

CCJS 330:

Contemporary Criminal Justice Issues: Leadership in Criminal Justice



Fall 2025

The University of Maryland, Thursdays, 12:30 – 3:00 PM

BLD3 Room 3225

Dr. Edward Pallas

edpallas@umd.edu

edwardpallas@gmail.com

240-876-6608 (cell)

Office hours by appointment

Why should Criminal Justice majors study leadership? Why should anyone study leadership? Here, briefly, are two reasons. First, if you are considering a career in law enforcement, as a sworn or civilian member, you need to understand that police leaders have high expectations placed upon them. They are required to wield influence within their organization in order to impact subordinate behavior at the individual and group levels. They are also expected to shape organizational efficacy through individual and agency outputs.

Police leaders also have significant influence within their communities and are, therefore, expected to positively impact those outside their organization. These leaders must balance conflicting values and needs of their organization members and the communities they serve in a constantly evolving and uncertain environment. Meeting these expectations requires leadership.

The second reason to study leadership is despite the importance of leadership in shaping organizational and community outcomes, it has been argued that effective leadership is lacking in law enforcement organizations (Haberfeld, 2006; Rowe, 2006). This problem is exacerbated by the concept that ineffective leaders may tend to hold overly favorable views of themselves (Kruger & Dunning, 1999) and therefore, may not comprehend the true level of their leadership abilities.

Here's a third reason for you. The skills you will learn in this class are intended to help you become a better leader in whatever field you decide to go into. The truth is, there is no such thing as police-leadership, corporate-leadership, or even navy-seal leadership; there is only leadership.

Students who successfully complete this course will be able to:

- Identify the difference between leadership and management
- Understand the importance of the study of leadership
- Understand the importance of followership
- Understand the concepts of behavioral ethics in modern-day policing
- Identify your personality style in the Model of Human Behavior and how your style impacts your leadership and relationships with others
- Identify and demonstrate basic public speaking skills
- Identify the stages of group/team development
- Understand the difference between intrinsic and extrinsic motivation
- Understand that leadership is as much an "art" as a "science"
- Understand and apply the concepts of emotional intelligence in your personal/professional relationships
- Identify and demonstrate effective writing skills

Warning, this class requires a serious time commitment. To be successful in this class, you will need to commit to showing up and participating in each class session. **To fully participate, you must commit to completing the reading assignments for each class session.** We will read and discuss two complete books during the semester. Why is the reading assigned? Because **leaders are readers.** I will give you some tips and suggestions for how to complete the readings. If you complete the reading using my prescribed method and come to each class ready to participate and learn, you will be successful and learn a set of skills that you will be able to use for the rest of your life.

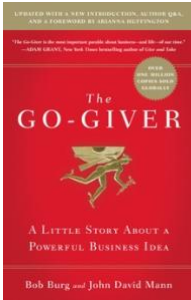
To be perfectly blunt, here is what you should expect to do to earn an A in this class:

1. Read 2-3 hours each week.
2. Show up, prepared for each class.
3. Participate in the class discussion and take notes during class.
4. Complete all assignments on time and to the best of your ability.

Leaders are readers. If you do not read, you will not succeed!

Required Resources

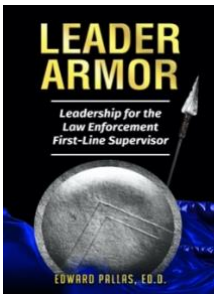
We will use two books during this semester. I suggest buying a physical copy of each and follow the note-taking method I will cover in class. You are free to choose the kindle and/or audiobook format.



<https://amzn.to/4mb0z84>

Book

The Go-Giver, Expanded Edition: A Little Story About a Powerful Business Idea (2015)
ISBN-13: 978-1591848288



<https://amzn.to/4llo3Gi>

Book

Leader Armor; Leadership for the law-enforcement first-line supervisor
Edward Pallas (2021)
ISBN-13: 979-8711154204

Instructor Expectations

- All work is evaluated by reasonable, objective, and transparent criteria intended to assess learning.
- All students are treated with equality, professionalism, and respect.
- I will be prepared and on time for every scheduled meeting.
- I will, when possible, integrate contemporary examples, videos, and activities to reinforce learning.
- I will be available to assist with coursework and offer referrals to campus resources upon request.
- I will read and respond to your emails within 36 hours on weekdays.
- 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).

Student Expectations

- **Devote the necessary time and energy to master the course material. Note: According to University of Maryland guidelines you should budget an average of 2-3 out-of-class hours per week for every hour spent in class.**
- The first rule of leadership is showing up. Class attendance and participation
- Take personal responsibility for ensuring that your coursework is completed and submitted well before any established deadlines.
- Be prepared and on time for every class meeting and avoid anything that detracts from our active learning environment (e.g., texting, reading the paper, sleeping).
- Conduct yourself as a young professional, including (and especially) when communicating in writing. Visit ter.ps/email for some friendly guidance to ensure your writing represents you well.
- Monitor your email and Canvas announcements at least once every 24 hours on weekdays.
- Adhere to all course and university policies, deadlines, requirements, and grading criteria.
- Treat your classmates with the same respect that you would expect from me.
- Seek assistance when you need it and see that your questions are answered to your satisfaction.

Part of “**taking personal responsibility**” means acknowledging when your performance does not match your goals and doing something about it. Everyone can benefit from some expert guidance on time management, note-taking and exam preparation, so I strongly encourage you to visit <http://ter.ps/learn> and schedule an appointment with an academic counselor. Everything is free... so how could it hurt?

Standard course Policies

It is essential that you are well informed of the policies on academic integrity, accommodations for disabilities, excused absences, copyright laws, and grade appeals. Please click [HERE](#) for U of MD policies.

Course Format

This is not a “lecture” class. Time in class will be primarily devoted to discussions, demonstrations, and applications of the scientific knowledge in the field of leadership studies. You will be responsible for completing regular assignments designed to help you prepare for each class meeting. The class is taught according to the adult learning model of know, understand, and apply. You will be expected to complete all reading assignments prior to class (know the material). We will discuss some of the reading material during class (to help you understand it). You will then be asked to demonstrate your competency with the material through written assignments, class participation, and demonstrate your knowledge through written assignments and exams (apply the material).

This is a class that involves a good amount of reading. Make a commitment, right now, to stay current, or even ahead of the reading assignments. For most students, reading each chapter once will not suffice. You will be shown a method for reading, highlighting, note-taking, and rereading. It is strongly advised that you purchase copies of books you can write in.

Assignments

Reading Check-ins

Five times during the semester you will be given an in-class assessment of the assigned readings. While some students have referred to these as a “Pop-quiz” they are designed to measure your effort in completing the reading assignments. They do not get deep into the material. If you have completed the reading assignment using the method I teach during the first day of class you will, in all likelihood do very well on the reading check-in. Make-ups for the reading check-ins will not be given (it would not be fair to your classmates). You may attempt to make up the points by submitting a 4-page paper summarizing the assigned readings. This paper is due at the beginning of the next class meeting. This paper is to be written by you. Using Chat GPT or any other form of AI assistance will not be acceptable. It is your responsibility to turn in the paper on the next class date.

Online Assignments/Participation

This semester will include both online and in person meetings. Participation is heavily weighted in this course. The first step to being a successful leader is showing up. If you are late for class or leave early you will not earn full participation points for that day. This course may require a bit more work than some of your other classes, but you’ll get a lot more out of it in return. Online participation will be displayed through online assignment completions and discussion board posts.

Knowledge Checks

Three times during the semester you will be tested on your knowledge of the material covered through the readings and in class. These will be administered via paper and pencil/pen. Knowledge checks will consist of multiple choice, True/False, fill in the blank, and/or short answer/essay style questions. Consider them more than a quiz but less than an exam.

Technical Support

The one thing that will always be true about technology is that it will never work 100% of the time. Please understand that I am not able to diagnose and resolve technical difficulties with your personal computer. If you are having any problems with course resources (ELMS website, Panopto Recordings, etc.) please consult with the **IT Helpdesk** directly (www.helpdesk.umd.edu) and try using a campus computer.

Also note, a technology failure on your part is not an excuse for a late assignment. Excuses such as “But I turned it in a day late because I couldn’t remember my ELMS password.” Or “Sorry my paper was late, I couldn’t connect to the wifi” will not be accepted. Please do not wait until the last minute and you will not have to worry about technical issues.

Electronic Devices Policy

Computers, phones, or tablet devices are not to be used during our class meetings. 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 cell phone 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's video here: <http://youtu.be/WwPaw3Fx5Hk>

Grades

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).

LETTER GRADES are assigned based on the percentage of total points earned. Being close to an absolute cutoff is not the same thing as making that cut ($89.99 \neq 90.0$), **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.

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

FORMAL APPEALS OF FINAL GRADES – I am happy to discuss any of your grades with you, and if I've made a mistake, I will immediately correct it. Any formal grade disputes must be submitted in writing and within 1 week of receiving the grade. Do not wait until the end of the semester to review earlier assessments. All students should be aware of the University of Maryland's policy on "arbitrary and capricious grading" and understand the process by which they can appeal a final grade: ter.ps/gradeappeal

Assessment Method

CASE ASSIGNMENT / EXAMS / PROJECT / PARTICIPATION	POSSIBLE POINT VALUE	DUE DATE
Class Participation(20pts x 15 class meetings)	300	In-class/Online
Reading Checks (5 x 10 pts each) There are 6, your lowest score will be dropped	50	In class
Knowledge check #1	50	10/05
Knowledge check #2	50	11/02
Knowledge check #3	50	12/07
TOTAL	500	

** 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.

Note Regarding Missed Classes: My expectation is that you attend each class, the first rule of leadership is to show up. However, I do understand a situation could occur where you potentially miss 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: First missed class. If you would like to make up class participation points** a paper must be submitted by the start of the following class. This paper (written by you, no Chat GPT/AI assistance) is to be four 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 chapters 5 & 6 of the Leader Armor book. You must submit a four-page paper, summarizing the contents of the chapters and specific concepts and/or ideas that you could apply to your own life/career. This paper would have to be submitted via email prior to the beginning of the following class. **If you also missed a reading check-in and would like to make up the points** for that assignment, the above paper is to be five to six pages in length. Please notify me once you have submitted the paper. **Second missed class. If you would like to make up class participation points you may stay after class and you will demonstrate, verbally, that you have read the material. This will be in the form of a one-on-one discussion with me. There are no options to make up the points for your third missed class.**

CCJS 330 COURSE SCHEDULE – FALL 2025

Class	Date	Subject	Content
1	09/04 In-person	Course Overview Explanation of assignments Required resources Introduction to Leadership	Levels of Learning Results Formula Introduction to leadership
2	09/11* online	Leader Armor Read: Introduction Video lecture, assignment, and discussion board	Dunning Kruger Effect Need for leadership training
3	09/18* online	Leader Armor Read: Chapters 1 & 2 Video lecture, assignment, and discussion board	Management vs. leadership Maslow's Hierarchy of needs Buddy to Boss Psychological safety Command and Rank Structure
4	09/25 In-person	Leader Armor Chapter 3 Reading Check #1 (LA, Ch 3)	Power vs. Authority Bases of Power
5	10/02* online	Leader Armor Chapter 4 Video lecture, assignment, and discussion board	Followership
6	10/09* online	Leader Armor Chapter 5 Video lecture, assignment, and discussion board	Ethics SPEAR model for ethical behavior
7	10/16 In-person	Leader Armor Chapter 6 Reading Check #2 (LA Ch 6) Knowledge Check #1 (LA Chapters 1-5)	Motivation ARETE recipe for motivation

8	10/19 In-person	Leader Armor Chapter 7 Reading Check 3 (LA Ch 7)	LEAD ME system
9	10/23*	Leader Armor Chapter 8 Video lecture, assignment, and discussion board	SIMPLE model for active listening
10	10/30 In-person	Leader Armor Chapter 9 Reading Check 4 (LA Ch 9)	Leading Teams Stages of group development
11	11/06*	Leader Armor Ch. 10 & Conclusion Video lecture, assignment, and discussion board	Blind spots Legacy
12	11/13 In-person	Go Giver Knowledge Check #2 (LA Chapters 6-Conclusion)	Chapters 1-4
	11/20*	Go Giver Video lecture, assignment, and discussion board	Chapters 5-8
14	11/27 In-person	Thanksgiving week, NO CLASS MEETING	No assignment, catch up or get ahead on your reading
15	12/04 In-person	Go Giver Reading Check # 5	Chapters 9-14
16	12/11 In-person	Knowledge Check #3 (Go Giver) Course Wrap up	

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.