CCJS318E ESG1
The Hostage Negotiator: Crisis Communication Skills

Fall 2022
The University of Maryland
Universities at Shady Grove

Thursdays 2:00pm -4:30 pm
Building III Room 4220

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How would you rate yourself in the area of communication? Are you a below average communicator? Average? Above average? You do it every day but how much thought have you given to the process of communicating with another person? How well do you listen when someone else is talking to you? Ever feel like no one listens to what you say?

It has been said that "Talk is cheap", after all, everyone does it. The question is, is your "talk" effective? Do your words matter? Do you connect with others? Influence others? Leadership expert John Maxwell said, "Connecting is the ability to identify with people and relate to them in a way that increases your influence with them."

Why learn about hostage negotiation? At the fundamental level, hostage negotiation is about communication and connecting with another human being under stressful (i.e. crisis) conditions. Communicating and connecting with other people are skills that can be learned. These are skills that most people think they do well, but few actually do.

This course has two main focus points. The first is to examine the history of hostage/crisis communication as an effective tool for law enforcement. The second is to learn how to apply the techniques used by effective hostage negotiators in your everyday life. The concepts of what constitutes effective communication will be discussed and evaluated at the individual, group, and audience level. Yes, be warned, there is a public speaking component to this course.

Upon completion of the course, students should possess an understanding of the importance of the basic communication process, how emotions and stress affect this process, and strategies for using crisis communication techniques to improve their personal and professional lives.

Students who successfully complete this course will be able to:

- Understand the history hostage/crisis communication as an effective tool for law enforcement.
- Identify the definitions of hostage, hostage situation, and negotiations
- Understand why high-profile critical incidents caused police to develop alternatives to tactical resolution.
- Examine and evaluate the principles, barriers, and techniques of effective communication.
- Identify the components of a hostage negotiation team and understand the concepts of group development.
- Identify the components of the stress response and understand how this response influences and effect communication
- Understand how your personality contributes to your communication style and how to adjust your style when communicating with other personality types.
- Understand how to apply the basic and advanced communication concepts to your professional and personal life.

Course Structure

CCJS 318 is scheduled to be one in-person with one class meeting each week. This means you will be required to be physically present in each class. While attending class you are NOT be required but have the option to wear a mask. You may find this policy HERE.

The weekly meeting will be augmented by reading and there may be occasional online assignments that include discussion boards, recorded lectures, and assigned videos. If such coursework is assigned it will be conducted through our course space on CANVAS/ELMS.

I will be available to you through email and/or through scheduled in-person or ZOOM meetings. Barring unforeseen circumstances, all emails will be answered within 48 hours of receipt of them.

Required Materials

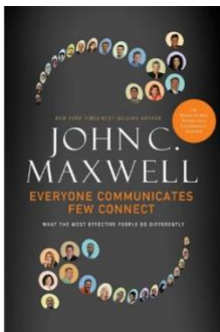There is only one required book for this class.

Everyone Communicates, Few Connect
What the most effective people do differently
By Dr. John C. Maxwell
Thomas Nelson Publishing
Amazon link HERE

Time & Reading Commitment

WARNING - **This course is a significant time commitment**. It requires a great deal of time and effort to work through the assigned reading material, participate in class discussions, and submit the assignments on time.

Please note: The University guideline is that students should spend 2 to 3 out-of-class hours per week for every credit hour taken. Because CCJS 318 is a three-credit class, <mark>you should expect to spend, on average, 6 to 9 hours each week on your work.</mark> If your schedule does not allow you to put in the necessary time to master the course material, please consider dropping the course and re-registering for it when we are able to offer it in a different format. CCJS 318 may require more work than some of your other classes, but I promise you will get more out of it in return.

Rights, Responsibilities, and Expectations
My role is to design and manage a learning environment that is rigorous, engaging, and focused on evidence-based teaching practices. As a student, your role is to take personal responsibility for your learning and actively engage in all aspects of the course. Below I list some of the rights, responsibilities, and expectations you have as members of this class.

As a student, you have the right to expect that:
- All your work will be evaluated by reasonable, objective, and transparent criteria intended to assess learning.
- You will be treated with equality, professionalism, and respect.
- I will be prepared and on-time for every scheduled meeting.
- I will maintain a classroom conducive to active learning, discussion, and critical thinking.
- I will, when possible, integrate contemporary examples, videos, and activities to reinforce learning.
- I will be available to assist with coursework and to offer referrals to campus resources upon request.
- I will read and respond to your emails within 24 hours on weekdays. All emails sent over the weekend will be responded to on Monday.
- I will do my best to answer any questions you have, and if I don't know the answer, I'll do my best to work with you so we can find it (in other words, I won't just make stuff up).

As an instructor, I have the right to expect that you will:
- Be present and on-time for each class meeting.
- Devote the necessary time and energy to master the course material (see time commitment above).
- Remain actively engaged in class each week.
- Take responsibility for your education. That means asking questions when you have them, managing your time to complete the work when due, actively participating in class discussions, and getting anything you might have missed from a fellow classmate.
- Check into our CANVAS/ELMS classroom and your email at least once in every 24 hour period.
- Adhere to all course and University policies and procedures, deadlines, requirements, and grading criteria (see below)

Course Policies and Procedures

The University of Maryland's conduct policy indicates that course syllabi should refer to a webpage of course-related policies and procedures. Accordingly, a student-facing page of policies and resources is posted here: http://www.ugst.umd.edu/courserelatedpolicies.html. Below are course-specific policies and procedures which explain how these University policies will be implemented in this class.

1. Satisfactory Performance: The University expects students to take full responsibility for their academic work and academic progress. The student, to progress satisfactorily, must meet all the requirements of this course. In addition, each student is expected to listen to the online lectures regularly and promptly, to be prepared to discuss the required material, and to perform satisfactorily on all course assignments.

2. ELMS/Testudo: Students should be familiar with the University of Maryland's Enterprise Learning Management System (ELMS) as well as Testudo Interactive Web Services (Testudo). ELMS (powered by CANVAS) will be used as our primary platform for this class. Within the Modules, students will have access to all lectures, assignments, and supplemental reading materials. ELMS will also be used to make course announcements and provide students with online access to their individual grades (login at http://elms.umd.edu, select our course, and then click on "Grades" in the course menu).

Testudo can be used by students to check on final course grades once they have been submitted to the University Registrar. On Testudo go to http://www.testudo.umd.edu/Registrar.html, look under "24 Hour Access," and select "View Your Grades".

It is the student's responsibility to check ELMS/CANVAS on a daily basis to obtain course materials and to see if any class announcements have been made.

3. Accommodations for Students with Disabilities: The University of Maryland's Accessibility and Disability Service (ADS) provides reasonable accommodations to qualified individuals to ensure equal access to services, programs, and activities sponsored by the University of Maryland. If you wish to discuss academic accommodations for this class, please contact ADS (https://counseling.umd.edu/ads/) and your professor as soon as possible.

4. Written Assignments: All written assignments should be typed in 12-point font, double spaced, with one-inch margins on all sides. Use black ink for all assignments. Proofread your work! Typos and grammatical errors will result in a deduction of assignment points. All assignments should follow the guidelines of the American Psychological Association, available in the APA manual (7th ed.) or online at:

- https://apastyle.apa.org/
- https://apastyle.apa.org/instructional-aids/student-paper-setup-guide.pdf
- https://apastyle.apa.org/instructional-aids/tutorials-webinars

Unless otherwise specified, graded assignments will be uploaded to our course space on ELMS/CANVAS. No emailed assignments will be accepted.
Please follow the following directions to upload an assignment to ELMS/Canvas:
- Once you have entered our CANVAS classroom, Click on "Assignments" on the left-hand menu in our classroom.
- Then click on the assignment you are supposed to be submitting (e.g., Group Project).
- On the far righthand side of the screen will be a + sign with the words "submit assignment" next to it.
- Click on the "Submit Assignment" link and the directions will prompt you to upload your assignment.
- Click "Browse" to find the assignment on your hard drive.
- Then remember to click "Submit Assignment" to get it to me.

5. Questions about Assignments: Please ask all questions you may have about an assignment by 4 PM the day before the assignment is due. Any questions asked after that time may not be answered in time for you to make changes to your work.

Note Regarding Missed Classes: While my expectation is that you attend each class. On the first day of class I will provide you with the opportunity to obtain contact information for two other

classmates. Please ensure you have correct contact information because your classmates are who you call/text/message/for copies of their notes from the class session.

Please see the U of MD policy for excused absences HERE. YOU are responsible for information and material missed on the day of absence. Use these contacts to obtain class notes for the day you were absent. For missed class, please do the following:

1. Notify me in a timely manner, that you will miss class.

2. If it falls under the excused absences policy, provide the necessary documentation.

3. Obtain lecture/discussion notes from one of your classmates

4. **Optional : If you would like to make up class participation points** a paper must be submitted by the start of the following class. This paper is to be 2-4 pages in length and should summarize the material we covered during the missed class. For example, you have an excused absence for a class where the reading assignment was chapter two of the Maxwell book. You must submit a 2-4 page paper, summarizing the contents of the chapter and specific concepts and/or ideas that you could apply to your own life. This paper would have to be submitted, via email, prior to the beginning of the following class.

5. The points for Reading check-ins may not be made up. You will have the option for

Missed assignments must be made up within 5 calendar days of the student's return to school. No missed assignments will be accepted for a grade after that time.

7. Questions about Grades/Grade Disputes: All questions about graded assignments or exams must be brought to your instructor (in writing) within **3 calendar days** from the day the grade is posted or the class session in which the assignment/exam is returned to the class (whichever is earlier). After this time, the instructor will provide information, but will not engage in any discussion of a grade.

8. Academic Integrity: It is expected that each student will uphold academic integrity in this course and that, with the exception of group work, students will complete assignments on their own. The University's approved *Code of Academic Integrity* is available on the web at: http://www.president.umd.edu/policies/iii100a.html and should be read. The *Code* defines academic dishonesty as *cheating* (intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise); *fabrication* (intentional and unauthorized falsification or invention of any information or citation in an academic exercise); *facilitating academic dishonesty* (intentionally or knowingly helping or attempting to help another student to violate any provision of this Code), and *plagiarism* (intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise). The *Code* prohibits students from cheating on exams; plagiarizing papers; submitting the same paper for credit in two courses without authorization; buying papers; submitting fraudulent documents; and, forging signatures.

Academic dishonesty of any sort will not be tolerated. Academic dishonesty constitutes grounds for failure on the relevant assignment and potential failure of the entire course. If you have any questions about what practices are, and are not, acceptable, direct them to the instructor before the assignment is due.

9. University of Maryland Honor Pledge: The University of Maryland hasationally recognized Honor Code, administered by the Student Honor Council. The University of Maryland Honor Pledge reads:

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination.

Unless you are specifically advised to the contrary, the Pledge statement should be signed on the front cover of all papers, projects, or other academic assignments submitted for evaluation in this course. Students who fail to write and sign the Pledge will be asked to confer with the instructor.

10. Copyright Protection for Class Materials: Course materials that exist in a tangible medium, such as written or recorded lectures, PowerPoint presentations, handouts, and tests, are copyright protected. Students may not copy and distribute such materials except for personal use and with the instructor's permission.

12. Incompletes: The grade of incomplete ("I") is given only to a student whose work in a course has been qualitatively satisfactory, when, because of illness or other circumstances beyond their control, the student has been unable to complete some small portion of the course work. In no case will an incomplete be given to a student who has not completed major course assignments. If you miss the final exam and have a university-approved excuse, you must contact your instructor **within 24 hours** and sign an **incomplete contract**. Without it, your course grade will be calculated based on zero points (an "F") for the missed exam. It is the student's responsibility to request arrangements for the completion of the course work.

13. Course Evaluation: Students are expected to complete the University of Maryland's campus-wide online course evaluation system, CourseEvalUM which can be accessed through our course space on ELMS/CANVAS(www.elms.umd.edu).

Assignment Descriptions

CCJS 318 is organized into weekly Learning Modules. In each module students will be expected to accomplish the following tasks: (1) listen to and/or read online lectures and complete required readings; (2) post responses to weekly discussion topics covering class material; (3) respond to the discussion posts of fellow classmates; and (4) ask questions when clarification is needed.
In addition to the weekly module work and discussions, students will be expected to take two exams (i.e., midterm and the final exam). Below are descriptions of all graded work:

1. Class Participation: Class participation will be earned during the in-person class (and possibly online) meetings. To earn full points for each class meeting you must be on time, be fully engaged in the discussion, and remain until the end of the meeting. Coming late to class or leaving early will result in a partial loss of points for that meeting.

If we must switch to virtual meetings our sessions will be conducted via Zoom meetings. To earn full points for each live virtual session students are expected to:
- sign into the Zoom session at or before the class start time (I strongly suggest signing in 5 minutes before)
- **have your camera on and your face in view**
- be present during the entire meeting
- participate in the lesson through voice or chat comments

2. Introduction Paper

Students will submit a 1-2 page written paper (more than one page, but less than 3 pages). In this paper answer the below questions. Do NOT write out the questions and then answer them. Write an essay that includes answers to these questions:

1. Tell a little about you and your interests.
2. What is something unique about you?
3. Why do you want to take this course?
4. Why do you want to learn about hostage negotiation and communication? How will it help you in your life?
5. What, in your opinion, is the point to this assignment?

3. Initial Presentation

Students will present to the class on a topic of their choice (basic limitations to be set by me). The idea is to incorporate basic communication/public speaking skills to connect with an audience in order to make a point. This will be a 5 minute presentation. The use of PowerPoint type slides is discouraged, but exceptions will be granted on a case by case basis.

4. Final Presentation

Students will build on the Initial Presentation (details above). This will be a 3 minute presentation to connect with an audience to make a point. Students are expected to use instructor critiques and feedback from their Initial Presentation to enhance the Final Presentation.

5.   Examinations:

There are two exams in this course (i.e., a midterm and the final exam). The final exam will be cumulative. Material for exams will come from in-person/online lectures, reading assignments, audiovisual presentations, and class discussions. The format of the exams will vary; but, multiple-choice, matching, short answer, and/or essay questions will typically be used. All examination questions (including any essay questions) will be graded in an objective manner. That is, for any examination item, responses will be awarded points to the degree to which the answer corresponds to a predetermined set of criteria (i.e., a predetermined correct answer).

6.   Reading Check-ins

When there is an assigned reading of a chapter there will be a reading check-in to complete the next class meeting. This will be a short, multiple-choice/fill in the blank type "quiz." On the assigned chapter. The check-ins are not to test your knowledge of the material but just to see if you did the reading. If you read the chapter, did a little highlighting and took some simple notes, you will pass each check-in with flying colors. There will be a total of 10 check-in, one for each chapter of the book. Your grade will be based on your best nine out of 10 check in grades.

ELECTRONIC DEVICE POLICY

No computers, phones or tablet devices are permitted during the discussion portion of our class meetings (usually the first half of the class). I understand and have considered all of the valid arguments for permitting laptop and tablet computers in the classroom. However, in my experience (and based on the research evidence) the reality is that they present an irresistible distraction and detract from the cooperative learning environment. Researchers have found that these distractions do in fact interfere with learning and active participation. For that reason the use of computers and phones will not be permitted during the discussion portion of class meetings (Except when required for DSS accommodations)

I expect you to make the responsible and respectful decision to refrain from using your cellphone in class. If you have critical communication to attend to, please excuse yourself and return when you are ready. If I find myself or other students to be distracted by your behavior I will ask you to leave the room. For more information about the science behind the policy watch Dr. Scott Roberts video here: http://youtu.be/WwPaw3Fx5Hk

Final Grade Computation
GRADES ARE NOT GIVEN BUT EARNED. Your grade is determined by your individual performance on the various learning assessments in the course (they are not curved). Course grades will be computed by taking the total number of points the student earns in the class, dividing that number by the total number of possible points for the class, and multiplying by 100 to obtain a percent. Being close to an absolute cutoff is not the same thing as making that cut (89.99 ≠ 90.0), so please do not ask if I will round up your letter grade just because you are close (that would be unethical for me to do). With the exception of calculation errors, no grade changes will be made to your final grade at the end of the semester. If earning a particular grade is important to you, please speak with me at the beginning of the semester so that I can offer some helpful suggestions for achieving your goal.

Final course percentages will be posted on ELMS and course letter grades will be submitted to UMEG. The following symbols are used on the student's permanent record for all courses in which he or she is enrolled after the initial registration and schedule adjustment period:

A+ (100%); A (93%—99%); A- (90%—92%)
B+ (88%—89%); B (83%—87%); B- (80%—82%)
C+ (78%—79%); C (73%—77%); C- (70%—72%)
D+ (68%—69%); D (63%—67%); D- (60%—62%)
F (less than 60%)

These marks remain part of the student's permanent record and may only be changed by the original instructor with approval by the Department Chair and the Dean of the College of Arts and Humanities.

Case Assignment / Exams / Project / Participation	Possible Point Value
Intro. Paper	60
Initial Presentation	100
Midterm Exam	100
Reading check-ins	90
Final Exam	100
Participation	300
Final Presentation	100
TOTAL	**850**

** Plus/minus grades are in effect; i.e. a 90-93% is an A-, a 94-96% is an A and 97% and above is an A+

LATE WORK will not be accepted so please plan to have it submitted well before the scheduled deadline.

CCJS 318 COURSE SCHEDULE – Fall 2022

Class	Date	Subject	Content
1	09/01	Introduction to Crisis Communication pt. 1	Lecture/Discussion Syllabus Review Individual Presentation Assignments
2	09/8	Introduction to Crisis Communication pt. 2	Lecture/Discussion ECFC (textbook) Ch. 1
3	9/15	Basic Principles of Communication Public speaking fundamentals and storytelling	Lecture/Discussion ECFC (textbook) Ch. 2
4	9/22	Advanced Principles of Communication	Lecture/Discussion ECFC (textbook) Ch. 3
5	9/29	Initial Presentations	Lecture/Discussion ECFC (textbook) Ch. 4
6	10/06	Initial Presentations	ECFC (textbook) Ch. 5
7	10/13	Discovery Building Case Study Mid term review	Reading catch up
8	10/20	**Midterm exam**- regular class & location	ECFC (textbook) Ch. 6
9	10/27	Hostage Dynamics Stress & Resilience	Lecture/Discussion ECFC (textbook) Ch. 7
10	11/03	REACT Model/Crisis Negotiation Team Roles/Group Development	Lecture/Discussion ECFC (textbook) Ch. 8
11	11/10	**Practical Exercises**	Lecture/Discussion ECFC (textbook) Ch. 9
12	11/17	The Model of Human Behavior Communication and Personality Type	Lecture/Discussion ECFC (textbook) Ch. 10
13	11/24	THANKSGIVING – NO CLASS	Relax, spend time with your family and practice for your presentation
14	12/01	Final Presentations	Student Presentations
15	12/08	Final Presentations Final Exam Review	Student Presentations
	12/?	**Final Exam**	

NOTE: This is a tentative schedule and subject to change as necessary. Updates will be announced in class and posted on ELMS. In the unlikely event of a prolonged University closing or an excused absence, adjustments to the course schedule, deadlines, and assignments will be made based on the duration of the closing and the specific dates missed. Exams and group project assignments are "major scheduled grading events" as defined here: http://ter.ps/msge