
Leadership and Supervision



COURSE AND CONTACT INFORMATION

Instructor: Tammy Bracewell, PhD
Class Duration: August 26-December 13, 2019, ONLINE
Office Hours: HH 204F, M/W 11:00-11:30, 1:00-2:00pm, or by appt. If you know you would like to meet with me it is always best to schedule an appointment, even if it is during office hours. This ensures you are given priority over walk-ins.

Email:

- tammy.bracewell@tamuct.edu or Canvas inbox *** preferred***
- When messaging/emailing, always identify yourself and what course you are in. In general, when communicating electronically you should use complete sentences and be very clear about what you are asking or saying to avoid miscommunication.
- I check my email several times a day. I check Canvas at least once a day. These are the two best ways to reach me. If you need to talk to me outside of office hours please email or message me.

*****Note: This syllabus is subject to revisions when necessary throughout the semester. Students will be notified of any changes via Canvas and/or in class*****

COURSE INFORMATION MODE OF INSTRUCTION AND COURSE ACCESS

This course is a 100% online course and uses the TAMUCT Canvas Learning Management System:[<https://tamuct.instructure.com>]

Students must be able to access Canvas. Students can access Canvas on the Texas A&M-Central Texas website: www.tamuct.edu. Log in with your TAMUCT issued ID and your password. If you have difficulty using Canvas, contact Help Desk Central 24/7 by phone at (254) 519-5466 or live chat at <http://hdc.tamu.edu>.

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report

a Problem,” or call the Canvas support line: 1-844-757-0953.
For issues related to course content and requirements, contact your instructor.

Other Technology Support

For log-in problems, students should contact Help Desk Central
24 hours a day, 7 days a week

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

STUDENT-INSTRUCTOR INTERACTION

Most communication between the instructor and students will be via Canvas. However, students can contact me via Canvas and email. All students are able to schedule a telephone conference or meet with me during office hours.

I will check and reply to student emails on a daily basis – students should expect a response within 24 hours Monday-Friday. Any deviations from this will be announced on Canvas. Checking Canvas frequently is important as this is where any class announcements will be posted. Messages sent over the weekend can expect a response the following Monday.

It is HIGHLY recommended that you go into your “settings” in Canvas, select “notifications”, and elect to receive emails when announcements are made. You are responsible for obtaining information in a timely manner.

My preferred method of electronic student interaction is via Canvas. All students should identify the class they are in, use proper salutations and signatures, identify a question, be succinct, and maintain professionalism in any correspondence.

Copyright Notice.

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas’ Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Copyright. 2019 by Tammy Bracewell at Texas A&M University-Central Texas, College of Arts and Sciences; 1001 Leadership Place, Killeen, TX 76549; 254.519.5441; Fax 254.519.5781; tammy.bracewell@tamuct.edu

WARRIOR SHIELD

Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [https://portal.publicsafetycloud.net/Account/Login] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

1.0 Catalogue Description

An investigation of the personnel decision-making process used within criminal justice agencies. Areas to be investigated include recruitment, training, continuing education requirements, performance evaluation, fair employment practices, termination, and allocation of personnel.

2.0 Course Objectives

By the end of this course, the student will be able to:

- 1.) Understand the four frames of organizations, structural, human resource, political, and symbolic.
- 2.) Be able to understand when to use strategies and tactics of a particular frame to engage in the most effective leadership.
- 3.) Critically evaluate different managerial situations.
- 4.) Demonstrate knowledge of the specialized skills of criminal justice management.

3.0 Required Textbooks

Bolman, L. & Deal, T. (2013). *Reframing Organizations: Artistry, Choice, and Leadership* (5th edition). San Francisco: Wiley.
ISBN: 9781118573334

Recommended Textbooks (2)

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author. NOTE: This work will be referred to as the APA Manual in this syllabus and in the course.

Struck, W., & White, E. B. *The elements of style*. (Any edition will do.)

NOTE: The student is expected to have an adequate knowledge of the essentials of grammar and writing style and of the guidelines for paper organization and referencing in accordance with the APA Manual. If the student does NOT have adequate knowledge in these areas, then

the purchase and use of the two Recommended Textbooks is highly recommended. Failure to provide written work in accordance with the essentials of acceptable, English writing style and APA guidelines will result in poor grades.

SUPPLEMENTARY MATERIALS

Supplementary materials are available in Canvas. Students are responsible for supplementary materials.

REQUIRED COURSE WORK

I. 10 Journal entries 20 pts each (200 pts)

Your response must be posted by Friday at 11:59pm, Central Time. No late entries will be accepted.

Points are awarded to students, based on the quality of response. Quality pertains to a student's responding in relevant, meaningful ways, based upon the assigned readings for that week.

Netiquette: All students are expected to follow rules of common courtesy and professionalism in all correspondence and assignments. Students may wish to refer to the Student Handbook (located under Student Affairs/Student Conduct on the Texas A&M University-Central Texas website) for further information along these lines. Inappropriate or offensive messages or remarks will not be tolerated and may result in expulsion from the course.

Note: I encourage you all to reply to your classmate's posts. Doing so will encourage discussion. Additionally, it will likely enhance your grade. **Response posts are due by 11:59 PM on Sundays. It is highly unlikely that you will obtain the maximum number of points without engaging in discussion with your peers.

*******PLEASE TAKE NOTE OF DUE DATES AND TIMES...EVERY SEMESTER STUDENTS LOSE POINTS FOR NOT POSTING ON TIME*******

II. Annotated Bibliography (AB) (100 points)

Each student will complete an annotated bibliography with 10 sources. Your sources must be peer reviewed journal articles. Any other source will not count towards your 10. **EVERY** article must cover a topic related to terrorism. All sources must be **PEER REVIEWED JOURNAL ARTICLES.** All sources must be no older than 10 years.

Personal case papers (Total of 150 points)

Each student will compose a case paper. This grade is composed of three parts: a description of an event, an analysis of the event, and a class presentation.

- **The first paper** (personal case narrative) should describe an organizational event or experience that was significant or challenging for you. Choose this carefully because you will be exploring this incident throughout the term. I encourage you to choose an event that you believe you could learn from. The personal case should be a description, not an analysis or interpretation, of the events. Case writing is very much like telling a good story. When writing about a case in which you were involved, it usually works best to write in the first person. Describe what happened as you saw it, including your own thoughts and feelings (but make sure that your thoughts and feelings are labeled as such). It is usually best to focus the paper around a particular experience or series of experiences, rather than trying to cover many months or years. A single critical event (or sequence of events) usually works best. Examples include the early stages of a challenging project, a critical meeting, a tough decision, or a major conflict. Like a good drama, a good case rarely arises from a situation in which everything was smooth and easy. Obstacles, conflict, or dilemmas are likely to be the ingredients that make a case interesting. This paper should be 3-5 pages in length. **50 points**

A title page is needed for this paper and does not count towards the minimum number of pages. References are NOT needed for the first paper.

- **The second paper** (case analysis). This paper will integrate what you have learned about the four frames and how the incident may proceed differently with your new perspective. This paper should be 7-10 pages in length. You will essentially be reframing your experience while bringing in theory.
- Papers will be graded on the following:
 1. Quality and thoroughness of analysis.
 2. Clear focus, organization, writing, and presentation.
 3. Internal consistency of the arguments.
 4. Accurate and effective use of theory to reflect on and provide new insights into personal case experiences.
 5. References are needed for this paper: a minimum of 5 peer reviewed journal articles are required. You may use additional references. However, the minimum is 5.

III. Annotated Bibliography (AB) (100 points)

Each student will complete an annotated bibliography with 15 sources. Your sources must be peer reviewed journal articles. Any other source will not count towards your 15. Your AB must cover one or more of the following topic(s) as they relate to a CJ component:

Organizational Function

Human Resource issues such as hiring, firing, handling of complaints, etc...

Promotional issues

Organizational structure

Symbolism: for example: symbolism at police funerals

Political Influence in decision making

*** you may also choose similar topics, however, they must be related to this course and the CJ system***

III. Midterm Exam (100 points)

IV. Final Exam (100 points)

OTHER INFORMATION REGARDING THE COURSE

I. Late assignments: Late assignments will not be accepted. Under no circumstance will any late papers, journal entries, or annotated bibliographies be accepted for credit. Because this is an online course students can complete work early and have adequate time to complete all assignments. The only possible deviation from this policy is the unlikely event the student or close family member has an unexpected serious medical situation. This MAY be an allowable excuse to make up a missed EXAM only, no other assignments. Documentation will be required. If you work on the weekends, have a job that requires you to be on call, or have other obligations you should complete your work early to avoid any zeros for missed assignments.

II. Supplementary Material: Additional information will be given that supplements the topics to be addressed. This supplementary material is designed to broaden the educational experience and create more variety to the usual lecture/discussion format of class presentations. You are responsible for all information in the supplementary material.

III. Extra Credit: Extra credit is not available in this class.

IV. Note: I will ONLY accept assignments that are submitted properly: through Canvas. You MUST submit the assignment in the appropriate location within the assignments section.

V. Posting of Grades: All student grades will be posted in the Canvas grade book and students should monitor their grading status through this tool. Students should generally expect grades to be posted within one week of the due date. Deviations from this schedule will be announced on Canvas.

VI. Grading Criteria Rubric and Conversion:

Final course grades will be assessed on the following scale:

Assignment	Points	My Grade
Exam 1	100 points	
Exam 2	100 points	
Paper 1	50 points	
Paper 2	100 Points	
Discussions	200 points	
Annotated Bib	100 points	
Total	650	
582-650 points	A	
517-581 points	B	
452-516 points	C	
387-451 points	D	
<451points	F	

At the end of the semester there will be NO curve and no extra points given. It is up to YOU to ensure you have the grade you want.

6.0 Course Calendar¹

Week		Topic	Due
8/26	1	Introduction	Introduction/self-reflective post
9/2	2	Chapters 1-2	Discussion 1
9/9	3	Chapters 3-4	Discussion 2
9/16	4	Chapters 5	Paper 1 Due
9/23	5	Chapters 6-7	Discussion 3
9/30	6	Chapters 8	Discussion 4
10/7	7	Exam Chapters 1-8	Available 10/11-10/13
10/14	8	Chapters 9-10	Discussion 5
10/21	9	Chapters 11	Discussion 6
10/28	10	Chapters 12-13	Discussion 7

11/4	11	Chapters 14	Discussion 8
11/11	12	Chapters 15-16	AB Due
11/18	13	Chapters 17-18	Discussion 9
11/26	14	Chapter 19-20	Final Paper Due
12/2	15	Chapter 21	Discussion 10
12/9	16	FINAL EXAM-Cumulative	Available 12/8-12/10

*****Unless otherwise noted ALL assignments are due on Sundays at 11:59PM*****

Important University Dates:

Date	Description
August 26, 2019	Classes Begin for Fall Semester
August 28, 2019	Deadline for Add, Drop, and Late Registration for 16- and First 8-week
September 2, 2019	Labor Day (University Closed)
September 3, 2019	Deadline to Drop First 8-week Classes with No Record
September 11, 2019	Deadline to drop 16-week Classes with No Record
October 4, 2019	Deadline to Drop First 8-week Classes with a Quit (Q) or Withdraw (W)
October 18, 2018	Classes End for First 8-week Session
October 18, 2019	Deadline to Withdraw from University for First 8-Week Classes (WF)
October 21, 2019	Add, Drop, and Late Registration Begins for Second 8-Week Classes \$25 fee assessed for late registrants
October 21, 2019	Classes Begin for Second 8-Week Session
October 21, 2019	Class Schedule Published for Spring Semester
October 23, 2019	Deadline for Add, Drop, and Late Registration for Second 8-Week Classes
October 25, 2019	Deadline for Graduation Application for Ceremony Participation
October 28, 2019	Deadline to Drop Second 8-Week Classes with No Record
November 4, 2019	Registration Opens for Spring Semester
November 8, 2019	Deadline to Drop 16-Week Classes with a Quit (Q) or Withdraw (W)
November 11, 2019	Veteran's Day (University Closed)
Nov 28-29, 2019	Thanksgiving (University Closed)
November 29, 2019	Deadline to Drop Second 8-Week Classes with a Quit (Q) or Withdraw (W)
December 13, 2019	Deadline for Applications for Tuition Rebate for Fall Graduation (5pm)
December 13, 2019	Deadline for Degree Conferral Applications to the Registrar's Office \$20 Late Application Fee
December 13, 2019	Deadline to Withdraw from University for 16- and Second 8-Week Classes
December 13, 2019	Fall Semester Ends
December 13, 2019	Fall Commencement Ceremony
December 17, 2019	Deadline for Faculty Submission of 16-Week and Second 8-Week Final Class Grades (due by 3pm)
December 23, 2019 – January 1, 2020	Winter Break (University Closed)

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed,

signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](#),

[<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may [submit a report](#),

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](#) Canvas page (log-in required)

[<https://tamuct.instructure.com/courses/717>]

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are

pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. Tutor.com tutoring **will not offer writing support** beginning August 1, 2019, but will continue to offer other tutoring support.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

University Writing Center

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University—Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may

work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

OPTIONAL POLICY STATEMENTS

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, who are exhibiting behaviors that pose a threat to safety, or individuals causing a significant disruption to our community, please make a referral to the Behavioral Intervention Team. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.