CRIMINOLOGY 425
Criminal Justice Management
Fall, 2013

Thursdays, 4:30 - 7:10 p.m.
University Hall 1202

Professor Laurie O. Robinson
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George Mason University

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Office Hours:
Thursdays 3:00 to 4:00 p.m.
Or by appointment
Course Description and Goals

In this seminar, we will be exploring both conceptual and practical aspects of criminal justice administration and management through a broad examination of challenges that face leaders in criminal justice agencies and those working at multiple levels in justice organizations -- from front line supervisors to higher levels of management.

As part of the course, students will complete a semester-long research project and summarize findings in a PowerPoint presentation at one of the semester's final classes.

This course can help students in:

- understanding both practical aspects and theoretical underpinnings of criminal justice management and leadership -- and how criminal justice organizations can be effectively run so as to achieve their goals;
- having insights into such key concepts as leadership, motivating and managing people, organizational culture and effectiveness, and operating in a political environment;
- undertaking research, and analyzing and synthesizing data and information; and
- building skills in effectively presenting findings and making public presentations.

Class Sessions

Student participation will be an important part of every class. Please note that 25% of your final grade will be based on your participation in class. For that reason, I expect students to attend each class and regularly engage in discussion about the reading.

In September, I will hold individual sessions with you about the research topic you have selected and the approach you'll take in pursuing it. We will also devote time in class to student updates on your research projects. In addition, guest speakers from government and the private sector will join us for several classes to share perspectives on criminal justice management from their own experience.

In the final two classes, you will be center stage, sharing the primary findings from your research projects as you make your PowerPoint presentations.
Electronic Devices:

No computers are allowed in class except by special permission for those with disabilities. Please take notes with pen and paper. All cell phones and communication devices must be shut off during class. If you are using one of these devices to text, etc., you will be asked to leave the classroom.

Course Requirements:

Active class participation will constitute a key part of your grade, as noted. Students will be expected to have completed the entire reading assignment (and reviewed study questions on Blackboard) and be prepared to engage actively in class discussions. You will be held accountable for the reading through in-class assignments and through engaged participation (including case study exercises that require you to apply the lessons of the reading) in both class and small group discussions.

Students will work on a research paper throughout the semester (1500 to 2000 words) due on December 5. For your paper, you will select a hypothetical criminal justice manager (e.g., a small town police chief, a mid-level probation manager, a prison warden) and you will describe a management problem that person is confronting. (Be imaginative in constructing an interesting fact pattern to describe the environment in which your manager is working and the problem being confronted.) Management challenges could include such topics as: Recruiting a diverse workforce for a rural prison; improving employee morale in an agency subject to salary freezes due to state budget cuts; encouraging frontline officers to embrace evidence-based initiatives like hot spots policing; addressing concerns about corruption in a state police agency; helping revamp a court’s personnel evaluation system to include new measures for problem-solving courts; etc. In writing the paper, you are serving as a knowledgeable consultant, providing background to the manager in both theoretical and practical approaches to addressing the issue. For the project, you should conduct a literature review to find what has been written that is relevant to your topic, using at least 4 academic sources and, if appropriate, government or other non-academic reports. Discuss the research and the implications of what you found for the agency. In addition, offer your own analysis and recommendations on how the issue might best be addressed. Pay close attention to polished writing, as well as spelling, punctuation and grammar. Use the APA citation style, including all sources you cite in a bibliography.
Two short papers (500 words each) are also required, as well as a mid-semester status report on your research paper and a 4 to 5-minute PowerPoint presentation summarizing the findings from your research project (for one of the two final classes).

Good writing skills are important in this class. If you believe you need to improve your writing, I strongly encourage you to seek help from the University Writing Center early in the semester since poor writing, grammar or punctuation will affect your grade. (http://writingcenter.gmu.edu/)

The due dates in the syllabus for papers (and other assignments) are serious deadlines that you are expected to meet.

Regular class attendance is expected. If you anticipate missing class, please alert me in advance via email. Unexcused absences will impact your final grade.

Course Evaluation/Grading:

45% - Final research paper (1500 to 2000 words) (You will be evaluated on how well you follow the instructions in the syllabus [above]; how you handle the research and how that is documented; your analysis of the issues; the paper's structure; and the quality -- and polish -- of your writing.)

25% - Active class participation.

20% - Short papers (500 words each), progress report, group projects.

10% - PowerPoint presentation (4-5 minutes max.).

Grading scale:

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Exam Policy:

There is no exam in this course.
Required Reading:

Students in this seminar will be reading the two books listed below, as well as articles referenced in the syllabus and other material that will be posted on Blackboard or for which Web links are provided in the syllabus. Here are the required texts:


- Strunk, Jr., William and E.B. White. (2000). *The Elements of Style, 4th Edition*. Boston, MA: Allyn & Bacon. This is a compact guide to good writing, originally published in 1919. Written communication skills are a key ingredient in your professional success, as well as success in this course.

Students with Disabilities:

If you are a student with a disability and you need academic accommodation, please see me and contact the Disability Resource Center at 703-993-2474. All academic accommodations must be arranged through that office.

Academic Integrity:

As you know, GMU has an Honor Code that requires all students to pledge not to cheat, plagiarize, steal or lie in matters related to academic work. All work submitted to fulfill course requirements is to be solely the product of the individual whose name appears on it. Except with the permission of the instructor, students may not rely on projects, papers, or any other written work previously prepared by another student, and, except with permission of the instructor, no paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course. No assistance is to be obtained from commercial organizations which sell or lease research help or written papers. With respect to all written work, proper footnotes and attribution are required. All violations of the Honor Code will be reported to the Honor Committee. Further information about these matters can be found at [http://academic integrity.gmu.edu/honorcode](http://academic integrity.gmu.edu/honorcode)
Enrollment:

Students are responsible for verifying their enrollment in the class. Schedule adjustments should be made by the deadlines published in the Schedule of Classes. Last day to add classes is Tuesday, September 3. Last day to drop classes is Friday, September 27. After the last day to drop a class, withdrawing from this class requires the approval of the dean and is only allowed for nonacademic reasons.

Communications:

Students must activate their Mason email account, use it to communicate with me and the Criminology Department, and check it regularly for University information, including messages about this class. Email is the most efficient way to reach me; I check email multiple times a day.

Class Schedule:

NOTE: Throughout the semester, students should be prepared to discuss and answer study questions posted on Blackboard.

Thurs., Aug. 29  
Introduction and Overview
Purposes, goals, themes of the course
Overview of criminal justice management and leadership
Review of the syllabus and specific expectations of students
Student introductions

Assignment for Class #1:
Stojkovic, Kalinich and Klofas, Ch. 1.

Thurs., Sept. 5  
Structure of Criminal Justice Organizations; Criminal Justice Leaders
Organizational structures, policies and procedures
Formal and informal structures
Budgeting - the power of the budget process
Launching your research project
Student presentations: Criminal justice leaders
Assignments for Class #2:
(a) Stojkovic, Kalinich and Klofas, Ch. 2.
(c) Two-page paper (500 word) due: Who is an effective criminal justice leader past or present - and why?
(In your paper - in discussing the individual you select - reference terms and concepts described in Ch. 1 of the text.)

Thurs., Sept. 12

The Criminal Justice System and its Environment
External influences on the CJ system
Managing organizational responses
Use of the media
Implications for agency managers

Assignments for Class #3:
(a) Stojkovic, Kalinich and Klofas, Ch. 3.

Guest speaker:
Arthur M. Wallenstein, Director
Montgomery County (MD) Department of Correction & Rehabilitation (at 5:30 p.m.)

Thurs., Sept. 19

Research in Criminal Justice Organizations
Ways in which research and data are used - or not - by CJ agencies and in CJ policy
The movement toward "translational criminology" -- and the challenges
Building stronger links and partnerships between practitioners and researchers
Assignments for Class #4:
(a) Stojkovic, Kalinich and Klofas, Ch. 15.

Thurs., Sept. 26 **Change and Innovation**
Planning and implementing change in criminal justice organizations
Resistance to change -- and how to overcome it
Culture of organizations that foster innovation -- and those that don't

Assignments for Class #5:
(a) Stojkovic, Kalinich and Klofas, Ch. 14.
(d) **Two-page paper (500-word) due**: Describe the topic you have chosen for your research paper; how you plan to approach and develop it; and the resources you anticipate drawing on (i.e., your tentative research plan).
**Guest speaker:**
Timothy J. Murray, Executive Director
Pretrial Justice Institute  (at 5:30 p.m.)

**Thurs., Oct. 3**

**Communication and Motivation of Personnel**
Communication - formal and informal - within organizations
Barriers to good communication; implications for CJ managers
What motivates employees? What steps can CJ managers take
to create an encouraging work environment?

**Assignments for Class #6:**
(a) Stojkovic, Kalinich and Klofas, Ch. 4 and 5.
(b) Hatry, Harry and John Greiner. (1986). *Improving the Use of Management by Objectives in Police Departments*. National Institute of Justice. (Read pp. 1-10 and pp. 63-77.) Located at:
https://www.ncjrs.gov/pdffiles1/Digitization/105669NCJRS.pdf

The second half of this class will be devoted to individual meetings by the instructor with students about your 9/26 papers/research topics.

**Thurs., Oct. 10**

**Job Design; Personnel Evaluation and Supervision**
Design - and redesign - of criminal justice positions
Job satisfaction -- and burnout
Employee supervision and evaluating performance within the context of the CJ organization's goals

**Assignments for Class #7:**
(a) Stojkovic, Kalinich and Klofas, Ch. 6 and 8.
Thurs., Oct. 17  Leadership in Criminal Justice Organizations
The importance of leaders in criminal justice agencies
Theories of leadership; complexities and challenges
Leadership development

Assignments for Class #8:
(a) Stojkovic, Kalinich and Kofas, Ch. 7.

Guest speaker:
Charlie Deane, Former Chief of Police
Prince William County, VA (at 5:30 p.m.)

Hand-out: Progress report form for students to complete regarding status of research project for next week's class.

Thurs., Oct. 24  Organizational Conflict, Decision-Making
What do we mean by conflict?
Managing conflict in criminal justice organizations
Decision-making by players in criminal justice
Use of discretion; prediction

Assignments for Class #10:
(a) Stojkovic, Kalinich and Kofas, Ch. 11 and 12.
(c) Interim Progress Report due on Research Work. Students will turn in written progress reports on their research projects (using form handed out in class on 10/17) and give brief oral reports on status of these projects.
**Thurs., Oct. 31**  
**Culture of Organizations and Socialization; Power and Political Behavior**  
Occupational socialization in CJ - formal and informal; strategies and ethical considerations  
Organizational culture  
The political process and how power is exercised  
Importance of *legitimacy* in exercise of power in criminal justice  

**Assignments for Class #9:**  
(a) Stojkovic, Kalinich and Klofas, Ch. 9 and 10.  
(c) Conover, Ted. (2000). *Newjack - Guarding Sing Sing.* Chapter 6. (Posted on Blackboard.)  

**Guest speaker:**  
Hon. Benjamin Tucker, Deputy Director  
State, Local & Tribal Affairs, Office of National Drug Control Policy  
The White House  
(at 5:30 p.m.)

**Thurs., Nov. 7**  
**Measuring Organizational Effectiveness**  
How do we know an agency is doing its job well?  
Different ways of measuring outcome variables  
The growing use of data-driven approaches to improve agency effectiveness and accountability  
- CompStat and similar initiatives  

**Assignments for Class #11:**  
(a) Stojkovic, Kalinich and Klofas, Ch. 13.  
(c) Dalton, Erin. (2002). *Targeted Crime Reduction Efforts in*

**Thurs., Nov. 14**  
**Final Presentations**  
Assignment: PowerPoint presentations on research projects (1/2 of class).  
(Each student's presentation should be 4 to 5 minutes max.)

**Thurs., Nov. 21**  
**NO CLASS due to American Society of Criminology meetings in Atlanta.**

**NOTE:** In lieu of class this week, students who need to confer about papers or presentations may email me the PRIOR WEEK to schedule a meeting or call before I leave for ASC.

**Thurs., Nov. 28**  
**Thanksgiving Break**

**Thurs., Dec. 5**  
**Final Presentations**  
Assignment: PowerPoint presentations on research projects (1/2 of class)  
(Each student's presentation should be 4 to 5 minutes max.)

**Final papers due.**