

---

## Supervision and Management

---



TEXAS A&M  
UNIVERSITY  
CENTRAL TEXAS

### COURSE AND CONTACT INFORMATION

Instructor: Kevin Leverenz, PhD  
Class Duration: August 22, 2022 to December 9, 2022; **100% ONLINE**  
Office Hours: By appt., as deemed appropriate, to be conducted by Zoom Meeting or by phone. If you know you would like to meet with me it is always best to schedule an appointment via Canvas inbox or by email.

Email:

- [kleverenz@tamuct.edu](mailto:kleverenz@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.

*\*\*\*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\*\*\**

### 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](http://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. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

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. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

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.

### **Online Proctored Testing**

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

### **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](mailto: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 either a Zoom meeting or a telephone conference. I do not maintain office hours, as I am not regularly on campus during the semester.

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. 2022 by Kevin Leverenz at Texas A&M University-Central Texas, College of Arts and Sciences; 1001 Leadership Place, Killeen, TX 76549; kleverenz@tamuct.edu

### **Emergency Warning System for Texas A&M University-Central Texas - SAFEZONE.**

SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the SafeZone website [[www.safezoneapp.com](http://www.safezoneapp.com)].

To register SafeZone on your phone, please follow these 3 easy steps:

1. Download the SafeZone App from your phone store using the link below:
  - iPhone/iPad: [<https://apps.apple.com/app/safezone/id533054756>]
  - Android Phone / Tablet  
[<https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp>]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)

For updates on COVID information, please monitor the University website [<https://www.tamuct.edu/covid19/>]

## **COURSE INFORMATION**

### **Course Overview & Description**

Study theories and principles of supervision as applied to criminal justice agencies including organization, leadership, motivation, human resources flow, and managerial ethics.

### **Course Objectives**

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

1. Demonstrate an understanding of supervision and management competencies.
2. Demonstrate an understanding of the supervisor / manager role in the criminal justice system and in maintaining the integrity of that system.
3. Demonstrate an understanding of the two goals of the U.S. criminal justice system.
4. Demonstrate an understanding of the competencies that differentiate quality leaders from others.

### **Required Textbook**

Title: Justice Administration, Police, Courts and Corrections Management (9<sup>th</sup> ed.) (2019)

Author(s): Kenneth J. Peak & Andrew L. Giacomazzi

ISBN: 978-0-13-487140-0

Publisher: Pearson

## SUPPLEMENTARY MATERIALS

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

## REQUIRED COURSE WORK

**Assignments** – Complete assignments by going to Modules. Modules organize topics, assignments, and supplemental information, such as PowerPoints, links to videos, links to articles, and other resources. All written assignments are completed or submitted on Canvas. In this course, only five assignments exist: one attendance verification essay and four exams. However, to prepare for the four exams (which comprise 100% of your grade), you must read the textbook, and use it (along with all supplementary materials provided in Canvas) to prepare for the exams. Canvas is segmented into four parts. Completion of part 1 (and Exam 1) is a prerequisite for part 2 and the same is true the rest of the course; part 2 to begin part 3, and part 3 to begin part 4. To learn how to view assignments in Canvas, visit <https://community.canvaslms.com/docs/DOC-10566-4212191416>

**Attendance Verification Essay** – As I will be required to verify your attendance in the course, the introductory module will ask for you to provide a brief summary of your employment and educational experience, thus far. This assignment will be rather brief and is expected to be concise yet informative. It will suffice as verification while assisting me in getting familiar with each student. If you do not complete it, I will be required to submit notice to the university (shortly after the posted deadline) that you have not attended the course. It is imperative that you participate in this exercise.

**Exams** – There are four exams for 400 points. Your grade will hinge on your test performance and your test performance will hinge on your command of the material delivered in the textbook and the supplementary information provided by me in Canvas.

- **Exam 1** has 25 multiple choice questions, each worth 4 points = 100 points.
  - *Exam 1 covers chapters 1-4 in the assigned textbook and leadership takeaways from “Remarks by General Stephen Townsend” (link included in Module Part 1).*
- **Exam 2 (Midterm Exam)** has 25 Multiple choice questions, each worth 4 points = 100 points.
  - *Exam 2 covers chapters 5-9 in the assigned textbook.*
- **Exam 3** has 25 multiple choice questions, each worth 4 points = 100 points.
  - *Exam 3 covers chapter 10-13 in the assigned textbook.*
- **Exam 4 (Final Exam)** has 25 multiple choice questions, each worth 4 points = 100 points.
  - *Exam 4 covers chapters 14-17 in the assigned textbook.*
- **REMEMBER** –
  - **You will have 90 Minutes to complete each exam.**
  - If you begin the exam 30 minutes before the deadline expires for the exam, the access to the exam will expire in 30 minutes and you will lose the remainder of your time to take the exam.

- If you being the exam, then the timer begins. The time will continue to run until time expires, without regard to your attention on the exam. When you being the exam, ensure you are ready to train your complete focus on the exam and complete it before the deadline.
- All four exams will be open resources – your resources, which include your textbook, any notes or other material that the instructor has made available to you in Canvas.
- HOWEVER – **all four exams are your own work product**; these are not group projects. Any violation of this provision that is detected will be referred to the University in accordance with the policy on Academic Integrity (addressed below).

**Calendar (in Syllabus) and Modules** – The modules and the weeks to cover chapters in the textbook (along with supplementary materials in each module) are split as equitably as possible, given the amount of material in each chapter of the textbook. Students should review the modules and textbook in Week 1 in order to absorb the amount of material they are responsible for each week.

### **OTHER INFORMATION REGARDING THE COURSE**

**I. Late assignments:** Late assignments will not be accepted. For this reason, exam deadlines will not be extended under normal circumstances. 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 and notice of such a circumstance should be communicated to me as soon as you become aware of it. 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. 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.

**VI. Grading Criteria Rubric and Conversion:**

Final course grades will be assessed on the following scale:

|            |        |       |                  |   |
|------------|--------|-------|------------------|---|
| Assignment | Points | Grade | 360 - 400 points | A |
|------------|--------|-------|------------------|---|

|        |            |  |                  |   |
|--------|------------|--|------------------|---|
| Exam 1 | 100 points |  | 320 - 359 points | B |
| Exam 2 | 100 points |  | 280 - 319 points | C |
| Exam 3 | 100 points |  | 240 - 279 points | D |
| Exam 4 | 100 Points |  | < = 239 points   | F |

The exams are constructed to make them quite easy and within reach for those who study and master the materials while making it difficult for those who fail to do so. When you submit completed exams, grades will be calculated by Canvas and immediately available to you. The exams will present one question at a time; you will have to submit your response before seeing subsequent questions.

| Week                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    | Topic                      | Due                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------------------|------------------------------------------|
| 8/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1  | Chapter 1                  | Attendance Verification Essay – Due 8/28 |
| 8/29                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2  | Chapters 2, 3              |                                          |
| 9/5                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3  | Chapter 4                  |                                          |
| 9/12                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4  | <b>Exam 1</b>              | Available 9/12 to 9/16 @ 11:59pm         |
| 9/19                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 5  | Chapters 5, 6              |                                          |
| 9/26                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 6  | Chapter 7                  |                                          |
| 10/3                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 7  | Chapter 8                  |                                          |
| 10/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 8  | <b>Exam 2</b>              | Available 10/10 to 10/14 @ 11:59pm       |
| 10/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 9  | Chapters 9, 10             |                                          |
| 10/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 10 | Chapter 11, 12, 13         |                                          |
| 10/31                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 11 | <b>Exam 3</b>              | Available 10/31 to 11/4 @ 11:59pm        |
| 11/7                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 12 | Chapter 14                 |                                          |
| 11/14                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13 | Chapter 15                 |                                          |
| 11/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 14 | Chapter 16                 |                                          |
| 11/28                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15 | Chapter 17                 |                                          |
| 12/5                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 16 | <b>Exam 4 (Final Exam)</b> | Available 12/5 to 12/9 @ 11:59pm         |
| <p><b>** EXAM deadlines are only extended at my discretion and require justification – extensions are at the instructor’s discretion, typically granted for extenuating and unforeseen circumstances. If a student has such a circumstance, email the instructor as soon as reasonably practical to request an extension. Absent extenuating, unforeseen circumstance or hardship, students should plan accordingly and use the allotted time appropriately.</b></p> |    |                            |                                          |

### IMPORTANT UNIVERSITY DATES

See important dates at <https://www.tamuct.edu/registrar/academic-calendar.html>

## UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

### **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 Warrior Center for Student Success, Equity 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>

### **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. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. 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 referral,  
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\\_id=0](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0).

### **Drop Policy**

If you discover that you need to drop this class, you must complete the Drop Request Dynamic Form through Warrior Web.

<https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdpId=https://eis-prod.ec.tamuct.edu:443/samlSSO&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f53b8369e-0502-4f36-be43-f02a4202f612>.

Faculty 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. Once you submit the completed 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. Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant, experiencing pregnancy-related conditions, 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/pregnant-and-parenting-students.html>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these requirements and guidelines 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 virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing [WarriorCenter@tamuct.edu](mailto:WarriorCenter@tamuct.edu).

To schedule tutoring sessions and view tutor availability, please visit Tutor Matching Services <https://tutormatchingservice.com/TAMUCT> or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote 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 except writing support. Access Tutor.com through Canvas.

### **University Library & Archives**

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 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 virtually through WebEx, Microsoft Teams or in-person at the library. Schedule an appointment here <https://tamuct.libcal.com/appointments/?g=6956>.

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>.

### **University Writing Center**

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

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 making an appointment via WOnline <https://tamuct.mywconline.com/>. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

## **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 Wellness and 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/compliance/titleix.html>.

### **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, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the referral online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\\_id=2](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2).

Anonymous referrals are accepted. Please see the Behavioral Intervention Team website for more information <https://www.tamuct.edu/bit>. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5805.