



EAST TEXAS A&M
UNIVERSITY

CJ 520-02W CRN 23911 – 3 Credit Hours

Criminal Justice Administration and Management

COURSE SYLLABUS: Spring 2026

Online Course

INSTRUCTOR INFORMATION

Instructor: Dr. Lashunda M. Horton

Office Location: Ferguson 205

Office Hours: 12:00 PM -2:30 PM (Mondays and Wednesdays) or by virtual appointment.

Office Phone: 903-886-5332

University Email Address: Lashunda.Mason-Horton@etamu.edu

Preferred Form of Communication: Email

Communication Response Time: Emails received Monday through Friday will be answered within 24 to 48 hours. Any emails received on the weekend will be answered the next business day.

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required:

Stohr, Mary K., and Lovrich, Nicolas (2026). *Criminal Justice Management: Theory and Practice in Justice-Centered Organizations*, 3rd edition. Thousand Oaks, CA: Sage Publications. ISBN: 9781071926512.

Course Description

Criminal Justice Administration and Management This course will provide students with a conceptual and theoretical foundation upon which to study criminal justice administration and management through critical evaluation and application of the research literature to present-day criminal justice challenges and concerns.

Student Learning Outcomes

1. Students will identify fundamental processes used in the management and operation of the criminal justice organizations.
2. Students will to describe management styles used in criminal justice organizations.
3. Students will critically evaluate issues leaders face in managing criminal justice organizations.
4. Students will be able to compare and contrast public policies that have an impact on criminal justice organizations.

COURSE REQUIREMENTS

Minimal Technical Skills Needed

This online course requires the use of a computer and/or laptop to complete assessments. D2L is the course management tool that is an integral part of this course. Students are required to check D2L on a regular basis to keep abreast of course developments. Several D2L features are utilized throughout the course including email, course documents, grade center, and external links. In addition, this course requires a significant amount of online activity. In order for students to participate and progress in this course the following is required:

1. Basic computer skills
 - a. sending and retrieving emails
 - b. the ability to open files and attaching files for course assignments
 - c. locating websites and other resources on the internet
2. Internet Connectivity
 - a. reliable and regular access to an internet connection
 - b. alternative locations for internet access (i.e. on-campus library, friend's house)
3. A flash drive to serve as a backup for files created for this course
4. A Windows or MacIntosh desktop or laptop computer. In addition, other device suggestions are listed below.
 - a. Windows 10 or newer or MacIntosh – OS 10.13 (High Sierra) or higher
 - b. The device should have an updated browser.
 - c. The device must have the ability to access D2L (Learning Management System)
 - d. Microsoft Office 365 and Adobe Acrobat Reader
 - e. Pop-up block settings disabled

Note: Chromebooks and Mobile devices may not provide full access to the course.

Netiquette: Netiquette guidelines are used to govern online behavior. It is the expectation that all students in the course will contribute to the learning environment in a respectful manner when posting information in this course. In addition, there is the expectation that there will be some level of academic discourse. The link below provides some helpful reminders that can be referred to as a guide to assist students when posting information online in this course. <http://www.albion.com/netiquette/corerules.html>

Student Responsibilities or Tips for Success in the Course

1. Students are responsible for reviewing the course syllabus and course schedule to keep abreast of course activities.
2. Students are expected to check their email and D2L announcements regularly.
3. Students are encouraged to manage their time while taking this course. It is suggested that students dedicate time to work on their classwork on a regular basis.
4. Students are encouraged to communicate regularly with the instructor and peers.

Note: There are a number of free resources available to students. These sources include but are not limited to: (a) the campus library, (b) IT support and (c) the Writing Center.

ASSESSMENTS.

ATTENDANCE AND PARTICIPATION:

This is an online course. Unlike the traditional face to face course this course does not require you to show up in a specific classroom on specific dates and time. However, both attendance and participation is required and is essential to your performance in this course. Students will be required to make a consistent effort to complete all online course work. It is the student's responsibility to check D2L throughout the week for any announcements, updates and/or to keep abreast of what is going on in the course.

Students are allotted three (3) unexcused absences from this course. If a student exceeds these absences it could result in a failing grade or removal from the course. In the case of an absence or an emergency, the student must provide the instructor with the appropriate documentation (i.e. doctor's note, police report, etc.) via email directly to the instructor's email within 48 hours (2 days) following the absence, medical or personal emergency. Verbal excuses will not be accepted. Students must follow this procedure in order to make-up any assignments. Attendance and participation is worth 5% of the total grade.

RESEARCH ARTICLE SUMMARY (2):

There are two research article summaries assigned in this course. Students will be assigned two separate research articles to review and critique. Specific instructions, the grading rubric and an example will be provided when this assessment is assigned. The research article summaries combined are worth 5% final grade.

ANNOTATED BIBLIOGRAPHY:

There is one annotated bibliography assigned in this course. The annotated bibliography is designed to assist students with collecting research for their reflection paper in the course. Students will be responsible for annotating 10 articles for this assignment. The annotated bibliography must be 12-point font, Times New Roman and in APA format. The annotated bibliography is worth 5% final grade.

DISCUSSION BOARD (2):

There are two separate discussion boards assigned in this course. Specific instructions, the grading rubric will be provided when this assessment is assigned. The discussion boards combined are worth 5% final grade.

BOOK REVIEW:

There is one book review assigned in this course. Students will review the course textbook for this assignment. Specific instructions, the grading rubric and an example will be provided when this assessment is assigned. The book review is worth 20% of the final grade.

REFLECTION PAPER:

There is one reflection paper assigned in this course. Students will select one public policy related to criminal justice administration and management to research and analyze. The reflection paper will include an introduction, discussion of advantages and disadvantages of the policy, application of the policy and a conclusion. Students will need to use peer-reviewed research journal articles, textbooks and other sources of information to support their research in this paper. The reflection paper will be five (5) pages in length excluding the cover and reference pages, double-spaced, 12-font, Times New Roman, must include 10 references and in APA format. The reflection paper is worth 20% final grade.

PROJECT:

Students will complete a final project in this course. Projects should be 8-10 pages in length (not including the cover page and reference page) and include at least 10 scholarly sources. Students will choose from one of the following topics:

1. Mental Health Challenges for Leaders in Criminal Justice Organizations
2. Strategic Planning in Criminal Justice Organizations
3. New Technology and Innovation in Criminal Justice Organizations
4. Leadership Development Program for Criminal Justice Organizations
5. Emergency Preparedness in Criminal Justice Organizations

Regardless of which topic is selected, students must include the following:

- a. Clearly identify and explain the problem
- b. Provide a rationale for the problem
- c. Provide scholarly research to support their claims/arguments
- d. State possible recommendations and/or solutions to the problem.

This assignment is worth 40% of the total grade.

GRADING

The weight of the assessments in this course are listed below.

| Assessment | Percentage | Point Value |
|---|------------|-------------|
| Attendance and Participation | 5% | 25 |
| Research Article Summary (2 @ 12.5 points each) | 5% | 25 |
| Annotated Bibliography | 5% | 25 |
| Discussion Board (2 @ 12.5 points each) | 5% | 25 |
| Book Review | 20% | 100 |
| Reflection Paper | 20% | 100 |
| Project | 40% | 200 |
| Total: | 100% | 500 |

Final grades in this course will be based on the following scale.

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 59% or Below

The total points corresponding to the final letter grades.

A = 451- 500 Points

B = 401- 450 Points

C = 351- 400 Points

D = 301- 350 Points

F = 300 & > Points

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A and M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Zoom Video Conferencing Tool

https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

Interaction with Instructor Statement

Any communications in this course will be either in-person, via email or through D2L.

Please refer to me as Professor or Dr. Horton.

If a question arises in this course, students are encouraged to look for the answer first before contacting the instructor. Two reliable sources in this course are the course syllabus and announcements in D2L. If after checking these sources a student has questions, please contact the instructor for assistance.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

ATTENDANCE AND PARTICIPATION

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Students are allotted three (3) unexcused absences from this course. If a student exceeds these absences it could result in a failing grade or removal from the course. In the case of an absence or an emergency, the student must provide the instructor with the appropriate documentation (i.e. doctor's note, police report, etc.) via email directly to the instructor's email within 48 hours (2 days) following the absence, medical or personal emergency. Verbal excuses will not be accepted. Students must follow this procedure in order to make-up any assignments.

Attendance and participation is worth 5% of the total grade

CITATION STYLE

Students are required to use APA (American Psychological Association) citation style and format in this course. Students are encouraged to review the *Publication Manual of the American Psychological Association* (7th ed.) or similar APA Citation Style resource.

EXTRA CREDIT

No individualized extra credit work will be permitted in this course. Why? Extra credit is unfair to students who do their work and complete it on time. However, extra credit may be offered to the whole class for a variety of activities that go beyond what is anticipated in the course syllabus.

LATE OR MISSED ASSIGNMENTS

All assessments in this course must be submitted on the due date and times specified (Central Standard Time). Last submissions for good cause in the case of an absence or an emergency can be accepted. The student must provide the instructor with the appropriate documentation (i.e. doctor's note, police report, etc.) via email directly to the instructor's email within 48 hours (2 days) following the absence, medical or personal emergency. Verbal excuses will not be accepted. Students must follow this procedure in order to make-up any assignments. Last submissions with good cause will be reduced by a full letter grade (i.e. 10%) for each day the assignment is late.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum:

<https://www.britannica.com/topic/netiquette>

East Texas A and M University Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedures 13.99.99.R0.01](#)

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at East Texas A and M University are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

[Graduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

Students with Disabilities-- ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a

learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

East Texas A and M University

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

East Texas A and M University will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A and M University buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and East Texas A and M University Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A and M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

A&M-Commerce Supports Students' Mental Health

The Counseling Center at East Texas A and M University, is located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more

information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

AI Use in Courses

East Texas A and M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

COURSE CALENDAR

| Week | Dates | Topic | Readings | Assignment(s) and Due Date |
|-------------|-------------------|--|-------------------------|---|
| 1 | 3/16/26 – 3/22/26 | Criminal Justice Management: The Big, the Bad and the Beautiful Surveying the Landscape of CJ Management | Chapter 1 and Chapter 2 | Research Article Summary 1 Due 11:59 PM on Sunday, March 22 nd |
| 2 | 3/23/26 – 3/29/26 | Managing Ethical Challenges with Best Practice Solutions The Administrative State and Management Theories in Perspective Exam 1 (Chapters 1-3) | Chapter 3 and Chapter 4 | Annotated Bibliography Due Project Assigned 11:59 PM on Sunday, March 29 th |
| 3 | 3/30/26 – 4/5/26 | Communications: What to Say and Do is what they think you mean? | Chapter 5 and Chapter 6 | Discussion Board 1 Due 11:59 PM on Sunday, April 5 th |

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|-----------|--|--|---------------------------|--|
| | | Socialization, Roles and Power Issues | | |
| 4 | 4/6/26 – 4/12/26 | Leadership and CJ Organizations Personnel Processes and Practices | Chapter 7 and Chapter 8 | Research Article Summary 2 Due 11:59 PM on Sunday, April 12 th |
| 5: | 4/13/26 – 4/19/26 | Selection Issues: Workforce 21 st Century Reaching Beyond the Expected | Chapter 9 and Chapter 10 | Project Due 11:59 PM on Sunday, April 19 th Book Review Assigned |
| 6 | 4/20/26 – 4/26/26 | Strategic Planning and Budgeting Decision Making and the Prediction | Chapter 11 and Chapter 12 | Discussion Board 2 Due 11:59 PM on Sunday, April 26 th |
| 7 | 4/27/26-5/3/26 *5/1/26 – Last Day of Class | Final Exam | | Book Review Due 11:59 PM on Sunday, December 3rd |