



CJ 383.01E CJ Administration & Management

COURSE SYLLABUS: Fall 2026

Mon, Wed, Friday 2:00pm – 2:50pm

Location – Ferguson Hall SS Rm 310

INSTRUCTOR INFORMATION

Instructor:	Dr. Willie Edwards, Professor
Office Location:	Ferguson Hall, Social Science Bldg., Rm 217
Office Hours:	MWF 10:00am – 11:00am & 3:30pm – 4:30pm T TH 2:00pm – 5:00pm
Office Phone:	(903) 886.5331
University Email Address:	willie.edwards@etamu.edu
Preferred Form of Communication:	email – willie.edwards@etamu.edu
Communication Response Time:	(within twenty-four hours during the weekday)

COURSE INFORMATION

MATERIALS – TEXTBOOKS, READINGS, SUPPLEMENTARY READINGS

Textbook(s) Required:

Kenneth J. Peak & Andrew L. Giacomazzi. (2019). *Justice Administration: Police, Courts, and Corrections Management*. 9th edition. New York: Pearson. ISBN 9780134871400

Additional Required Reading:

Leslie Smith 2003. The organizational environment and its influence on state criminal justice systems within the United States and the offender re-integration process. Pp. 19-38 in Stojkovic et al. (2010). *The Administration and Management of Criminal Justice Organizations: A Book of Readings*. Illinois: Waveland.

COURSE DESCRIPTION

CJ 383 – CJ Administration and Management, Hours: 3

Criminal Justice Administration and Management -Three semester hours the study of criminal justice administration (i.e., police, courts, and corrections) with special emphasis on applying theoretical concepts to practical planning and application, including the policy-making process, implementation of new policy, and policy assessment. Pre-requisite: CJ 101.

STUDENT LEARNING OUTCOMES

1. The student will obtain a basic understanding of important issues in criminal justice planning, administration, and management;
2. The student will learn to utilize critical thinking skills;
3. The student will learn how to apply course concepts to 'real life' criminal justice administrative/management situations/issues;
4. The student will be an active and engaged participant in discussion forums by analyzing and evaluating information presented within the textbook, external readings/resources, student research, and class activities.

COURSE REQUIREMENTS

MINIMAL TECHNICAL SKILLS NEEDED

The class will use the D2L Learning Management System. Students in the class may be required to use or be able to perform tasks employing Microsoft Word, PowerPoint, and using presentation and graphics programs, etc.

INSTRUCTIONAL METHODS

Course Requirements & Assignments

Research Discussion

The class will discuss at least two research articles in class on designated dates. These articles will pertain to some aspects of administration and management of components within the criminal justice system. All students will be expected to participate in the discussions. A grade will be given for discussion, and a writing question will be conducted after the discussion (discussion grade 5 points, and writing assignment 12 pts., all of this will be done in class on the same date). This will occupy one grade position worth 40pts., although contain two research articles discussions.

Two Research Articles for Discussion:

R.Y.W. Allen 2002. Assessing the impediments to organizational change: A view of community policing. Pp. 501-510 in Stojkovic et al. 2010. *The Administration and Management of Criminal Justice Organizations: A Book of Readings*. Illinois: Waveland.

J.D. Marvel. 2021. Equality of opportunity? Sex, race, and occupational advantages in promotion to top-level management. *Journal of Public Administration Research and Theory*, 31(2), 363-380.

Research Paper

Students will demonstrate their skills in conceiving a thought and following it through to completion. Students must employ the APA style of writing and citation:

- The research paper assignment will be worth 80 points
- The paper must have at least 5 references, required peer reviewed journal articles or academic books excluding your textbook

The syllabus/schedule are subject to change.

- The paper must be at least 7 pages (not including the cover page or the reference page)
- The lettering should be Times New Roman and 12-point font
- Additional handouts will be shared with the class, information in the handouts must be followed

In the social and behavioral sciences (including Criminal Justice), we use APA (American Psychological Association) format. As a rule of thumb, one cites whenever they are paraphrasing other people's words or when they quote other's words directly. You may learn to cite from a variety of different sources including the Apa Tutorial and the sources listed below:

www.apastyle.org

<http://owl.english.purdue.edu/owl/resource/560/02/>

www.library.cornell.edu/resrch/citmanage/apa

It is the student's responsibility to understand how to cite properly. If you have questions, feel free to ask. You are also encouraged to read/review the handouts on the research paper given out by the professor.

This research paper should focus on a criminal justice agency or some aspect of the criminal justice system. The concentration of the paper should be on some subject applicable to the topics covered in this class and/or the textbook. Further ideas about the research paper will be shared with the class by the professor. A grading rubric is attached to this class syllabus. **The research paper is due November 23, 2026, to be turned in during class day.**

Essay Exam

Near the end of the semester, date to be determined, an essay exam will be given likely during the final exam period. This exam will be conducted in the classroom. It will be composed of five essay type questions; students usually will have a choice of certain questions to answer. This exam will be written in a Blue Book. This will not be an open book type exam.

Objective Exam

An objective exam composed of multiple-choice questions will be administered after mid-semester but before the final days of the semester. Such an exam will meet the need of those students who prefer objective exams rather than essay exams.

Student Discussion - Class Participation (chapter focus)

Questions or stated ideas will be used to stimulate discussion by students and professor on designated days in the classroom. Those dates are identified within the class syllabus. They are discussions so there is no way they can be made up if missed, student is absent. Such discussions serve the purpose of increasing student participation in the classroom and increase the practice of students sharing ideas about the various topics covered in the class. Each discussion will be worth 7 points for a total of 91 points. These types of discussions will occur on a Friday.

STUDENT RESPONSIBILITIES OR TIPS FOR SUCCESS IN THE COURSE

Tips on How to be Successful in this Class

1. Students must commit serious time to reading the assigned readings.
2. Students should ask the professor questions if there is any information, he/she does not understand.
3. Students should regularly attend class.
4. Students should take good, clear and understandable notes from the lectures and class discussions, and power points is used.
5. Students must commit a serious amount of time to preparation for the exams, writing and other assignments.
6. Students must make the most of the “easy” grades, so they help to balance or soften the more difficult grades.

GRADING

Course Possible Points:

2 Research Article Discussions (@ 20pts. each)	=	40 pts.
1 Research Paper		80 pts.
1 Essay Exam		100 pts.
1 Objective Exam		100 pts.
13 Student Discussion – Class Participation (@ 7 pts. each)		<u>91</u> pts.
		411 pts.

The following grade scale will be used:

- A = 411 – 369 pts.
- B = 368 – 328 pts.
- C = 327 – 287 pts.
- D = 286 – 246 pts.
- F = 245 – or below

ASSESSMENTS

1. The student will obtain a basic understanding of important issues in criminal justice planning, administration, and management; accomplished by *writing the research paper, experiencing the essay exam, and developing the professional exposure paper.*
2. The student will learn to utilize critical thinking skills; *by developing the research paper and participating in the two forms of discussions.*
3. The student will learn how to apply course concepts to ‘real life’ criminal justice administrative/management situations/issues: *by constructing the research paper, writing the professional exposure paper and completing the essay exam.*
4. The student will be an active and engaged participant in discussion forums by analyzing and evaluating information presented within the textbook, external readings/resources, student research and class activities; *by participating in the two forms of discussion.*

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TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&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@etamu.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>

STUDENT RESPONSIBILITIES FOR COURSE

CWID AND PASSWORD

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@etamu.edu.

TECHNOLOGY-RELATED ISSUES

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 ETAMU campus open computer lab, etc.

TECHNOLOGY REQUIREMENTS AND SUPPORT

MINIMAL TECHNICAL SKILLS NEEDED

Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

LEARNING MANAGEMENT SYSTEM (LMS) – D2L

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

- View the [Learning Management System Requirements Webpage](#).
- Learn more on the [LMS Browser Support Webpage](#).

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 on the [Brightspace Support Webpage](#).

COMMUNICATION AND SUPPORT

INTERACTION WITH INSTRUCTOR STATEMENT

If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your “myLeo” mail) and announcements in myLeo online (D2L). You will not RECEIVE email through D2L, so be sure to check your ETAMU email for communication. Students are encouraged to check university email daily.

INCLUDE THE FOLLOWING IN EMAILS WITH INSTRUCTOR:

- Course name and subject in the subject line
- Salutation (Good afternoon, Dr. Jackson)
- Proper email etiquette (no “text” emails – use proper grammar and punctuation)
- Student name and CWID after the body of the email (possibly add to student signature on email)

COURSE AND UNIVERSITY PROCEDURES/POLICIES

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.

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 online in the [Student Guidebook](#).

Students should also consult the [Rules of Netiquette Webpage](#) for more information regarding how to interact with students in an online forum.

ETAMU ATTENDANCE

For more information about the attendance policy, please view the [Attendance Webpage](#) and the [Class Attendance Policy](#)

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ACADEMIC INTEGRITY

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

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

[Undergraduate Student Academic Dishonesty Form](#)

[Graduate Student Academic Dishonesty University Procedure 13.99.99.R0.10](#)

[Graduate Student Academic Dishonesty Form](#)

USE OF ARTIFICIAL INTELLIGENCE

East Texas A&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

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 reasonable accommodation of their disabilities. If you have a disability requiring accommodation, please contact:

Office of Student Disability Resources and Services

East Texas A&M University
 Velma K. Waters Library Rm 162
 Phone (903) 886-5150 or (903) 886-5835
 Fax (903) 468-8148
 Email: studentdisabilityservices@etamu.edu

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

NONDISCRIMINATION NOTICE

East Texas A&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&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 ETAMU 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.

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

EAST TEXAS A&M SUPPORTS STUDENTS' MENTAL HEALTH – COUNSELING SERVICES

The Counseling Center at East Texas A&M University, 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

MENTAL HEALTH AND WELL-BEING

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Go to https://studentsupport.telushealth.com/us/about#download_app to download the app and explore the resources available to you for guidance and support whenever you need it.

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Course Outline / Calendar

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Week	Date (Mon – Sun)	Activities
Week 1	August 24 - 30, 2026	Introduction of course; review of class syllabus; Chapter 1 – Study and scope of Justice Administration Student Discussion # 1 - What are your thoughts about the functioning, operations, of the criminal justice system? These types of discussions will occur on Friday, this one to occur on August 28, 2026
Week 2	Aug 31 – Sept 6, 2026	Chapter 2 – Organization and Administration: Principles and practices Sept 4, Research Article Discussion (Marval)
Week 3	Sept 7 – 13,	Continuation of Chapter Two Student Discussion # 2 – After reading this Chapter # 2 why is it important that “administrators must know their people?” Include within your explanation, the importance of a theoretical approach presented by the authors of our textbook.
Week 4	Sept 14 – 20,	Chapter 4 – Police organization & Operation Student Discussion # 3 – What did you think when you started out reading Chapter 4 and the authors said, “public leaders[must] transform their organizations and operations,” and what were your thoughts after you completed reading the chapter? Be specific and descriptive in your comments. From reading your comment it should be obvious you read the chapter. Sept 18, Research Article Discussion (Allen)
Week 5	Sept 21 – 27,	Student Discussion # 4 – Why is it important that the citizens of an area believe in the legitimacy of their police personnel or the entire organization?
Week 6	Sept 28 – Oct 4,	Chapter 5 – Police Personnel roles & Functions Student Discussion # 5 – What did the authors declare as the “biggest challenges in memory,” and why is it still likely that challenge?
Week 7	Oct 5 – 11,	Chapter 6 – Police Issues & Practices Student Discussion # 6 – What area/idea can you pull from Chapter 6 and emphasize as rightly so a major concern for a police executive, and as an outsider what is your viewpoint?

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Week 8	Oct 12 – 18,	Chapter 7 – Court Organization & Operation Student Discussion # 7 – What is your opinion or attitude about the area in the chapter addressing the court's (more particularly the U.S. Supreme Court) involvement in policymaking?
Week 9	Oct 19 – 25	Chapter 8 – Court Personnel Roles & Functions Student Discussion # 8 – (You have two questions: both must be answered) What part of judicial administration are you most interested in and why? After understanding court information, where do you see the need for most reform?
Week 10	Oct 26 – Nov 1,	Chapter 9 – Court Issues & Practices Student Discussion # 9 – Chapter 9 on court issues contained a lot, which particular or important fact do/did you consider most provocative?
Week 11	Nov 2 – 8,	Chapter 10 – Corrections Organization & Operation Student Discussion # 10 – Develop an explanation of a need for all three institutions or practices, correction facility (prison, jail), probation and parole. In the process of this explanation development, explain why the management style or their operations have to be different.
Week 12	Nov 9 – 15,	Student Discussion # 11 – What in Chapter 11 would allow you to address good prison leadership or just the opposite representing bad leadership?
Week 13	Nov 16 – 22,	Chapter 11 – Corrections Personnel roles & Functions Chapter 12 – Corrections Issues & Practices Student Discussion # 12 – Identify what you would consider to be one of the most important issues within prison and explain why that area was identified by you.
Week 14	Nov 23 – 29,	Research Paper due Nov 23 (Monday in class) Student Discussion # 13 – As you see there are a few problems, issues within the correctional subsystem (mentioned in Chapter 12). Identify one of those areas and share your viewpoint on how you think it an/should be corrected.
Week 15	Nov 30 – Dec 6,	A Brief Overview of Chapters 13 - 17
Week 16	Dec 7 – 11,	Final Exam (in class)

Attachment A

Points to consider for maximum grade achievement on Research Paper

	80 -70 points	69 – 50 points	59 or below pts.
	Very Good	Moderate	Poor / Weak
Thesis / Argument	Clearly describes central issues or thesis; develops thesis with supporting arguments; well argued; critiques, compares multiple perspectives; interesting, original, thought provoking	General, weak thesis; straight-forward, somewhat simple arguments; thesis gets lost in paper; aware of only one perspective	Thesis or central themes unclear; central themes not explained from the beginning; poor arguments, little critical thinking
Organization			
Introduction	Clear thesis / main themes Organization stated	Topics noted	Thesis unclear, Organization unclear
Body	Makes substantiating arguments in support of thesis or main theme; connects and synthesizes complex ideas; detailed, with citations	Little organizational continuity; disjointed; general, unspecific; little use of reading sources	No clear organization; repetitive; lacks detail; no citations
Conclusion	Draws conclusions about the argument; briefly summarizes body	A summary; no conclusions; summary digressed from argument	Conclusion missing; summary unrelated to central argument
Evidence	Thorough, detailed, specific; numerous examples from reading and lecture materials	Moderate use of supporting evidence and examples; try to be more detailed and specific	Repetitive, general, simplistic; incorrect examples, false data
Sources / Citations	Thorough, Critical engagement of relevant readings & sources; professional journals and texts; numerous citations	Basic, simple use of reading materials; few citations; relies too heavily on internet or encyclopedias	Little use of assigned reading sources or outside research; no citations; need works cited page; plagiarism! (automatic F)
Language / Mechanics Rhetorical Quality Grammar/Spelling	Well written, clear, concise argumentation; clear paragraphs; grammatical writing; correct spelling; no contractions	General, unspecific writing; awkward grammar, some grammatical errors; some spelling errors, use of conjunctions	Unclear, awkward, repetitive language

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