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Fall 2021

### **CRJ 550-700: Leadership & Management in Criminal Justice syllabus**

Victoria Terranova

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UNIVERSITY OF  
**NORTHERN COLORADO**

College of Humanities & Social Sciences  
Department of Criminology & Criminal Justice

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CRJ 550-700: Leadership & Management in Criminal Justice

CRN#: 14426

Fall 2021

Credits: 3 semester credit hours

Meeting Time: Mondays 6:00 pm – 8:50 pm or by  
appointment (available in-person or virtually)

Location: Loveland Center – Monarch Room

Phone: 970-351-2382

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Professor: Victoria Terranova, Ph.D.

Email: [victoria.terranova@unco.edu](mailto:victoria.terranova@unco.edu)

Office Location: Candelaria 2249C

Office Hours: Mondays 1-3p

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Course description:

Explores the spectrum of criminal justice administration: law enforcement, corrections, and the courts. Topics include leadership and diversity, financial administration, employee supervision and discipline, civil liabilities, labor relations, professional ethics, and emerging technologies

Required reading:

This course includes Open Educational Resources (OER) and other public and free material. OER are materials for teaching and learning that are either available in the public domain or have been released from license allowing free access. All required reading materials will be available on Canvas.

Course objectives:

The course objectives include the following:

1. Students will understand and critically assess leadership and organizational theories both conceptually and in their application.
2. Students will demonstrate understanding of core leadership concepts including: financial, ethical and technological components of criminal justice organizations and administration, leadership, management, and burnout of criminal justice practitioners.

3. Students will demonstrate understanding of core leadership concepts in diversity from an empirical and applied (“real-life”) perspective.
4. Students will learn about criminal justice administration in law enforcement, courts, and corrections.

**Meeting Course Objectives:**

Students will meet course objectives by completing course assignments including:

1. Leading a class discussion about an empirical article about leadership.
2. Construct and conduct an interview with a leader in criminal justice. Lead a class discussion and report the major takeaways from the interview.
3. Complete an open-book mid-term and final exam about core leadership concepts.
4. Demonstrate in-depth understanding of leadership concepts through participating in in-class discussions.

**Grades:**

Article Discussion:

Discussion lead- 100

Leadership interviews

Group interview protocol assignment - 50

Group interview class discussion - 50

Group interview final report - 100

Exams:

Mid-term- 100

Final- 100

Participation:

Participation in class discussion- 100

**Total points for course: 600**

**Grades are assigned as follows:**

Letter grade	% of Total Points
A	93 – 100%
A-	90 – 92%
B+	88 – 89%
B	83 – 87%
B- (failing)	80 – 82%

Note: B- or lower is considered failing and must be repeated for credit.

## Course Policies:

### **Communication:**

Email is the best method to contact me. Please allow 24 hours for my response.

### **Attendance:**

Attendance will not be taken but will be necessary to successfully complete the course. The material reviewed for every scheduled class is important for achieving the course objectives. It is in the best interest of your learning and getting the full value of the course to attend all scheduled classes.

### **Classroom expectations:**

Students are expected to conduct themselves in a professional manner during class. Students are also expected to be respectful of the opinions of their classmates. Cellphone use is prohibited during class unless approved by the instructor prior to class. Any students that engage in behavior that disrupts the classroom learning environment will be asked to leave. **Refusal to comply with any UNCO safety mandates will result in removal from class.**

### **Make-up policy:**

Make-up work will only be permitted in the circumstance of an excused absence. Absences can be excused for 1) illness resulting in hospitalization or a doctor's visit, 2) participation in a UNC organization event, or 3) observance of an official holiday for your religion/faith. Documentation must be provided verifying the absence. Any make-up work or test permitted must be completed and submitted within 7 days of the original assignment or test.

### **Academic integrity, cheating, and plagiarism:**

You are expected to practice academic honesty in every aspect of this course. Students who engage in academic misconduct are subject to grading consequences with regard to this course and/or university disciplinary procedures through the Office of Community Standards and Conflict Resolution.

These core values foster an atmosphere – in the classroom and on campus – which provides the foundation for UNC community members' academic, professional, and personal growth. Given the importance of these values to our community, academic dishonesty, plagiarism, and all other forms of cheating will not be accepted. As a student, you are responsible for knowing what cheating and plagiarism are and for avoiding them. If you are caught cheating you will receive an F for the course and formal processing may be pursued. See the CRJ student integrity policy for further detail.

See department specific academic integrity policy: <http://www.unco.edu/hss/criminology-criminal-justice/pdf/crj-student-integrity-policy.pdf>

## **Disability Resources**

It is the policy and practice of the University of Northern Colorado to create inclusive learning environments. If there are aspects of the instruction or design of this course that present barriers to students' inclusion or to accurate assessments of students' achievements (e.g. time-limited exams, inaccessible web content, use of videos without captions), students should communicate about these aspects with their instructor(s) and contact Disability Resource Center (DRC) to request accommodations.

Office: (970) 351-2289, Michener Library L-80.

Students can learn more here: [www.unco.edu/disability-resource-center](http://www.unco.edu/disability-resource-center)

## **Food Insecurity and Basic Needs**

Knowing that food insecurity is experienced at higher rates among college students, UNC offers assistance to students facing food insecurity through an on-campus food pantry. The Bear Pantry is located in University Center 2166A and is open for regular hours throughout the semester. Please visit [www.unco.edu/bear-pantry](http://www.unco.edu/bear-pantry) for more information. Students who face challenges (i.e., emotional distress, grief and loss, academic concerns, basic needs insecurity, navigating university processes) and believe this may affect their academic performance may contact Student Outreach and Support (SOS), which is part of the Dean of Students Office. SOS will help connect students with appropriate referrals based upon their needs. The Dean of Students Office can be reached at [dos@unco.edu](mailto:dos@unco.edu) or via phone at 970-351-2001.

## **Title IX**

The University of Northern Colorado is committed to providing a safe learning environment for all students that is free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. Students who have experienced (or who know someone who has experienced) any of these incidents should know that they are not alone. UNC has staff members trained to support students to navigate campus life, to access health and counseling services, to provide academic and housing accommodations, to help with legal protective orders, and more.

Please be aware all UNC instructors and most staff members are required to report their awareness of sexual violence to the Office of Institutional Equity and Compliance (OIEC). This means that if students tell an instructor about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, the instructor must share that information with the Title IX Coordinator, Larry Loften. Larry or a trained staff member in OIEC will contact the reporting students to let them know about accommodations and support services at UNC as well as their options to pursue a process to hold accountable the person who caused the harm to them. Students who have experienced these situations are not required to speak with OIEC staff regarding the incident. Students' participation in OIEC processes are entirely voluntary.

If students do not want the Title IX Coordinator notified, instead of disclosing this information to the instructor, students can speak confidentially with the following people on campus and in the community. They can connect you with support services and help explore options now, or in the future.

UNC's Assault Survivors Advocacy Program (ASAP): 24 Hr. Hotline 970-351-4040 or <http://www.unco.edu/asap>

UNC Counseling Center: 970-351-2496 or <http://www.unco.edu/counseling>

UNC Psychological Services: 970-351-1645 or [http://www.unco.edu/cebs/psych\\_clinic](http://www.unco.edu/cebs/psych_clinic)

Students who are survivors, who are concerned about someone who is a survivor, or who would like to learn more about sexual misconduct or report an incident, can visit [www.unco.edu/sexual-misconduct](http://www.unco.edu/sexual-misconduct). Students may also contact OIEC at 970-351-4899 or email [titleix@unco.edu](mailto:titleix@unco.edu).

### **Equity and Inclusion Statement**

The University of Northern Colorado (UNC) embraces the diversity of students, faculty, and staff. UNC honors the inherent dignity of each individual, and welcomes their unique perspectives, behaviors, and world views. People of all races, religions, national origins, sexual orientations, ethnicities, genders and gender identities, cognitive, physical, and behavioral abilities, socioeconomic backgrounds, regions, immigrant statuses, military or veteran statuses, sizes and/or shapes are strongly encouraged to share their rich array of perspectives and experiences. Course content and campus discussions will heighten your awareness of others' individual and intersecting identities. For information or resources, contact the Division of Diversity, Equity and Inclusion, at 970-351-1944. If students want to report an incident related to identity-based discrimination/harassment, please visit [www.unco.edu/institutional-equity-compliance](http://www.unco.edu/institutional-equity-compliance).

## Course assignments:

### **Discussion lead:**

Students will lead the class discussion for one article from the assigned reading list. Students can sign-up for their discussion lead article on Canvas under the “Discussion Lead Article Sign-up” link by **8/30 @ midnight**. Anyone who is not signed up by then will be randomly assigned an article. Students must be present on the day of their selected discussion lead. Discussion lead details are provided on the assignment summary sheet.

### **Leadership interview assignments (200 points total):**

Students will break out into groups to complete the leadership interview assignments. Each group will select a criminal justice leader or have a leader selected for them to complete the assignment. See Assignment Summary and Canvas for additional assignment instructions and submission.

*Group interview protocol assignment (50):* Your group will draft an interview protocol that will be used to interview a leader in criminal justice. The interview will pertain to diversity and leadership in criminal justice and should last about 10 minutes. These questions will then be used by the group to conduct an interview with a leader in criminal justice of their choice or a leader selected for them.

*Group interview class discussion (50):* Your group will lead a 20-minute discussion about their interview with a criminal justice leader. The discussion will include a single powerpoint slide highlighting the major takeaways from the interview. Your group will lead a critical discussion with the class about the interview and submit an interview transcript.

*Group interview final report (100):* Your group will submit a final report about your interview with a leader in criminal justice. This report will discuss the major takeaways from your interview and provide empirical support about the core concepts of leadership that were found in your interview.

### **Exams:**

There will be two exams, one mid-term and one final exam. Exams will be taken online via Canvas. They will be open-book and you will have 2 hours and 50 minutes to complete each exam. You will be able to complete each exam at any time on the scheduled exam day. Exam details are provided on the assignment summary sheet

### **Participation:**

Students are expected to participate in in-class discussions. If a student fails to meaningfully participate in class they will be notified. If non-participation continues they will receive a point deduction per class day after that.

Course Schedule (\*This schedule may change according to the pace of the course.)

<b>Date</b>	<b>Topic/Readings</b>
Aug 23	Review syllabus and course expectations.
Aug 30	Theory & Organization: Taylor, 1916 Weber, 1946 Scott, 1981
Sept 6	<b>Labor Day – No Class</b>
Sept 13	Leadership and Diversity: “Organizational Behavior” Chapter 2 Eagly and Chin, 2010 Chen and Velsor, 1996 Chin, Desormeaux and Sawyer, 2016
Sept 20	Personality and Motivation: Org Behavior text: Chapter 5: Theories of Motivation Barrick and Mount, 1991 McGregor, 1957 Maslow, 1943
Sept 27	Organization: Zeithaml, Berry and Parasuramn, 1988 Pondy, 1969 Pondy, 1992 <b>*Group interview protocol assignment due 11:59p</b>
Oct 4	Leadership Theory: Derue, Nahrgang, Wellman and Humphrey, 2011 Wofford and Liska, 1993 Vito Higgins and Denney 2014
Oct 11	Organizational Culture and Communication: Dias and Vaughn, 2006 Schein Johnson Donohue Atkin and Johnson, 1994 Hochstedler and Dunning, 1983
Oct 18	Transformational Leadership: NIC webinar on Transformational Leadership

- Oct 25      **Mid-term**
- Nov 1      Police leadership:  
              Klinger, 2004  
              Van Maanen, 1973  
              Bryman, Stephens and Campo, 1996
- Nov 8      Police burnout:  
              Seltzer and Numerof, 1988  
              Burke and Beszca, 1986  
              Regolio, Crank and Rivera, 1990
- Nov 15     Courts:  
              Clynch and Neubauer, 2017  
              Taggart and Mays, 1987
- Nov 22     Corrections:  
              DeMichele and Payne, 2007  
              Lin, Grattet and Petersilia, 2010  
              Gayman and Bradley, 2012  
              Atkin-Plunk and Armstrong, 2013
- Nov 29     **Interview Class Discussion day and final report due**
- Dec 7      **Final Exam**