

Syllabus  
CRIJ 5332 section 060  
Fall 2023

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(The best way to contact me is by using the messaging function in Canvas.)

Office Hours: Monday and Wednesday from 12:30pm-2:30pm and by appointment.

Furthermore, I am available throughout the week, so do not hesitate to send me a message and we can arrange an in-person office session or one via Zoom.

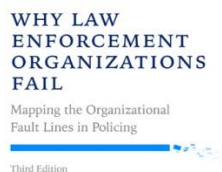
**Course Overview:** An advanced examination of policing strategies and programs and their related applications in the larger criminal justice system. Emphasis will be placed on using empirical methods to examine the effectiveness of contemporary policing practices from a variety of theoretical perspectives.

**Student Learning Outcomes:**

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|--|
| 1) Discuss the intersection of police officers from a social and political perspective while articulating the challenges policing in a democratic society. |
| 2) Summarize the environment of policing that contributes to organizational failure throughout the institution.  |
| 3) Critique the police environment and practices that constrains police reform.  |
| 4) Argue through a literature based lens the importance of democratic policing in today's society.   |

**Required Textbooks and Readings:**

O'Hara, P., & Sainato, V. A. (2019). *Why law enforcement organizations fail: Mapping the organizational fault lines in policing* (3<sup>rd</sup> ed.). Carolina Academic Press. ISBN: 978-1-53101-041-6



Patrick O'Hara  
Vincenzo A. Sainato

Sparrow, M. (2016). *Handcuffed: What holds policing back, and the keys to reform*. The Brookings Institution. ISBN: 978-0-8157-2781-1

### Handcuffed

What Holds Policing Back,  
and the Keys to Reform



MALCOLM SPARROW

### **Recommended Textbooks and Readings (if applicable):**

American Psychological Association. (2019). *Publication Manual of the American Psychological Association* (7<sup>th</sup> edition). American Psychological Association. ISBN: 978-1-4338-3217-8



### **Assignments and weights/point values**

1. Discussion Boards	15%
2. Group Assignment	25%
3. Flip (Video Discussions)	10%
4. Introduction and Getting Started Quiz	5%
a. Padlet Posting	2.5%
b. Comprehension Quiz	2.5%
5. Lecture Quizzes	5%
6. Preliminary Paper Assignments	10%
a. Topic	2%
b. List of Source in APA format (7 <sup>th</sup> ed.)	3%
c. Draft	5%
7. Semester Paper	20%
8. Written Assignments (short reflections)	<u>10%</u>
	100%

### Grading Scale:

A	90% or greater
B	80 – 89%
C	70 – 79%
D	60 – 69%
F	below 60%

\*\*keep in mind, I round up. This means a 89.45, rounds to a 89.5, which rounds to a 90.0

**Late Work and Make-Up Exams:** Unfortunately, illnesses, deaths in the family, or other traumatic events are part of life. Such events are unwelcomed and because I understand how difficult these times are, if you contact me within 24 hours of the event **and** provide documentation, I will be happy to give you a make-up quiz or extend an assignment deadline.

The general rule is I will not accept any late assignments. Please pay particular attention to the due dates for each assignment.

Attendance Policy: This is an online course and you are expected to complete the assignments on or before the due date. This is not a work at your own pace course. There are assignments each week you must complete.

UT Tyler does have a [Class Attendance policy](#) in the catalog.

### **Graded Course Requirements Information:**

#### Discussion Boards:

There will be several discussions during the semester. Each discussion will require you to think and apply the material you learned in your reading. Each discussion board will require you to make a post that is 300 words or greater. You must also use evidence to support your position. This will require you to use the APA documentation style. You must also engage in a discussion. This means making several replies to other students' posts, along with commenting on any posts to your original posting. All your postings (initial posting and each and every reply require at least one paraphrased reference from the reading in APA, 7<sup>th</sup> ed. Format). **All initial discussion postings are due by 11:59pm each Thursday and the replies completed by 11:59pm on Saturday.**

#### Flip (Video) Discussions:

There will be a couple flip (video) discussions. These assignments require you to create a video response, no longer than five minutes. Each discussion will require you to think and apply the material you learned in your reading. Then you must also respond (by video) to at least two other students' videos (those responses should also be thorough). **All initial discussion video postings are due by 11:59pm each Thursday and the replies completed by 11:59pm on Saturday.**

#### Group Project:

There will be one group project that your group will work on that will culminate with two deliverables at the end of the semester. The purpose of the group project is to demonstrate your application of the course concepts with a written report and a video that simulates an

“after action plan” to a governing body (i.e. City Council, Legislative Investigating Committee, etc.). Your group will identify an incident where a failure occurred in a policing agency and then discuss how the concepts you were exposed to during the semester were apparent in your analysis of the incident (your project will highlight your knowledge about how the failure concepts we learned are not compartmentalized, but overlap---in essence, rarely will you only find one of the concepts apparent in a failure—you don’t have to include all of the failure concepts we learned about , but you will need to elaborate on the direct and indirect influence of the ones that are applicable to your chosen incident (your team will discuss the incident with me early in the semester. Keep in mind you must have more than one concept aligned within your deliverables.) You will also describe how you would recommend reform measures be implemented. This will require a collaborative effort among team members and everyone must be thinking deeply. This will also help each of you learn from one another.

Again, the incident will be discussed with me early in the semester via a Zoom meeting with at least the team leader (all members of the team (group) being present would be ideal). You should be meeting briefly with your team throughout Module 2 and 3---this will ensure the development of the project deliverables occur incrementally, which will minimize your stress in the weeks leading up to the project deliverables being due. **(This project also takes the place of a formalized final examination.)**

To work on your project, each student must have a google account so you can work through the collaboration functionality in Canvas that will link to your google account. Your written project will require the group/team to work on a google document. Each member will be identified with a specific color to assist me in understanding the work of each group member. Group members will also evaluate other group members’ participation.

The final report should include the following to maximize your points:

1. Cover Page
2. Executive Summary
3. Description of the Incident
4. Discussion of Concepts related to “Failure” (more than one—all that pertain)
5. Recommendation for Reform Measures to Minimize Reoccurrence
6. Next Steps
7. References

The video will be recorded and uploaded in a professional manner by the group’s team leader or designee. All members should review the recording before it is finalized and uploaded. The recording should be framed as the speaker is presenting to a governing body, such as a city council, legislative investigative committee, etc. Thus, professionalism is the goal (dress, talk, and act the part).

Lecture Quizzes:

There will be a brief lecture video every week that introduces the topic for the week and highlights important concepts we will be learning about. Please watch these intently as questions will “pop-up” that you will be required to answer during the video. These are due by Tuesday of the week they are assigned (except for the first week as I provide some leeway due to students sometimes enrolling late). **Please complete the lecture quizzes no later than Tuesdays by 11:59pm.**

### Preliminary Paper Assignments:

There will be three preliminary paper assignments you will complete. These are known as scaffolding assignments as they are intended for you to be continuously working on your paper throughout the semester. Each builds/scaffolds on the last one. There will be a topic paper assignment where you identify a policing topic of interest to you that is a current issue within the policing environment. Each assignment is detailed in the canvas module for when they are due. **These are due no later than the Saturday by 11:59pm in the week they are due.**

### Semester Paper:

Your literature review must be on the same topic you submitted and I approved during the week the Paper Topic assignment was due (see above). This is a topic on a contemporary issue facing policing in the American society.

### Details for your paper are below:

1. The paper must be aligned with the topic you had pre-approved by me, which was submitted during week 2 of the semester.
2. You must use one inch margins, Times New Roman with 12 pt font.
3. Use APA formatting standards (title page number your pages at the top right of each page, headings, reference page, etc.).
4. Submit your paper in Canvas. **I will not accept any assignment via email.**
5. A fifteen (15) full page minimum that utilizes at least ten (10) peer-reviewed references. (Your title page and reference pages are not included in the minimum page requirement).

DO NOT PLAGIARIZE. If you have a question about how to properly cite a source, please see me.

### Written Assignments:

There will be a couple reflection papers throughout the semester. These assignments are designed for you to apply the knowledge you have learned or were responsible for learning. You will be graded on formatting, organization, mechanics (grammar, spelling, and punctuation), quality of your analysis, and academic diction. You will be required to become familiar and use APA formatting for the assignments. (Refer to the assignment that is contained in the weekly folder for the specifics of each assignment). These assignments are also designed to help you improve your writing skills because effective writing is extremely important for the criminal justice student (and professional).

### Minimum Assignment Requirements:

1. You must use one-inch margins, Times New Roman with 12 pt font.
2. Double space.
3. Number your pages at the top right of each page.
4. Use APA format.
5. Use headings as this keeps you focused on what you will write about and it also informs the reader what he or she will read. (It is also an APA requirement)
6. DO NOT PLAGIARIZE.
7. Cite credible sources to support your argument.
8. Upload in Canvas using a Word document (.doc or .docx) or a .pdf.

Generally, when writing an academic paper you will not use the same informal type language you use during your daily conversations. Informal, conversational language, will negatively impact your grade.

## **Calendar of Topics, Readings, and Due Dates**

This is a tentative course schedule: All initial discussions and video postings are due on Thursdays by 11:59pm with replies/responses due on Saturdays by 11:59pm.

### **Module 1**

#### **Becoming Familiar with the Police and Their Environment**

Week 1  
(Aug 21-26)

Introduction to the Course and Recognizing the Police  
Complete the items in the Getting Started Module and Become Familiar with the layout for the course

**Reading:** Syllabus and Getting Started Module

Read the article for Week 1: Who are the Police? Descriptive Representation in the Coercive Arm of Government by Ba et al. (2022)-located in Module 1

**Assignment:** Complete the padlet posting and the comprehension quiz (located in the Getting Started Module).  
Complete the lecture quiz by 11:59pm on Aug 22.

Week 2  
(Aug 27-Sep 2)

Challenges in Policing

**Reading:** Read two articles-located in Module 1

Why measure performance? Different purposes require different measures by Behn (2003)

The challenge of policing in a democratic society: A personal journey toward understanding by Ramsey (2014)

**Assignment:** Complete the lecture quiz by 11:59pm on Aug 29.  
Paper Topic is due! Upload by 11:59pm on Sep 2.  
DB#1: initial posting due not later than 11:59pm on Thursday, Aug 31 and replies no later than 11:59pm on Saturday, Sep 2.

***September 1 is Census day!***

### **Module 2**

#### **Grasping Why Police Organizations Fail**

Week 3  
(Sep 3-9)

Ordinary Disaster

**Reading:** Chapter 1 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 5.  
Reflection #1 due not later than 11:59pm on Sep 9.

***UT Tyler is closed on Monday, September 4 for the Labor Day holiday***

Week 4  
(Sep 10-16)

Diagnosing Organizational Dysfunction  
**Reading:** Chapter 2 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 12.  
Flip #1: initial posting due not later than 11:59pm on Thursday, Sep 14 and replies no later than 11:59pm on Saturday, Sep 16.

Week 5  
(Sep 17-23)

Normal Accidents  
**Reading:** Chapter 3 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 19.  
List of possible References/Reference Page due no later than 11:59pm on Sep 23

Week 6  
(Sep 24-30)

Structural Failure  
**Reading:** Chapter 4 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Sep 26.  
DB#2: initial posting due not later than 11:59pm on Thursday, Sep 28 and replies no later than 11:59pm on Saturday, Sep 30.

Week 7  
(Oct 1-7)

Oversight Failure/Marginalizing the Guardians  
**Reading:** Chapter 5 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Oct 3.  
Flip #2: initial posting due not later than 11:59pm on Thursday, Oct 5 and replies no later than 11:59pm on Saturday, Oct 7.

Week 8  
(Oct 8-14)

Cultural Deviation  
**Reading:** Chapter 6 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Oct 10.  
Reflection #2 due not later than 11:59pm on Oct 14.

Week 9  
(Oct 15-21)

Institutionalization in Policing  
**Reading:** Chapter 7 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Oct 17.  
Initial draft is due not later than 11:59pm on Oct 21.

Week 10  
(Oct 22-28)

Resource Diversion  
**Reading:** Chapter 8 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Oct 24.  
DB#3: initial posting due not later than 11:59pm on Thursday, Oct 26 and replies no later than 11:59pm on Saturday, Oct 28.

Week 11  
(Oct 29-Nov 4)

Managing Imperfection  
**Reading:** Chapter 9 in O'Hara and Sainato

**Assignment:** Complete the lecture quiz by 11:59pm on Oct 31.  
Be working on the group assignment!

***October 30 is the last day to withdraw from with a "W"***

### **Module 3**

#### **Keys to Police Reform**

Week 12  
(Nov 5-11)

The Legitimacy Crisis in Policing  
**Reading:** Chapter 1-3 in the Sparrow book.

**Assignment:** Complete the lecture quiz by 11:59pm on Nov 7.  
Semester paper is due no later than 11:59pm on Nov 18.

Week 13  
(Nov 12-18)

Partnering for a Better Society  
**Reading:** Chapter 4-6 in the Sparrow book.

**Assignment:** Complete the lecture quiz by 11:59pm on Nov 14.  
Be working on the group assignment!

Nov 19-25

UT Tyler is Closed for the Thanksgiving holiday

### **Module 4**

#### **Wrapping It Up!**

Week 14  
(Nov 26-Dec 2)

Group Project Deliverables

**Assignment:** Complete and submit your group project deliverables (written report and video presentation to a simulated governing body) no later than 11:59pm on Saturday, Dec 2

Week 15  
(Dec 3-8)

Finals Week  
*I am available for consultation via Zoom*