

**CJ 602-90-: Agency Administration**  
**Course Syllabus**  
**Spring 2021**

**Instructor:** Kelly Treece, Ph.D.  
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**Office Hours:** By Appointment  
**Class Times:** Online  
**Class Location:** Virtual

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**Course Description:**

Survey of concepts and methods of management as applied to public administration and criminal justice systems agencies.

**Student Learning Outcomes:**

Students completing this course will demonstrate an understanding of and be able to:

1. Describe the management concepts of the criminal justice system.
2. Identify the barriers to communication and the recommended interventions.
3. Identifying sources of employee stress and the associated interventions.
4. Explain how the performance of employees are measured and overcoming rating errors?
5. Explain how the media impacts management of the criminal justice system
6. Describe the different methods of motivating employees who work in the criminal justice system.

**Program Learning Outcomes:**

Upon completion of the M.S. in Criminal Justice Administration, students will be able to:

1. Apply the primary concepts and assumptions of the traditional and contemporary theories of addressing crime.
2. Identify and critique efficient criminal justice standards while recognizing basic rights guaranteed to each individual both by state and federal constitutions and laws.
3. Examine the problems associated with ethical administrative decision-making.
4. Integrate issues of race, ethnicity, gender, age, and social class and identify how they affect the criminal justice system in terms of understanding social causes of crime.

5. Develop and apply research methods as used in the social sciences, with a particular emphasis on the basic skills necessary to conduct (and direct) research in criminal justice agencies.
6. Engage the Marianist tradition of education for service, peace, and justice as it pertains to local and national social justice, injustices, and inequities in the criminal justice field.

### **Reading Materials:**

Stojkovic, S., Kalinich, D., & Klofas, J. (2015). *Criminal Justice Organizations: Administration and Management (6<sup>th</sup> ed.)*. Belmont, CA: Thomson/Wadsworth.

Additional reading/viewing materials will be used in supplement to the text.

### **Course Approach:**

Teaching strategies will emphasize the development of student learning objectives on page one based upon application of knowledge and skills which may include: lecture, active class participation/discussions, written examinations, research assignments, videos for assessment and discussions, and learning activities in the classroom.

### **Course Requirements:**

Students are expected to be present and be prepared for each class session via completion of reading assignments for each class session. Students are expected to be prepared to critically discuss assigned material and participate in all aspects of classroom learning activities.

*Participation* in class discussions and projects are essential for understanding and passing this course. The following student activities are required:

- **Abstract/Critique:** You will complete a reaction paper that contains two parts: a summary of the article and your critique of it. The purpose is to apply knowledge gained, demonstrate understanding of the case objective and provoke thought. The length of your reaction paper varies but is generally completed within three pages and must have a minimum of three (3) sources including the main article. Grades are not based on length but on content.

The abstract/critique is required to be in APA formatting. You are also required to have the following pages: Title page, content (may be numerous pages), and reference page. Abstract/critique is worth 5% of your final grade.

- **Discussion Questions/response:** Each week discussion questions will be posted. You are required to answer the discussion questions in full. This includes supporting your assertions with references. Additionally, you are required to respond to a minimum of two classmates

in each discussion post (or in the case of an IS, the instructor and any other student in the course). You are also required to answer any questions asked of you by your classmates. All original discussion posts are due on Wednesday's with responses due on Saturdays. Discussion and responses are worth 65% of your final grade.

- **Literature Review/Outline:** You will compose a problem statement that details Once your literature review topic choice has been approved you will compose an outline. This outline is in lieu of a paper. It should be designed as if you were actually writing a research paper. This outline will be the foundation of your presentation. The combination of topic choice and the outline is worth 10% of your final grade.
- **Presentation:** The format (i.e., powerpoint/prezi) will be based on your discretion and available resources. You will record yourself giving the presentation using zoom and upload the file(s). Both you and your presentation must be in the video for the viewers. Your grade will reflect: content, organization, and time management. The presentation is worth 20% of your final grade. You will also be automatically assigned to peer review two of your classmates' presentations. You are required to respond in a manner that contributes to the research. This may include insight, questions, etc. A simple “great job” is not sufficient. There must be substance in your response. \*\* Responses are included in the final overall grade of this assignment.

\*\* A rubric is used for grading assignments and discussions and will be provided to you in the announcement section of your Canvas course. It should be noted that the rubric will be used *ONLY* to grade the assignment given. You will not receive rubric credit for turning in a paper that has nothing to do with the assignment. For example: if you are given an assignment on police stress and you turn in a paper on how to change the oil in your car - you will not receive credit for grammar, spelling, etc. You will receive a zero as you did not complete the assignment.

- **QUOTES ARE NOT ALLOWED IN THIS COURSE.** Rather, you should be paraphrasing material that you are using to support your stance. If you feel a quote is necessary to support your argument, you must clear that with the professor prior to submitting.

**PLEASE NOTE THAT THERE IS NO PLANNED EXTRA CREDIT FOR THIS CLASS.**

**Grading System:**

<b>Point Distribution &amp; Scoring System:</b>	<b>% of Final Grade</b>
Abstract/Critiques	5%
Problem Statement/Outline	10%
Literature Review Presentation	20%
Discussions/Responses	65%
	<b>100%</b>

### **Late Policy:**

Late work is subjected to the following percentage deductions. Since all assignments/discussions are open on the first day of class it is recommended that students work ahead if/when possible if they anticipate a late submission. The ONLY exception to this policy is a catastrophic emergency (at my discretion, not the students).

- 1 day = 10% deduction
- 2 days - 20% deduction
- 3 days = 30% deduction
- 4 days = 40% deduction
- 5 or more days = no points awarded

**Unexcused Absences:** Unexcused absences totaling more than 2 will result in lowering of the overall grade by one letter grade. Missing 4 or more will result in lowering of the overall grade by two letter grades.

### **Academic Honesty**

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, essay plagiarism, using unapproved notes/material during quizzes/exams, and assisting others with quizzes/exams.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of the Academic Division and may range from an "F" grade for the work in question to an "F" for the course to suspension or dismissal from the University.

The success of the Honor Code is made possible only with the acceptance and cooperation of every student. Each student is expected to maintain the principles of the Code. Example of Honor Code violations include:

- Giving or receiving information from another student during an examination;
- Using unauthorized sources for answers during an examination;
- Illegally obtained test questions before the test;
- Any and all forms of plagiarism – submit all or part of someone else’s work or ideas as your own;
- The destruction and/or confiscation of school and/or personal property.

A violation is reported either to the professor involved, who will report it to the Dean of Students, or directly to the Dean of Students.

Violations of the Honor Code are serious. They harm other students, your professor, and the integrity of the University. Alleged violations will be referred to the Office of Judicial Affairs. If found guilty of plagiarism, a student might receive a range of penalties, including failure of an assignment, failure of an assignment, and withholding of the final course grade until a paper is turned in on the topic of plagiarism, failure of the course, or suspension from the University.

Violations of Academic Integrity: Violations of the principle include, but are not limited to:

- Cheating: Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise.
- Fabrication and Falsification: Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of inventing or counterfeiting information for use in any academic exercise.
- Multiple Submissions: The submission of substantial portions of the same academic work for credit (including oral reports) more than once without authorization. This includes submitting work from a previous version of this course that the student did not complete/failed.
- Plagiarism: Intentionally or knowingly presenting the work of another as one’s own (i.e., without proper acknowledgment of the source).
- Abuse of Academic Materials: Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource materials.
- Complicity in Academic Dishonesty: Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.
- Plagiarism includes, but is not limited to:
  1. Copying or borrowing liberally from someone else’s work without his/her knowledge or permission; or with his/her knowledge or permission and turning it in as your own work.
  2. Copying of someone else’s exam or paper.
  3. Allowing someone to turn in your work as his or her own.
  4. Not providing adequate references for cited work.
  5. Copying and pasting large quotes or passages without properly citing them.

**A general note on professionalism.**

Students are expected to handle themselves professionally during class. Professionalism includes attending and being prepared for class (e.g., reading the required material), arriving to class on time, and being engaged, active participants in the classroom experience. It is my intent to treat each student as an adult, and as such, require standards of professionalism that are highly consistent with the “real world.”

I intend to discuss controversial criminal justice/social issues in a frank and forthright manner because I believe it is important to do so. As professionals, each student must direct comments or responses to the class and to me in a professional manner.

We must all respect the opinions of one another. I would also request that if you are offended by the comments of a fellow class member or myself that you come to me during office hours to discuss the problem with me personally. In many cases these instances can be used as valuable learning experiences and I will do my best to rectify any problems.

Further, you will address everyone in the classroom in a professional manner. You may address me as Dr. Treece or Professor Treece (Doc or Prof is fine too). You will address each other by their given first name unless they indicate otherwise. Using an individual’s name when responding to one another personalizes the response. Additionally, this is how you communicate in the professional environment and this classroom is a good place to practice communication etiquette.

### **Classroom Etiquette**

**A general note on classroom behavior: Disrespectful, rude, and unprofessional behavior will not be permitted in this classroom. If you present a pattern of problem behavior, you will be removed from the class.**

### **Student Expectations Disability Access**

Chaminade University of Honolulu is committed to providing reasonable accommodations for persons with documented disabilities. Any student who believes that they may need accommodations must first register with the Counseling Center. Registration with the Counseling Center begins the process of determining whether the student meets the requirements for a documented disability in accordance with the Americans with Disabilities Act (ADA), even if accommodations may not be needed for this particular class. The contact information for the Counseling Center is (808) 735-4845, 739-4603, or by email at [counselingcenter@chaminade.edu](mailto:counselingcenter@chaminade.edu). It is important for students to contact the Counseling Center as soon as possible so that accommodations are implemented in a timely fashion and to allow your instructor(s) to plan accordingly. Students will be required to provide written

documentation to the Counseling Center in order for a determination to be made as to whether the requirements for a documented disability under the ADA are met.

Failure to provide written documentation through the Counseling Center will prevent your instructor from making the necessary accommodations. Instructors cannot provide accommodations unless they have been prescribed by the Counseling Center. Once you have received an official notice of accommodations from the Counseling Center, it is also very important to discuss these accommodations directly with your instructor so that they can better support your needs. If you have specific questions regarding your individualized accommodations you may speak directly with your instructor and/or you may contact the Counseling Center.

### **Academic Conduct Policy**

*From the 2018-2019 Undergraduate Academic Catalog (p. 42):*

Any community must have a set of rules and standards of conduct by which it operates. At Chaminade, these standards are outlined so as to reflect both the Catholic, Marianist values of the institution and to honor and respect students as responsible adults. All alleged violations of the community standards are handled through an established student conduct process, outlined in the Student Handbook, and operated within the guidelines set to honor both students' rights and campus values.

Students should conduct themselves in a manner that reflects the ideals of the University. This includes knowing and respecting the intent of rules, regulations, and/or policies presented in the Student Handbook, and realizing that students are subject to the University's jurisdiction from the time of their admission until their enrollment has been formally terminated. Please refer to the Student Handbook for more details. A copy of the Student Handbook is available on the Chaminade website.

For further information, please refer to the Student Handbook.

### **Incomplete Grades:**

The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course and the remaining work can be completed the next semester. Your instructor is the final authority on whether you qualify for an incomplete. Incomplete work must be finished by the end of the subsequent semester or the "I" will automatically be recorded as an "F" on your transcript.

### **Title IX Statement:**

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or

psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

**Religious Observances:** Students are expected to notify their instructor one week in advance if they intend to miss class to observe a holy day of their religious faith.

**Marianist Educational Values**

1. Educate for Formation in Faith
2. Provide an Excellent Education
3. Educate in Family Spirit
4. Educate for Service, Justice, and Peace
5. Educate for Adaptation to Change

*Tentative course schedule, subject to change based on course progression.*

Week	Date (Week Of)	General Topic	Read Chapters
1	4/12	<ul style="list-style-type: none"> <li>● Basic Concepts for Understanding Criminal Justice Organizations</li> <li>● <b>Introduction</b></li> <li>● <b>Closed System v Open System</b></li> </ul>	1
2	4/19	<ul style="list-style-type: none"> <li>● Structure of Criminal Justice Organizations</li> <li>● The Criminal Justice System in Its Environment</li> <li>● <b>Building Partnerships</b></li> </ul>	2 and 3
3	4/26	<ul style="list-style-type: none"> <li>● Problems of Communication</li> <li>● Motivation of Personnel</li> <li>● <b>Communication...</b></li> <li>● <b>Literature Review Topic Choice</b></li> </ul>	4 and 5
4	5/3	<ul style="list-style-type: none"> <li>● Job Design</li> <li>● Leadership</li> <li>● <b>Pick a job, any job</b></li> <li>● <b>I hate you - I love you</b></li> </ul>	6 and 7

5	5/10	<ul style="list-style-type: none"> <li>● Personnel Evaluation and Supervision</li> <li>● Occupational Socialization</li> <li>● <b>Corruption</b></li> </ul>	8 and 9
6	5/17	<ul style="list-style-type: none"> <li>● Power and Political Behavior</li> <li>● Organizational Conflict</li> <li>● <b>Do you know the difference?</b></li> <li>● <b>Abstract/Critique</b></li> </ul>	10 and 11
7	5/24	<ul style="list-style-type: none"> <li>● Decision Making</li> <li>● Organizational Effectiveness</li> <li>● <b>Decisions...</b></li> <li>● <b>Oh, it's a case study</b></li> </ul>	12 and 13
8	5/31	<ul style="list-style-type: none"> <li>● Change and Innovation</li> <li>● <b>It's up to you</b></li> <li>● <b>Outline</b></li> </ul>	14 and 15
9	6/7	<ul style="list-style-type: none"> <li>● Research in Criminal Justice</li> <li>● <b>Presentation of Findings</b></li> </ul>	
10	6/14	<ul style="list-style-type: none"> <li>● <b>Peer Reviews</b></li> </ul>	

NOTE:

It is the discretion of the instructor to follow this schedule strictly or with the autonomy of spending more time on relevant topical areas. The instructor may eliminate discussion/assignments if they so choose. The instructor may not add additional work to the course. Chapters may also be covered out of order if there are extenuating circumstances. Students are responsible for assigned chapters in the text, outside reading assignments, and relevant topics discussed.