Nayyirah Wahneed: “the best teacher will send you back to yourself…the greatest teacher knows they are only a temporal guide. Never the destination. Never the answer.”

The implication of this course is that it is designed to focus on leadership within our system of criminal justice that we must navigate through as leaders and managers, dealing with the issues of crime, causation, criminals, attitudes, treatment and interaction of each component (or lack thereof) and the impact of public policy. The scope and breadth of this seminar however extends much further than the field of criminal justice. Leadership is a characteristic that is required everywhere in life, whether it be in a classroom, within a family, at your place of worship, your place of employment, participation in various voluntary and charitable events, as well as your specific responsibility.

The reason that libraries are overflowing with books on management and leadership is because there is no one answer. First of all, a leader’s foundation is based upon integrity, confidence, even during times of controversy. Brené Brown in her book, *The Gifts of Imperfection*, summarizes it perfectly: “Belonging is the innate human desire to be part of something larger than us. Because this yearning is so primal, we often try to acquire it by fitting in and by seeking approval, which are not only hollow substitutes for belonging, but often barriers to it. Because true belonging only happens when we present our authentic, imperfect selves to the world, our sense of belonging can never be greater than our level of self-acceptance.” She continues: “Belonging to ourselves means being called to stand alone—to brave the wilderness of uncertainty, vulnerability and criticism. And with the world feeling like a political and ideological combat zone, this is remarkably tough.” ”What does this mean? Shakespeare in Hamlet says it best: “This above all: to their own self be true.”

I want to share with you what I have relied upon for solace when embroiled in controversy but knowing at the end of the day I have done the right thing:

**The Man In The Arena** – excerpt from the speech “Citizenship in a Republic” delivered at the Sorbonne, in Paris, France on 23 April, 1910 by Theodore Roosevelt

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at best knows in the end of triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

In order to provoke not only learning and introspection, you will be responsible for a variety of articles, contemporary as well as those of the “ancients”, both of which will serve as the centrifugal force for class discussions. My intention is to make your experience richer as well by including when possible leaders/managers from diverse backgrounds.

Your challenges as leaders and managers in this world are great. Journalist Bill Bishop, in his book, *The Big Sort*, was written in 2009, although he had a crystal ball in foretelling the future as he wrote: “As people seek out the social settings they prefer—as they choose the group that makes them feel the most comfortable—the
nation grows more politically segregated—and the benefits that ought to come with having a variety of opinions is lost to the righteousness that is the special entitlement of homogeneous groups. We all live with the results: balkanized communities whose inhabitants find other Americans to be culturally incomprehensible; a growing intolerance for political differences that has made national consensus impossible; and politics so polarized that Congress is stymied and elections are no longer just contests over policies, but bitter choices between ways of life.”

We have a lot of work to do, so let’s get started.

**Readings:**

**January**

15  Reading: “What It Means to Think Critically” by Stephen D. Brookfield

Reading: “The Cry for Leadership” by John W. Gardner

Reading: “Servant Leadership” by Robert Greenleaf

22  Reading: “You Disgust Me! Does it Matter?” by Jack L. Colwell and Charles Huth in *Unleashing the Power of Unconditional Respect* (a look into the heart of soul of police work)

Reading: “Unconditional Respect: The Tactical Edge of Officer Safety” by Jack L. Colwell and Charles Huth in *Unleashing the Power of Unconditional Respect* (a look into the heart of soul of police work)

Frank Serpico

29  Reading: “Universal Human Values: Finding an Ethical Common Ground” by Rushworth M. Kidder

Reading: “Entrepreneurialism and Ego” by General Stanley McChrystal

Reading: “Moral Leadership” by James MacGregor Burns

**February**

5   Reading: “Messages from the Environment: The Influence of Policies and Practices on Employee Responsibility” by Joanne B. Ciulla

Reading: “Leaders and Followers Are the People in this Relationship” by Joseph C. Rost


Film: Slavery By Another Name
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19 Reading: “At Local Police Departments, Inequality Abounds”: Pittsburgh Post-Gazette, 12-18-18

26 Exam #1

March 5 Reading: “Leadership and Democracy” by Thomas E. Cronin

Reading: “The Making of a Citizen Leader” by Cheryl Mabey

Reading: “Martin Luther King, Jr.: Charismatic Leadership in a Mass Struggle” by Clayborne Carson

12 Reading: “The Heroes: Harriet Tubman” by General Stanley McChrystal

Reading: “The Heroes: A Human Need for Heroes” by General Stanley McChrystal

Reading: “Ways Women Lead” by Judy B. Rosener

19 Spring Break

April 2 Reading: “The Power Broker: The Halls of Power” by General Stanley McChrystal

9 Exam #2

16 Reading: “Maximilien Robespierre” by General Stanley McChrystal

Reading: “The Cyclic Lure of Conviction” by General Stanley McChrystal

23 Reading: “The Mythology” by General Stanley McChrystal

Reading: “Three Myths” by General Stanley McChrystal

Reading: “Redefining Leadership” by General Stanley McChrystal

May 6 Final

I am available to meet with you on campus at a mutually convenient time. In the event a meeting is necessary, please do not hesitate to request same. In the event you have to reach me, please know that I am available at any time for an email or a phone call. You should never have any aversion to contact me if something needs addressed or is troubling you. Please always contact me by my private email listed on the upper right hand corner of the Syllabus.
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Grading:
Your grade will be based on upon the following:

1. Two take-home exams which will comprise 60% of your grade. The exams will be graded upon organization, analysis and the use of sources studied with the appropriate footnotes.

2. One final presentation consisting of no less than ten or more than fifteen minutes, incorporating all that you have studied during this semester, and framing your presentation around the topic of: “This is what constitutes a leader and why.” Utilization of a powerpoint is permissible. Your presentation will be graded upon organization, analysis and logic of the sources relied upon. The final presentation will reflect 20% of your grade.

3. Reflections on the readings. Commencing January 22 and thereafter, a one page, single-spaced submission is expected on your reflections of the readings assigned the previous week. There will be no exceptions: the readings are expected to be submitted and discussed during each class. Your submissions on reflections represent 20% of your grade.

Class participation:

Disability Statement – If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and Disability Resources and Services (DRS).

The grading scale is as follows:

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Class participation will be given serious consideration when calculating your final grade. Please be advised that integrity is of most importance. Cheating will result in immediate expulsion from the class. Likewise, it is necessary to be on time. Absence from any examination will result in a "zero", which will be calculated into your final score.

Please be advised that there will be absolutely no texting or utilizing your cell phone in class. It is just a matter of respect. It is no different than if you are having a conversation with someone and during that conversation you defer to your iPhone and text out messages versus conversing with a colleague.

In addition to attendance being mandatory, being on time for class is absolutely mandatory as well. I understand that some of you may have jobs or a conflict with a class preceding this class. If you do, just notify me accordingly. It is just a matter of mutual respect.

Plagiarism, defined in dictionaries as “stealing and using the ideas or writings of another person as one’s own”, must be clearly understood and carefully avoided by anyone writing a research paper. Unlike other types of composition in which most of the information comes directly from the writer and is the property of that writer, a research paper must contain great amounts of information and many ideas from the work of others. These other sources must be acknowledged.
Therefore, it is important that when you are taking notes from sources you should mark carefully on your note cards exactly which words are directly from the source (using quotation marks), which are paraphrased and which are your own.

Follow these guidelines and you will never be guilty of plagiarism:
1. Use your own words and sentence structures when writing your paper, even when writing the ideas of others.
2. When paraphrasing (putting an idea in your own words), avoid using words from the original, unless they are essential technical terms.
3. If you use any of the original words from a source, you must acknowledge them by enclosing them in quotation marks. It is still regarded as plagiarism if, without quotation marks, you use some of the original words and phrases from a sentence and change others. Also, it is regarded as plagiarism if you keep the sentence structure of the original and change all of the words to synonyms.
4. Acknowledge all ideas taken from other writers, either in a footnote or as part of the sentence describing the ideas. This applies to any ideas or theories that specialists in the field can recognize as belonging to a specific person. It does not apply to ideas and information that are common knowledge in the field. This is a most difficult area in which to judge whether something is plagiarized, because over the years ideas which originate with an individual become so generally accepted that their origin is forgotten, and the idea becomes part of the body of knowledge that is central to the subject area and that appears in school textbooks.