

## Leadership and Supervision



TEXAS A&M  
UNIVERSITY  
CENTRAL TEXAS

### COURSE AND CONTACT INFORMATION

Instructor:

Kevin Leverenz, PhD

Class Duration:

August 22, 2022 to December 9, 2022; *Wednesdays, 6pm to 9pm*

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\*\*\***

### COURSE INFORMATION

#### MODE OF INSTRUCTION AND COURSE ACCESS

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

Students **must** be able to access Canvas. Students can access Canvas on the Texas A&M-Central Texas website: [www.tamuct.edu](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. 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.

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## **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](http://www.safezoneapp.com) website [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): [https://apps.apple.com/app/safezone/id533054756]
  - [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp) [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**

Examine leadership and organizational theories focused on identifying problems and solutions in criminal justice management. The case study method and current literature provide experiences on how leadership styles, human resources, and the organizational environment impact management decisions.

### **Course Objectives**

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

- Understand the four frames of organizations, structural, human resource, political, and symbolic.
- Be able to understand when to use strategies and tactics of a particular frame to engage in the most effective leadership.
- Critically evaluate different managerial situations.
- Demonstrate knowledge of leadership competencies in a variety of contexts (including Criminal Justice contexts).

### **Required Textbooks**

Bolman, L. & Deal, T. (2013). Reframing Organizations: Artistry, Choice, and Leadership (6<sup>th</sup> edition). San Francisco, CA: Wiley.  
ISBN: 978-1119281818

Blanchard, K. (2018). Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations (3<sup>rd</sup> Edition). Upper Saddle River, NJ: FT Press.  
ISBN: 978-0134857534

### **SUPPLEMENTARY MATERIALS**

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

### **REQUIRED COURSE WORK**

#### **Five (5) Discussion entries 20 pts each (100 pts)**

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

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

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

**Exam 1 (100 points) – 25 questions; 90 minutes**

**Exam 2 (100 points) – 25 questions; 90 minutes**

**Exam 3 (100 points) – 25 questions; 90 minutes**

**Exam 4 (100 points) – 25 questions; 90 minutes**

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

**Late assignments**: Late assignments will not be accepted. 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.

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

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

**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.

**Posting of Grades:** All student grades will be posted in the Canvas grade book and students should monitor their grading status through this tool. Students should generally expect grades to be posted within one week after the assignment's due date. Deviations from this schedule will be announced on Canvas. Grade posting is due on December 13, but that is my deadline; grades will be posted on December 11, 2021. This requires all students to be completed with all work, so no deadline extensions will exceed December 10 regardless of issue that is presented.

**Grading Criteria Rubric and Conversion:**

Final course grades will be assessed on the following scale:

Assignment	Points	My Grade	
Exam 1	100	90%+	A
Exam 2	100	80%+	B
Exam 3	100	70%+	C
Exam 4	100	60%+	D
Discussions	100	< 60%	F

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

Date	Description
8/24	Syllabus, Schedule confirmed, Managing your Message
8/31	Discuss Chapters 1 to 5 (Bolman-Deal)
9/7	Discussion 1 completed, Discuss Chapters 6 to 10 (Bolman-Deal)
9/14	Exam 1 prep (1 hour) – exam on Canvas from 9/14 @ 6pm to 9/20 @ 11:59pm
9/21	Discussion 2 completed, Discuss Chapters 11 to 15 (Bolman-Deal)
9/28	Discussion 3 completed, Discuss Chapters 16 to 20 (Bolman-Deal)
10/5	Discussion 4 completed, Discussion – recap on Bolman-Deal textbook
10/12	Exam 2 prep (1 hour) – exam on Canvas from 10/12 @ 6pm to 10/18 @ 11:59pm
10/19	Discuss Blanchard (Chapters 1 to 5)
10/26	Discuss Blanchard (Chapters 6 to 10)
11/2	Discussion 5, Recap Blanchard – Part 1
11/9	Exam 3 prep (1 hour) – exam on Canvas from 11/9 @ 6pm to 11/15 @ 11:59pm
11/16	Discuss Blanchard (Chapters 11 to 14)
11/23	** Thanksgiving Break **
11/30	Recap Blanchard (Chapters 15 to 18)
12/7	Exam 4 prep (1 hour) – exam on Canvas from 12/7 @ 6pm to 12/11 @ 11:59pm

Check Assignment or Discussion item in Canvas to find the due date and time.

## 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/samlssso&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.