

Criminal Justice Leadership and Management MS

G1: Improve Practitioner-Student Leadership Abilities

Goal Description:

To provide the working-practitioner participant in the MSCJL&M program with knowledge, skills, and abilities identified by area experts, scholars, and students as useful and meaningful in developing and improving their leadership abilities.

Providing Department: Criminal Justice Leadership and Management MS

Progress: Completed

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

L1: Participant Articulation of Relevant Skills / Abilities

Learning Objective Description:

Students will be able to articulate important relevant skills areas and leadership abilities indicative of a successful leader.

RELATED ITEM LEVEL 2

IND 1: Assessment of KSA

Indicator Description:

As a component/requirement of CRIJ 6335-the Seminar in Leadership and Management, the participants will complete an assessment in which their understanding of the relevant leadership skills and success-based leader abilities are evaluated. Particular focus will assess an ability to articulate specific information related to leadership style, successful leadership characteristics, appropriate use of delegation, effective tools for motivation, and cognitive self-awareness. These indicators were developed in concert with the Leadership and Management Committee, CJ Field Experts, CJ Employers, and CJ Practitioners.

Criterion Description:

It is anticipated 80% of the students taking the assessment identified in this goal’s Indicator for this goal will successfully identify and discuss:

- Three (3) or more areas of relevant leadership-related success skills (*e.g.*, Communication, Delegation, Listening, etc.);
- Three (3) or more leadership success abilities/characteristics (*e.g.*, Honesty, Forward-Thinking, Competence, etc.);
- Two (2) or more styles or methods of Leadership; and,
- Express an understanding of the influence of cognitive self-awareness.

Attached Files

 [IND 1 Assessment](#)

Findings Description:

The findings revealed the program’s working-C.J. practitioners were successful in identifying relevant cognitive and psychological influences potentially impacting their leadership success. Both our student’s/graduate’s agencies and the MSCJL&M Committee have identified this area to be of great importance and the program director will continue to assess these essential qualities in the upcoming assessment cycle.

RELATED ITEM LEVEL 3

ACTION: Assessment of KSA

Action Description:

The findings revealed the program’s working-C.J. practitioners were successful in identifying relevant cognitive and psychological influences potentially impacting their leadership success. Both our student’s/graduate’s agencies and the MSCJL&M Committee have identified this area to be of great importance and the program director will continue to assess these essential qualities in the upcoming assessment cycle.

G2: Increased Knowledge of Effective Leadership Theories and Strategies

Goal Description:

To provide the MSCJL&M program’s working-practitioner participants with an appreciation for, and specific knowledge regarding, effective leadership theories, strategies, and approaches potentially beneficial in their leadership roles.

Providing Department: Criminal Justice Leadership and Management MS

Progress: Completed

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

L2: Identify Leadership Theories and Strategies

Learning Objective Description:

Students will be able to identify and discuss some of the major theories of leadership as well as various leadership strategies or approaches to effective leadership.

RELATED ITEM LEVEL 2

IND 2: Assessment of Leadership Theory & Strategies

Indicator Description:

As a component/requirement of CRIJ 6335 — the Seminar in Leadership and Management — the participants will complete an open-ended assessment in which their understanding of the relevant leadership theories and strategies of effective leaders are evaluated.

Criterion Description:

It is anticipated ≥ 80% of the students taking the assessment identified in this Indicator’s goal (IND-2) will successfully identify and discuss three (3) or more of the major leadership theories such as SLT, Contingency Theory, and Exchange Theory. Additionally, ≥ 80% of the students taking this assessment will identify and discuss three (3) or more of the strategies/leadership styles, such as Transactional, Transformational or Charismatic Leadership, etc.

Attached Files

 [IND 2 Assessment](#)

Findings Description:

≥ 90% of the graduating participants successfully completed this assessment.

RELATED ITEM LEVEL 3

ACTION: Assessment of Leadership Theory & Strategies

Action Description:

The findings revealed the program’s working criminal justice practitioners were successful in identifying elements considered crucial by both the MSCJL&M Committee and, importantly, those field agencies employing our participants/graduates. The program director will continue to assess these essential strategies and theories for effective leadership in the upcoming assessment cycle.

G3: Integration of Emergent Leadership Policy & Practice

Goal Description:

To ensure MSCJLM program participants are able to develop and demonstrate an understanding of the integration of leadership, policy, and practice, particularly related to emergent issues in the field.

Providing Department: Criminal Justice Leadership and Management MS

Progress: Completed

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

L3: Emergent Leadership Writing Assignment

Learning Objective Description:

Students will complete a major writing assignment during their concluding semester in which they demonstrate their understanding and integration of policy and practice related to an emergent issue in the realm of criminal justice leadership.

RELATED ITEM LEVEL 2

IND 3: Emergent Leadership Writing Assignment

Indicator Description:

As a required component of CRIJ 6388 — Emerging Issues in Criminal Justice Leadership, the participants will complete a major research paper demonstrating their ability to successfully identify an emergent topic in criminal justice then integrate their knowledge of leadership, theory, and practice — all areas of which they have been exposed to during their course of study in the program. These components are identified in the attached rubric developed by the course instructor and reviewed by the program director.

Criterion Description:

It is anticipated ≥ 80% of the students completing the major research paper identified in this goal’s Indicator will successfully demonstrate the following:

- 1. Appropriate selection and focus of an emergent CJ topics;
- 2. Provide an in-depth review and discussion of previous research;
- 3. Demonstrate relevant discussion, and, importantly, include how the MSCJLM curriculum offered in this program contributed to their ability to more effectively address the chosen emergent issue.

Attached Files

 [SHSU ~ Grading Rubric ~ Emergent Issues in Criminal Justice ~ 2.pdf](#)

 [SHSU ~ Grading Rubric ~ Emergent Issues in Criminal Justice.pdf](#)

Findings Description:

> 90% of participants satisfied all components of this element.

RELATED ITEM LEVEL 3

ACTION: Emergent Leadership Writing Assignment

Action Description:

The findings revealed the program’s participants/graduate, who are working-practitioners in criminal justice professions, were successful in identifying elements considered crucial by both the MSCJLM Committee and their employing agencies. Utilizing the rubric created for the required capstone course, Emergent Issues, the participants were able to select a relevant emergent topic in their field, provide an in-depth review or analysis, and synthesize the

knowledge received during the entire program with the information. These essential elements will continue to be assessed by the program director and will again be assessed in the upcoming cycle.

G4: Psychology and Leadership

Goal Description:

To provide MSCJLM program participants with a better understanding of the importance of psychological and relational aspects of leadership.

Providing Department: Criminal Justice Leadership and Management MS

Progress: Completed

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

L4: Importance of Psychological Bias and Influence in Leadership

Learning Objective Description:

Students will be able to identify and discuss some of major psychological and cognitive biases and influences in how we think about, influence, and relate to one another.

RELATED ITEM LEVEL 2

IND4: Demonstration of Relevant Psychological Biases in Leadership

Indicator Description:

As a required component of CRIJ 6363 — Leadership Psychology in Criminal Justice Leadership, the participants will complete an open-ended assessment in which their understanding of the relevant psychological biases and cognitive processing preferences and errors are evaluated.

Attached Files

 [IND 4 Assessment.docx](#)

Criterion Description:

It is anticipated ≥ 80% of the students taking the assessment identified in this goal’s Indicator will successfully identify and discuss three (3) or more of the major cognitive processing influences, errors, or biases as presented in the course (*e.g.*, Hindsight Bias, Fundamental Attribution Error, Actor-Observer Bias, Self-Handicapping Strategy, etc.). The student will be able to provide examples of how these major cognitive processing issues are manifest in real-world leadership settings.

Attached Files

 [IND 4 Assessment](#)

Findings Description:

> 90% of participants met or exceeded this element.

RELATED ITEM LEVEL 3

ACTION: Demonstration of Relevant Psychological Biases in Leadership

Action Description:

The findings revealed this program’s working criminal justice practitioners were successful in identifying relevant cognitive and psychological influences that can impact their leadership success. This topic has been identified to be of great importance by both the MSCJLM

Committee and those field agencies employing our participants/graduates. These essential qualities will continue to be assessed by the program director and will again be assessed in the upcoming cycle.

G5: Meaningful Program of Instruction

Goal Description:

To provide an overall program of instruction valued by the participants as both meaningful and useful as they continue their leadership development.

Providing Department: Criminal Justice Leadership and Management MS

Progress: Completed

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

PO5: Survey of Program Graduates

Performance Objective Description:

Students will reflect on their time in this program and evaluate the overall experience as both positive and helpful in their leadership development. Specifically, a survey of program graduates conducted shortly after the conclusion of their academic program (post-graduation) will demonstrate ≥ 80% of the participants were satisfied or extremely satisfied with the following:

- 1. The overall program;
- 2. The course offerings;
- 3. The professors/instructors; and,
- 4. Their improvement/development in their own leadership abilities.

RELATED ITEM LEVEL 2

KPI: 5 - Content and Quality

KPI Description:

A survey of the program’s content and quality was developed and is monitored by the MCSJLM Committee for administration to graduates shortly after their academic program has concluded (August graduation). The survey is sent to these participants via email and is administered via an associated link to the instrument. It is anticipated > 80% of the participants will express their satisfaction with the program's content, instruction, and overall delivery. Additionally, > 80% of the participants will indicate this program materially enhanced their own leadership development and abilities. A copy of the survey link can be found at:

The survey is updated each year.

Attached Files

 [MS CJ Leadership and Management Completion Survey.docx](#)

Target Description:

It is anticipated > 80% of the participants will express their satisfaction with the program's content, instruction, and overall delivery. Additionally, > 80% of the participants will indicate this program materially enhanced their own leadership development and abilities.

Results Description:

> 90% of the graduating respondents indicated the program was highly valuable both professionally and personally.

ACTION for KPI: 5 - Content and Quality

Action Description:

The findings revealed the program participants, who are working-practitioners in Criminal Justice professions, were successful in identifying elements considered crucial by both the MSCJLM Committee and, importantly, their employing field agencies. These essential qualities will continue to be assessed by the program director and will again be assessed in the upcoming cycle.

Update to Previous Cycle's Plan for Continuous Improvement Item

Previous Cycle's Plan For Continuous Improvement (Do Not Modify):

Closing Summary

The Director will review the “new and improved” end-of-program (2 year cycle) evaluations offered by our practitioner/professional participants/graduates to determine if program elements continue to meet the needs of those serving the field as well as their employing agencies. Assessment rubrics will be evaluated and updated as necessary. The findings/results demonstrate a strong appreciation of the participants for the program’s development of their knowledge, skills, and abilities. We will continue to review these offerings so that result remains intact.

Update of Progress to the Previous Cycle's PCI:

The Director will review the “new and improved” end-of-program (2 year cycle) evaluations offered by our practitioner/professional participants/graduates to determine if program elements continue to meet the needs of those serving the field as well as their employing agencies. Assessment rubrics will be evaluated and updated as necessary. The findings/results demonstrate a strong appreciation of the participants for the program’s development of their knowledge, skills, and abilities. We will continue to review these offerings so that result remains intact.

New Plan for Continuous Improvement Item

Closing Summary:

The Director will review the “new and improved” end-of-program (2 year cycle) evaluations offered by our practitioner/professional participants/graduates to determine if program elements continue to meet the needs of those serving the field as well as their employing agencies. Assessment rubrics will be evaluated and updated as necessary. The findings/results demonstrate a strong appreciation of the participants for the program’s development of their knowledge, skills, and abilities. We will continue to review these offerings so that result remains intact.