortunately, illnesses, deaths in the family, or other traumatic events are part of life. Such events are unwelcomed and because I understand how difficult these times are, if you contact me within 24 hours of the event **and** provide documentation, I will be happy to give you a make-up exam or extend an assignment deadline. However, you will not be able to get credit for any work you miss during your absence when it is an in-class exercise.

The general rule is I will not accept any late assignments. Please pay particular attention to the due dates for each assignment. All due dates are specified in the course schedule.

Student Expectations:

You may be wondering what is expected of you? I have listed the minimum (basic) items that are in your best interests to adhere to because it will help you be successful in the course:

1. Remain current with the course material.
2. Read all the information in its entirety. A graduate student is expected to read and complete all work on time. The seminar format requires you be prepared, meaning read all the material and participate in the discussions.
3. Organize your time to ensure you do not miss any assessment/assignment deadlines. This is very important because each module builds upon the previous course modules. In other words, your success in the course depends upon your engagement in all the learning activities.
4. Submit all assignments on or before the due date.
5. Send emails in the subject line: CRIJ 5309 (*then list the item that is the subject*)
6. If you need additional clarification, you should be contacting me as soon as practical. Do not wait until the end of the semester to ask for help.

Instructor Expectations:

I believe teaching is a two-way street. Therefore, you should also have expectations of me. Here is what you can expect from me.

1. You should expect me to approachable will any questions and concerns you have—everyone is learning, so ask away and I will be respectful of your question.
2. I will return all of your written work in a timely fashion. The written assignments take time to grade, but I will do my best to have them returned within one week.
3. I will also return any emails I receive from you within 48 hours.

How to Contact Me:

I am very approachable. I am here to help you understand the importance of administering within criminal justice agencies today. Please ask questions in class and be engaged in the discussion. If you have any questions or concerns please contact me at the earliest convenience possible.

Email me with any questions you may have through **my University email** account. My email is rhelfers@uttyler.edu. Or, you may call my office phone at 903-566-7399. If I am not in, please leave a message.

When sending an email, please write in the subject line CRIJ 5309-001 (*then list the item that is the subject of the email*).

Evaluation Procedures:

1. Discussion Boards:	15%
2. Flipgrid (Video Discussions)	10%
3. Quizzes:	10%
4. Written Assignments (short reflections):	25%
5. Semester Paper	25%
6. Final Exam	<u>15%</u>
	100%

Discussion Boards:

There will be several discussion during the semester. Each discussion will require you to think and apply the material you learned in your reading. Each discussion board will require you to make a post that is 300 words or greater. You must also use evidence to support your position (on all postings this means your first (initial) post and all replies to other student posts). This will require you to use the APA documentation style---to be clear, you must incorporate intext citations into **all** your postings and document your references appropriately). You must also engage in a discussion. This means making several replies to other students' posts, along with commenting on any posts to your original posting. **All initial discussion postings are due by 11:59pm each Thursday** and the replies completed by 11:59pm on Sunday.

Flipgrid Discussions:

There will be several flipgrid discussions. These assignments require you to create a video response, no longer than five minutes (you should be using most of the time allotted to you). Each discussion will require you to think and apply the material you learned in your reading. This means your videos must be much more than a regurgitation of the reading material. You must demonstrate your ability to apply the readings. Then you must also respond (by video) to at least two other students' videos. **All initial discussion video postings are due by 11:59pm each Thursday** and the replies completed by 11:59pm on Sunday.

Quizzes:

All quizzes are due by 11:59pm every Tuesday. Watch the module's video lecture and take the quiz. The questions for the quizzes are embedded in each video.

Written Assignments:

There will be several reflection papers throughout the semester. These assignments are designed for you to apply the knowledge you have learned or were responsible for learning. You will be graded on formatting, organization, mechanics (grammar, spelling, and punctuation), quality of your analysis, and academic diction. You will be required to become familiar and use APA formatting for the assignments. (Refer to the assignment that is contained in the weekly folder for the specifics of each assignment). These assignments are also designed to help you improve your writing skills because effective writing is extremely important for the criminal justice student (and professional).

Minimum Assignment Requirements:

1. You must use one-inch margins, Times New Roman with 12 pt font.
2. Double space.
3. Number your pages at the top right of each page.
4. Use APA format.
5. Use headings as this keeps you focused on what you will write about and it also informs the reader what he or she will read. (It is also an APA requirement)
6. **DO NOT PLAGIARIZE.**
7. Cite credible sources to support your argument.
8. Upload in Canvas using a Word document (.doc or .docx).

Generally, when writing an academic paper you will not use the same informal type language you use during your daily conversations. Informal, conversational language, will negatively impact your grade.

Semester Paper:

Your literature review must be on the same topic you submitted and I approved during the work you preformed in regard to Module 1. This is a topic on a contemporary issue facing the management and administration of a criminal justice organization.

The time has arrived and there is no turning back, once your topic is approved. The details for your paper are below:

1. The paper must be aligned with the topic you had pre-approved by me, which was submitted in Module 1.
2. You must use one inch margins, Times New Roman with 12 pt font.
3. Use APA (7th ed.) formatting standards (title page, abstract, keywords, number your pages at the top right of each page, headings, reference page, etc.).
4. Complete the paper in Microsoft Word. **I will not accept any assignment via email.** It must be uploaded in Canvas!
5. A fifteen (15) full page minimum that utilizes at least ten (10) peer-reviewed references. (Your title page, abstract, and reference pages are not included in the minimum page requirement).

DO NOT PLAGIARIZE. If you have a question about how to properly cite a source, please see me.

Examinations:

There will a final examination where you will discuss the course concepts and how they apply to the information contained in the O'Hara book, *Why Law Enforcement Organizations Fail: Mapping the Organizational Fault Lines in Policing*. This will be written as a mini-paper. You must cite material you read throughout the semester into your examination. Format the examination as you would an academic paper.

Missed Exams/Late Assignments:

There are No make-up examinations without written evidence from a medical professional or an extreme family situation.

No late assignments will be accepted. No exceptions!

Grading Scale:

A=90% and above
B=80-89%
C=70-79%
D=60-69%
F=<60%

Library Resource:

Check out the library resource page for assistance with this course and others you are taking within the Social Sciences Department. The resource page can be accessed through <http://libguides.utt Tyler.edu/sociology>.

What is Plagiarism?

Plagiarism is simply using someone else's work and presenting it as your own. You must avoid this at all costs! Your credibility is on the line. Your work product must be your own. If you are borrowing someone else's facts, ideas or



opinions without providing the individual proper credit you are stealing. In the academic world this is referred to as plagiarism and the penalty is severe. If the thought is not your own, you must cite your source to give proper credit. If you are borrowing someone else's words, you must enclose them in quotations as well as citing the source. Plagiarism also includes you borrowing, buying or stealing someone else's work product and presenting it as your own. DO NOT commit intellectual theft because you will compromise your academic future.

Penalties for Plagiarism

Should a faculty member discover that a student has committed plagiarism; the student will receive a grade of 'F' in that course and the matter will be referred to Student Conduct for possible disciplinary action. The faculty member, however, has the right to give freshmen and sophomore students a "zero" for the assignment and to allow them to revise the assignment up to a grade of "F" (50%) if they believe that the student plagiarized out of ignorance or carelessness and not out of an attempt to deceive in order to earn an unmerited grade. This option is not available to juniors, seniors, or graduate students, who cannot reasonably claim ignorance of documentation rules as an excuse.

As for this class, I will simply just give you a final course grade of "F." Fair enough? Let me know if you disagree by the end of the first week of the semester.

Are You Still Unsure about Plagiarism? Here is how the University articulates it.

Statement Regarding Academic Dishonesty

Academic dishonesty is a violation of University policy and professional standards. If compared to a violation of the criminal law, it would be classed as a felony. Academic dishonesty is defined as cheating, plagiarism, or otherwise obtaining grades under false pretenses. The penalty for academic dishonesty in this class will be no less than immediate failure of the course and a permanent student record of the reason therefore. In most cases, a written record of academic dishonesty or an instructor's report of same to an agency investigator during a background check will bar an individual from employment by a criminal justice agency as it is considered indicative of subsequent corrupt acts.

Many students have an inadequate understanding of plagiarism. Any idea or verbiage from another source must be documented. Anytime the exact words from another author are used they must be enclosed with quotation marks and followed by a citation. However quotations should only be used on rare occasions. Student papers should be written in the student's own words; therefore excessive quotations will result in a failing grade.

Make-up Tests: The *University Catalog* does not establish make-ups as a student right. Major tests are forecasted; therefore, no make-up opportunities are contemplated. Opportunities to make-up missed examinations will be provided only for exceptional reasons and must be documented (e.g., hospital records, obituaries). Make-up examinations may be in forms completely different from original examinations and will be scheduled at the convenience of the instructor.

Penalties for Cheating

Should I discover you have cheated on any assessment, you will receive a “zero” for the assessment and not be allowed to make the assignment up. The incident will be reported to the chair of the department and (more importantly) to Student Conduct.

Important Information:

Please refer to the course Canvas site on a frequent basis. You should be referring to the Canvas site prior to each class session because I may post an important announcement. Also, you must check your university email! **I do not tolerate the excuse, “I don’t check my patriots email or Canvas, so I never received the course announcement.”** Checking Canvas and your university email is your responsibility as a student.

Handguns in the Classroom:

The University of Texas at Tyler respects the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>.

Important Covid-19 Information for Classrooms and Laboratories:

Students are required to wear face masks covering their nose and mouth, and follow social distancing guidelines, at all times in public settings (including classrooms and laboratories), as specified by [Procedures for Fall 2020 Return to Normal Operations](#). The UT Tyler community of Patriots views adoption of these practices consistent with its [Honor Code](#) and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff.

Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature will be excused from class and should stay at home and may join the class remotely. Students who have difficulty adhering to the Covid-19 safety policies for health reasons are also encouraged to join the class remotely. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Recording of Class Sessions:

Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.

Tentative Course Schedule: (Week begins on Monday, ends on Sunday)

January 11-17	Introduction to the Course Why Studying Administration is Important Giblin: Section I Assignments: Discussion Board #1 Paper Topic proposal
January 18-24	Organizational Structure Giblin: Section II Stojkovic et al. Selections: 1-3 Assignments: Flipgrid #1
January 25-31	Organizational Theory Giblin: Section III Stojkovic et al. Selection: 18 Assignment: Writing Assignment #1
<i>Census Day: January 25</i>	
February 1-7	Organizational Deviance and Termination Giblin: Section IV Stojkovic et al. Selections: 13, 16, & 17 Assignment: Discussion Board #2
February 8-14	Interagency Collaboration Giblin: Section V Stojkovic et al. Selections: 14 & 20 Assignment: Writing Assignment #2
February 15-21	Unions and Collective Bargaining Giblin: Section VI Assignment: Discussion Board #3
February 22-28	Organizational Socialization Giblin: Section VII Stojkovic et al. Selections: 7, 9, 11 Assignment: Flipgrid #2
March 1-7	Motivation and Job Design Giblin: Section VIII Stojkovic et al. Selections: 8 & 11 Assignment: Discussion Board #4

March 8-13—Spring Break!!

March 15-21 Occupational Stress and Burnout
Giblin: Section IX
Stojkovic et al. Selections: 28
Assignment: Writing Assignment #3

March 22-28 Leadership
Giblin: Section X
Assignment: Flipgrid #3

March 29-April 4 Power in Organizations
Giblin: Section XI
Assignment: Writing Assignment #4

(March 29: last day to withdraw from one or more classes with “W”)

April 5-11 Organizational Change
Giblin; Section XII
Stojkovic et al. Selections: 24 & 25
Assignment: Discussion Board #5

April 12-18 Applying Administrative Knowledge
O’Hara book
Assignment: Semester Paper due April 16

April 19-24 Wrap-up!
O’Hara book
Assignment: Final Exam due April 24

UNIVERSITY POLICIES AND ADDITIONAL INFORMATION THAT MUST APPEAR IN EACH COURSE SYLLABUS

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit

<https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

Revised 05/19 If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

- i. "Cheating" includes, but is not limited to:
 - copying from another student's test paper;
 - using, during a test, materials not authorized by the person giving the test;

- failure to comply with instructions given by the person administering the test;
 - possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed “crib notes”. The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
 - using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
 - collaborating with or seeking aid from another student during a test or other assignment without authority;
 - discussing the contents of an examination with another student who will take the examination;
 - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructor has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
 - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
 - paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
 - falsifying research data, laboratory reports, and/or other academic work offered for credit;
 - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
 - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.
- ii. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.
- iii. iii. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. iv. All written work that is submitted will be subject to review by plagiarism software.

UT Tyler Resources for Students

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)

These policies are also available on the university website, please click the link <https://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf> to confirm the policies are accurate as the university makes changes to the policies periodically. From experience, changes to these policies have occurred without faculty knowledge to ensure this syllabus is updated at the same time as the university makes policy changes. Thus, please verify through the university website. <https://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf>

I RESERVE THE RIGHT TO MODIFY THIS SYLLABUS AT ANY TIME. THEREFORE, YOUR ATTENTION TO THE ANNOUNCEMENTS IN CANVAS ARE CRUCIAL BECAUSE IT WILL ASSIST YOU REMAIN CURRENT ON THE MATERIAL AND KNOW WHEN THE SYLLABUS MAY BE MODIFIED.