Organization & Management of Criminal Justice (CJ 435)  
Fall 2017

Class Period: Monday/Wednesday/Friday  11:00 – 11:50

Instructor: Philip E. Carlan, Ph.D.

Office Hours: Arthell Kelley  
Monday  9:00-10:00; 1:30-2:00  
Wednesday/Friday  9:00-10:00; 1:15-4:30  
And by appointment.

Telephone & Email: 266-4514  •  Philip.Carlan@usm.edu

Teaching Assistant: Michael Broadus [Michael.Broadus@usm.edu]

Kenneth J. Peak (Pearson/Prentice Hall)

General Education Curriculum Statement  
CJ 435 is part of the General Education Curriculum (GEC) of the University. As a consequence, the course fulfills the following GEC Student Learning Outcomes:

1. Students will develop a topic and present ideas through writing in an organized, logical, and coherent form and in a style that is appropriate for the discipline and the situation.
2. Students will use Standard English grammar, punctuation, spelling, and usage.
15. Students will use appropriate strategies to speak effectively in professional, social, or personal contexts.

Course Goals and Objectives  
This course aims to equip students with the tools essential for successful employment in criminal justice organizations. At the conclusion of the course, students will be able to:

1. State the basic principles of management and leadership in criminal justice settings;  
2. Describe methods of personnel recruitment, selection, and retention in criminal justice agencies;  
3. Articulate the basic legal rights of criminal justice employees;  
4. Discuss the civil liabilities and associated challenges facing criminal justice managers;  
5. Identify the social-psychological influences on criminal justice employees;  
6. Outline the organization and management of criminal justice operations; and  
7. Explain the roles and functions of personnel in criminal justice organizations.

Attendance Policy  
Due to the importance of interaction and discussion, it is imperative that each student is physically and mentally present for all class sessions. No more than 6 days may be missed without academic penalty.
Absences totaling 7-9 days will result in a one letter grade reduction. No course credit will be issued (regardless of current standing) upon absences exceeding 10 days (no exceptions). An occasional tardiness will not be penalized but no class attendance will be awarded beyond the first ten minutes.

**Classroom Demeanor Policy**
Students are expected to demonstrate professional behavior during class sessions. The barometer for assessing unprofessional behavior is the reasonable anticipation test, defined as anything for which a student should anticipate as unprofessional. Violation of this policy can result in removal from the class until the department head requests readmission. Specifically, electronic devices must be placed on vibrate at the beginning of each class period unless the instructor authorizes their use. Other examples include (but not limited to): disrespect toward class members, extensive conversation with another student (unless authorized as part of an exercise), disruption of the learning environment (e.g., noise from potato chip bag), leaving classroom without good cause, and gossip.

**Withdrawal Policy**
The last day to add/drop without Academic/Financial Penalty is August 23. After this date, no tuition refund whatsoever will be issued, and all approved drops will result in a grade of W. After October 27, no course withdrawals are permitted (meaning the student will receive an actual grade in the course).

**Grading Scale**
A = 90-100  B = 80-89  C = 70-79  D = 60-69  F = Below 60

**Grading Composition**
Exam 1 35%
Exam 2 35%  Adjusted Time: **Friday, December 1**
Project 1 10%  Administration Interview Report and Classroom Presentation
Project 2 10%  Managerial Conflict Paper and Classroom Panel Interviews  **Wednesday, December 6 (10:45-1:15)**
Project 3 10%  Reflective Essay
Portfolio  No Grade Credit (Must be turned in to receive course credit)

**Project 1**
Create an interview instrument that addresses dimensions covered in the course. Then, administer that instrument to a justice administrator and write a paper that compares and contrasts those views with those from the course. Each student must submit a 1000 word paper summarizing interview findings (double spaced, 12 point font, Times New Roman), and present such to the class (minimum 5 minutes). This project can be completed in teams of two, and in an effort to preserve the valuable time of the justice administrators, all interview requests must receive advance instructor approval to avoid multiple requests of the same person. The date and time of presentation will be negotiated; once established, failure to appear will result in a grade of zero (without justification).

**Project 2**
You are a finalist for the position of Chief of Police for Mississippiville. You are aware of the many problems facing the city and the makeup of its police personnel (see syllabus attachment). Utilizing information covered in this course, write a comprehensive account of the management techniques and
decisions you would incorporate to improve the department’s administrative problems pertaining to EACH and EVERY issue identified. The paper must be no less than 2000 words (double spaced, 12 point font, Times New Roman).

The presentation will occur via responding to class questions in the form of a managerial employment interview. Each panel of four prospective police chiefs will field questions (minimum 5 minutes) from the class and respond using management principles and theories acquired throughout the semester. Each panel member is required to dress as though the interview is REAL. Grading will be based on appropriate clothing attire, professional demeanor, emotional composure, and knowledge when responding to questions and statements.

Under no circumstances will a student be granted course credit without successfully completing the two oral presentations referenced above (Projects 1 and 2).

Project 3
Relying on knowledge acquired from all criminal justice courses, construct a series of ten essays which demonstrate a well-rounded understanding of the significance of contemporary criminal and juvenile justice systems. The paper must contain five sections (Criminological Theory, Legal Theory, Ethics, Juvenile Justice, and Constitutional History); each section must address two topics (no less than 200 words per topic). The overall essay, then, will be no less than 2000 words.

Portfolio
Students are required to submit a portfolio consisting of all work completed in the course (reflective essay, administration interview report, and conflict management paper). The portfolio must be turned in no later than the final regular class meeting (Friday, December 1).

Under no circumstances will a student be granted course credit without submitting a portfolio which comprises at least 5000 words.

An electronic copy of each project (in Microsoft Word) must be sent to the instructor via email (total of three attachments) by the due date noted in the preceding paragraph.

Exam Make-Up Policy
Make every effort to take examinations at scheduled times. In the event of a missed exam, the make-up will be taken (if permitted) at the instructor’s discretion. To qualify for this privilege, the instructor must be notified prior to the exam or, in the case of an unavoidable emergency, as soon thereafter as possible.

ADA Syllabus Statement
If a student has a disability that qualifies under the American with Disabilities Act (ADA) and requires accommodations, he/she should contact the Office for Disability Accommodations (ODA) for information on appropriate policies and procedures. Disabilities covered by ADA may include learning, psychiatric, physical disabilities, or chronic health disorders. Students can contact ODA if they are not certain whether a medical condition/disability qualifies.
Academic Integrity Syllabus Statement
All students at The University of Southern Mississippi are expected to demonstrate the highest levels of academic integrity in all that they do. Forms of academic dishonesty include (but are not limited to):

- Cheating (including copying from others’ work)
- Plagiarism (representing another person’s words or ideas as your own; failure to properly cite the source of your information, argument, or concepts)
- Falsification of documents
- Disclosure of test or other assignment content to another student
- Submission of the same paper or other assignment to more than one class without the explicit approval of all faculty members’ involved
- Unauthorized academic collaboration with others
- Conspiracy to engage in academic misconduct

Engaging in any of these behaviors or supporting others who do so will result in academic penalties and/or other sanctions. If a faculty member determines that a student has violated our Academic Integrity Policy, sanctions ranging from resubmission of work to course failure may occur, including the possibility of receiving a grade of “XF” for the course, which will be on the student’s transcript with the notation “Failure due to academic misconduct.” For more details, please see the University’s Academic Integrity Policy: [https://www.usm.edu/institutional-policies/policy-acaf-pro-012](https://www.usm.edu/institutional-policies/policy-acaf-pro-012) Note that repeated acts of academic misconduct will lead to expulsion from the University.
Congratulations! You are a finalist to be Mississippiville’s new chief of police. This is what you have worked so hard for and now you are close to accomplishing one of your primary career goals. The previous chief resigned under pressure, and the department is in poor shape as a result of ineffective leadership. One reason you are prized candidate as a replacement hire is that you possess a college degree in criminal justice. It is expected that you can turn the department around with your higher education and management training. What are you going to do? In writing your proposal, address specific actions you would take or policies you would create in order to be an effective leader for the department and the citizens of the community. Also, be sure to establish what your respective leadership style and decision-making process would be in these types of situations. Remember, the job and the potential safety of the community depends on your decisions. Good luck!

The City of Mississippiville has been “under attack” by the media for apparent lack of ethics in hiring and promotion decisions, as well as disciplinary matters. Traditionally, the mayor had the majority of power related to these areas, but wielded that power in a preferential manner (leading to a perceived incompetent administrative structure). As a result of many problems produced in that system, the city council is now responsible for those matters – meaning they have the power to fire. Keeping in mind that the mayor still approves budget deviations and must cooperate on decisions for your policies to be effective (and that other administrators in the department were a product of the mayor’s practices), address how you would handle the very delicate balance between the mayor (who did not want you hired), the city council (who do not particularly like the mayor and are hoping he loses the next election), and the media (who has lost all confidence in the competence of the police department).

The following are some of the many continuous problems plaguing the department:
1. It is nearly impossible to recruit and retain female officers because of sexual harassment that permeates the department.
2. College-educated officers rarely consider working for the department because of career stigma associated with employment in such an undisciplined environment.
3. Sick and annual leave are at unbelievably high levels, and most agree it is the byproduct of extracurricular activities (e.g., bar-hopping, parties, moonlighting).
4. Officers routinely exercise speech which harms the department’s reputation.
5. The department routinely fails to recognize and follow federal mandates (such as FMLA, ADA, Age Discrimination, and Pregnancy Discrimination).
6. Only about 30% of the department’s officers live within the municipal limits.

The media has been an outspoken critic; particularly with regard to race relations. The city is 70% Black, yet represents only 10% of sworn officers. As a consequence, White officers feel free to routinely share prejudicial comments about Blacks in the community. Consistent with his ineffective leadership style, the previous chief did nothing to discourage such conduct. As a result, misconduct is now not only out-of-hand but has also led to low morale for Black officers. As you can imagine, Black residents also have lost confidence and trust in the police department. Keeping in mind that officers have constitutional rights to freedom of speech, explain your proposed actions toward this problem.