

## CJ 510 Final Project Guidelines and Rubric

### Overview

Criminal justice professionals are asked to serve the public with professionalism and fairness. Regardless of crimes committed by a suspect, the suspect must be treated respectfully and ethically. Leaders are expected to be able to take command of tragedies and major incidents. Administrators must walk a fine line to keep the public informed and their subordinates safe. It takes a true leader to be able to gain the trust of the community and the criminal justice professionals that serve under that particular leader. In order to achieve the qualities of a true leader, one must be able to approach problem situations effectively and address problems ethically and appropriately for all parties involved.

The final project in this course will expose you to a problem situation and task you with how it should be solved. You will imagine you are employed at a criminal justice organization facing a communal problem. Your superior at the organization has asked you to review the problem situation and offer your recommendations. You will be given the chance to evaluate the situation and develop suggestions that will inform development of strategies to address the issue using appropriate ethical and transparent leadership and communication skills. It is important to be able to recognize what leadership style you may be using and if that style will be effective in dealing with an issue at hand. This project will give you the experience and tools necessary to address problem situations and effectively lead both your subordinates and the parties involved while also coordinating with your superiors.

The final project for this course is the creation of a problem analysis with recommendations report. The final product represents an authentic demonstration of competency because it requires you to apply leadership concepts and ethical decision-making regarding decisions that will affect numerous stakeholders. The stakeholders include your law enforcement organization, a community, and many others such as political leaders and government officials. The project is supported by **four milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules One, Three, Five, and Seven**. The final product will be submitted in **Module Nine**.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Analyze leadership dynamics and approaches used within criminal justice organizations for determining appropriate leadership styles that address communal problems
- Determine the potential impact of the ethical decision-making of leadership on the operations of employees and the organizational culture within criminal justice agencies
- Evaluate the ethical decision-making of leadership in criminal justice organizations based on accepted best practices and appropriate research
- Recommend strategies for fostering growth and trust between and within communities and criminal justice organizations
- Make recommendations for overcoming obstacles for implementing new strategies to internal and external key stakeholders in criminal justice organizations

## Prompt

For the final project, imagine you are a professional working in a criminal justice organization. Your superior has asked your opinion on a problem facing the community. You will be given a basic scenario detailing a department of the organization that is trying to address a communal problem. You will complete a report explaining the problem facing the community and offering any recommendations and strategies you believe could effectively address the problem.

You will select one of the following case studies to analyze for your final project. To access the case studies, refer to the Harvard Business Review Coursepack link located in the syllabus:

1. NYPD New
2. The Flawed Emergency Response to the 1992 Los Angeles Riots

Specifically, the following **critical elements** must be addressed:

### I. Introduction

- A. Describe the organization based on the information provided in the chosen scenario and explain the communal **problem** that they are trying to address.
- B. Describe **budgetary constraints and other** potential **obstacles** that might impact the organization in addressing the problem from the agency and community standpoint.
- C. Analyze and describe the **current research** in the field that would help leadership ethically address the issue and base their decisions on best practices of the field.

### II. Leadership Analysis

- A. Analyze the actions of leadership in the chosen scenario for how they did or did not **facilitate and motivate** employees in addressing the problem. Be sure to provide examples from the scenario to support your response. What instances in the chosen scenario exemplify the approach of leadership in encouraging and interacting with employees?
- B. Analyze the actions of leadership in the chosen scenario for **communication issues** that might arise and how these issues might impede addressing the problem. Be sure to provide examples from the scenario to support your response. What communication issues might leadership face when addressing this problem? What are the implications or consequences of these issues?
- C. Determine whether the supervisors in the chosen scenario have functioned as **effective leaders**. Be sure to justify your response and support your response with appropriate research from the field gathered in your previous review.

### III. Analysis of Ethics

- A. Determine the **ethicality** of leadership's decision making during their attempts to address the problem. Be sure to justify your response and support your response with appropriate research from the field gathered in your previous review.

- B. Evaluate the **transparency** of the organization in regard to public communications. Be sure to justify your response. For example, are systems in place to communicate with the public? Has the organization been readily available and willing to provide the community with information regarding the problem?
- C. Evaluate how leadership of the organization considered the **ethical concerns** of the community in addressing the problem. Be sure to justify your response. For example, how were the concerns of internal and external stakeholders considered?
- D. Determine how the ethical decisions of leadership may impact the **performance** of employees in addressing the problem. How might these decisions improve employees' ability to address the problem? How might they hinder their ability to address the problem?
- E. Determine how the ethical decisions of leadership may impact the **culture** of the organization. For example, what if employees do not agree with the decisions?
- F. Explain the overall **implications** of the ethical decision-making of leadership and how that affects the organization and the community. Be sure to justify your response, and support your response with appropriate research from the field gathered in your previous review.

#### IV. Recommendations

- A. Recommend an appropriate and effective **leadership style** that superiors at the organization could employ to address the problem and best fit the organization based on your previous analysis. Be sure to justify your response.
- B. Make recommendations to leadership for resolving the situation that **balance** the needs of the community, effectively addressing the problem, and what is ethically appropriate. How should leadership balance these three important elements in addressing the problem?
- C. Recommend strategies or actions that leadership could take to improve community relations and **foster growth and trust** between the community and the organization in response to the problem from the chosen scenario. Be sure to justify your response and support your response with appropriate research from the field gathered in your previous review.
- D. Recommend strategies or actions that leadership could take to maintain and improve the **culture** of the organization in response to the ethical decisions of leadership regarding the problem from the chosen scenario. Be sure to justify your response and support your response with appropriate research from the field gathered in your previous review.
- E. Make recommendations for the organization on how they could account for **obstacles** that might impede the organization in addressing the problem and implementing your recommendations.
- F. Explain how the organization could **implement and uphold** your recommendations. For example, should they enact new policies? Training?
- G. Explain how the organization would consider any **budgetary constraints** they might face both in addressing the problem and implementing any of your recommendations.

## Milestones

### Milestone One: Case Study Selection

In **Module One**, you will submit the case study that you have selected to complete your final project on. Review the final project and then the two case study options. You will post your case study selection in a journal entry. **This milestone will be graded with the Milestone One Rubric.**

Milestone Two: Leadership Analysis

In **Module Three**, you will submit your leadership analysis. You will analyze how leadership acted in your selected case study in regard to how they facilitated or motivated employees, what communication issues might affect how they addressed the problem, and whether or not the supervisors in your selected case study functioned as effective leaders. **This milestone will be graded with the Milestone Two Rubric.**

Milestone Three: Analysis of Ethics

In **Module Five**, you will submit an analysis of ethics. You will analyze your selected case study for the ethics that were used to address the problem. You will evaluate how leadership addressed the problem and whether they used ethical decision-making. **This milestone will be graded with the Milestone Three Rubric.**

Milestone Four: Recommendations

In **Module Seven**, you will submit recommendations. You will use your previous analysis of the leadership and ethics and recommend strategies to help improve the organization's use of ethical decision-making, the overall culture of the organization, and their relationship with the community. You will then identify obstacles that might occur when the plan is being implemented and strategies to help the organization implement and uphold your recommendations. **This milestone will be graded with the Milestone Four Rubric.**

Final Submission: Problem Analysis With Recommendations Report

In **Module Nine**, you will submit your final project. It should be a complete, polished artifact containing **all** of the critical elements of the final product. It should reflect the incorporation of feedback gained throughout the course. **This submission will be graded with the Final Project Rubric.**

### Deliverables

Milestone	Deliverable	Module Due	Grading
One	Case Study Selection	One	Graded separately; Milestone One Rubric
Two	Leadership Analysis	Three	Graded separately; Milestone Two Rubric
Three	Analysis of Ethics	Five	Graded separately; Milestone Three Rubric
Four	Recommendations	Seven	Graded separately; Milestone Four Rubric
	Final Submission: Problem Analysis With Recommendations Report	Nine	Graded separately; Final Project Rubric

## Final Project Rubric

**Guidelines for Submission:** Your problem analysis should be 6–8 pages in 12-point Times New Roman font, double-spaced, following appropriate APA formatting.

Critical Elements	Exemplary	Proficient	Needs Improvement	Not Evident	Value
<b>Introduction: Problem</b>		Describes the organization based on the information provided in the chosen scenario and explains the communal problem that they are trying to address (100%)	Describes the organization based on the information provided in the chosen scenario and explains the communal problem that they are trying to address but description or explanation is cursory or contains inaccuracies (70%)	Does not describe the organization based on the information provided in the chosen scenario and does not explain the communal problem that they are trying to address (0%)	3
<b>Introduction: Budgetary Constraints and Other Obstacles</b>		Describes budgetary constraints and other potential obstacles that might impact the organization in addressing the problem from the agency and community standpoint (100%)	Describes budgetary constraints and other potential obstacles that might impact the organization in addressing the problem from the agency and community standpoint but description is cursory (70%)	Does not describe budgetary constraints and other potential obstacles that might impact the organization in addressing the problem from the agency and community standpoint (0%)	4.42
<b>Introduction: Current Research</b>	Meets “Proficient” criteria and response demonstrates an astute ability in locating appropriate research that would assist leadership and provide them with best practices of the field (100%)	Analyzes and describes the current research in the field that would help leadership ethically address the issue and base their decisions on best practices of the field (90%)	Analyzes and describes the current research in the field that would help leadership ethically address the issue and base their decisions on best practices of the field but analysis of current research does not include research that would assist leadership or provide them with best practices or description of research is cursory (70%)	Does not analyze and describe the current research in the field that would help leadership ethically address the issue and base their decisions on best practices of the field (0%)	3

<p><b>Leadership Analysis: Facilitate and Motivate</b></p>	<p>Meets “Proficient” criteria and provided examples demonstrate keen insight in recognizing instances in the chosen scenario where leadership did or did not facilitate and motive employees (100%)</p>	<p>Analyzes the actions of leadership in the chosen scenario for how they did or did not facilitate and motivate employees in addressing the problem, providing examples to support response (90%)</p>	<p>Analyzes the actions of leadership in the chosen scenario for how they did or did not facilitate and motivate employees in addressing the problem, providing examples to support response, but analysis is cursory or illogical, or provided examples are inappropriate or illogical (70%)</p>	<p>Does not analyze the actions of leadership in the chosen scenario for how they did or did not facilitate and motivate employees in addressing the problem (0%)</p>	<p>4.42</p>
<p><b>Leadership Analysis: Communication Issues</b></p>	<p>Meets “Proficient” criteria and response demonstrates a sophisticated awareness of communication issues that leadership in criminal justice organization may face and their implications for addressing problems (100%)</p>	<p>Analyzes the actions of leadership in the chosen scenario for communication issues that might arise and how these issues might impede addressing the problem, providing examples to support response (90%)</p>	<p>Analyzes the actions of leadership in the chosen scenario for communication issues that might arise and how these issues might impede addressing the problem, providing examples to support response but analysis is cursory or illogical, or provided examples are inappropriate or illogical (70%)</p>	<p>Does not analyze the actions of leadership in the chosen scenario for communication issues that might arise and how these issues might impede addressing the problem (0%)</p>	<p>4.42</p>
<p><b>Leadership Analysis: Effective Leaders</b></p>	<p>Meets “Proficient” criteria and response demonstrates keen insight into the difference between supervising and being an effective leader (100%)</p>	<p>Determines whether the supervisors in the chosen scenario have functioned as effective leaders, justifying response and supporting response with appropriate research from the field (90%)</p>	<p>Determines whether the supervisors in the chosen scenario have functioned as effective leaders, justifying response and supporting response with appropriate research from the field but determination is cursory, illogical, or there are gaps in the justification, or supporting research is inappropriate (70%)</p>	<p>Does not determine whether the supervisors in the chosen scenario have functioned as effective leaders (0%)</p>	<p>4.42</p>

<p><b>Analysis of Ethics: Ethicality</b></p>	<p>Meets “Proficient” criteria and justification demonstrates keen insight into the ethicality of leadership’s decision making regarding their attempts to address the problem (100%)</p>	<p>Determines the ethicality of leadership’s decision making during their attempts to address the problem, justifying response and supporting response with appropriate research from the field (90%)</p>	<p>Determines the ethicality of leadership’s decision making during their attempts to address the problem, justifying response and supporting response with appropriate research from the field but determination is cursory, illogical, or there are gaps in the justification, or supporting research is inappropriate (70%)</p>	<p>Does not determine the ethicality of leadership’s decision making during their attempts to address the problem (0%)</p>	<p>5.9</p>
<p><b>Analysis of Ethics: Transparency</b></p>	<p>Meets “Proficient” criteria and response demonstrates keen insight into how the organization maintained open communication with the community in addressing the problem (100%)</p>	<p>Evaluates the transparency of the organization in regard to public communications, justifying response (90%)</p>	<p>Evaluates the transparency of the organization in regard to public communications but evaluation is cursory, illogical, or there are gaps in the justification (70%)</p>	<p>Does not evaluate the transparency of the organization in regard to public communications (0%)</p>	<p>5.9</p>
<p><b>Analysis of Ethics: Ethical Concerns</b></p>	<p>Meets “Proficient” criteria and response demonstrates keen insight into how the organization demonstrated they considered or acted on ethical concerns of the community in addressing the problem (100%)</p>	<p>Evaluates how leadership of the organization considered the ethical concerns of the community in addressing the problem, justifying response (90%)</p>	<p>Evaluates how leadership of the organization considered the ethical concerns of the community in addressing the problem, justifying response but evaluation is cursory, illogical, or there are gaps in the justification (70%)</p>	<p>Does not evaluate how leadership of the organization considered the ethical concerns of the community in addressing the problem (0%)</p>	<p>5.9</p>
<p><b>Analysis of Ethics: Performance</b></p>	<p>Meets “Proficient” criteria and response demonstrates keen insight into the potential impact of ethical decisions on employee performance (100%)</p>	<p>Determines how the ethical decisions of leadership may impact the performance of employees in addressing the problem (90%)</p>	<p>Determines how the ethical decisions of leadership may impact the performance of employees in addressing the problem, but determination is cursory or illogical (70%)</p>	<p>Does not determine how the ethical decisions of leadership may impact the performance of employees in addressing the problem (0%)</p>	<p>5.9</p>

<b>Analysis of Ethics: Culture</b>	Meets “Proficient” criteria and response demonstrates keen insight into the potential impact of ethical decisions on the culture of the organization (100%)	Determines how the ethical decisions of leadership may impact the culture of the organization (90%)	Determines how the ethical decisions of leadership may impact the culture of the organization, but determination is cursory or illogical (70%)	Does not determine how the ethical decisions of leadership may impact the culture of the organization (0%)	5.9
<b>Analysis of Ethics: Implications</b>	Meets “Proficient” criteria and response demonstrates a sophisticated awareness of the wide-reaching implications of ethical decision-making of criminal justice organizations in addressing communal problems (100%)	Explains the overall implications of the ethical decision-making of leadership and how that affects the organization and the community, justifying response and supporting response with appropriate research from the field (90%)	Explains the overall implications of the ethical decision-making of leadership and how that affects the organization and the community, justifying response, but explanation is cursory, illogical, or there are gaps in the justification, or supporting research is inappropriate (70%)	Does not explain the overall implications of the ethical decision-making of leadership and how that affects the organization and the community (0%)	5.9
<b>Recommendations: Leadership Style</b>	Meets “Proficient” criteria and response demonstrates keen insight into which leadership style would be the best fit for the organization while also effectively addressing the situation (100%)	Recommends an appropriate and effective leadership style that superiors at the organization could employ to address the problem and best fit the organization based on your previous analysis, justifying response and supporting response with appropriate research from the field (90%)	Recommends an appropriate and effective leadership style that superiors at the organization could employ to address the problem and best fit the organization based on your previous analysis, justifying response but recommendation is cursory, illogical, or there are gaps in the justification, or supporting research is inappropriate (70%)	Does not recommend an appropriate and effective leadership style that superiors at the organization could employ to address the problem and best fit the organization based on your previous analysis (0%)	4.42
<b>Recommendations: Balance</b>	Meets “Proficient” criteria and response demonstrates keen insight into managing the intricate relationships between the communities, addressing the problem, and making ethically appropriate decisions (100%)	Makes recommendations to leadership for resolving the situation that balance the needs of the community, effectively addressing the problem and what is ethically appropriate (90%)	Makes recommendations to leadership for resolving the situation that balance the needs of the community, effectively addressing the problem, and what is ethically appropriate, but recommendations are cursory or illogical (70%)	Does not make recommendations to leadership for resolving the situation that balance the needs of the community, effectively addressing the problem and what is ethically appropriate (0%)	5.9



<p><b>Recommendations: Foster Growth and Trust</b></p>	<p>Meets “Proficient” criteria and recommendations made demonstrate a sophisticated awareness of how to foster growth and trust between communities and criminal justice organizations in response to ethical decision-making of leadership (100%)</p>	<p>Recommends strategies or actions that leadership could take to improve community relations and foster growth and trust between the community and the organization in response to the problem from the chosen scenario, justifying response and supporting response with appropriate research from the field (90%)</p>	<p>Recommends strategies or actions that leadership could take to improve community relations and foster growth and trust between the community and the organization in response to the problem from the chosen scenario, justifying response, but recommendations are cursory, illogical, or there are gaps in the justification, or supporting research is inappropriate (70%)</p>	<p>Does not recommend strategies or actions that leadership could take to improve community relations and foster growth and trust between the community and the organization in response to the problem from the chosen scenario (0%)</p>	<p>5.9</p>
<p><b>Recommendations: Culture</b></p>	<p>Meets “Proficient” criteria and recommendations made demonstrate a sophisticated awareness of how to foster growth and trust within criminal justice organizations in response to ethical decision making of leadership (100%)</p>	<p>Recommends strategies or actions that leadership could take to maintain and improve the culture of the organization in response to the ethical decisions of leadership regarding the problem from the chosen scenario, justifying response and supporting response with appropriate research from the field (90%)</p>	<p>Recommends strategies or actions that leadership could take to maintain and improve the culture of the organization in response to the ethical decisions of leadership regarding the problem from the chosen scenario, justifying response but recommendations are cursory, illogical, or there are gaps in the justification, or supporting research is inappropriate (70%)</p>	<p>Does not recommend strategies or actions that leadership could take to maintain and improve the culture of the organization in response to the ethical decisions of leadership regarding the problem from the chosen scenario (0%)</p>	<p>5.9</p>
<p><b>Recommendations: Obstacles</b></p>	<p>Meets “Proficient” criteria and response demonstrates keen insight into how the organization could account for potential obstacles (100%)</p>	<p>Makes recommendations for the organization for how they could account for obstacles that might impede the organization in addressing the problem and implementing recommendations (90%)</p>	<p>Makes recommendations for the organization for how they could account for obstacles that might impede the organization in addressing the problem and implementing recommendations but recommendations are cursory or illogical (70%)</p>	<p>Does not make recommendations for the organization for how they could account for obstacles that might impede the organization in addressing the problem and implementing recommendations (0%)</p>	<p>4.42</p>

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<b>Recommendations: Implement and Uphold</b>	Meets "Proficient" criteria and response demonstrates keen insight into the specific elements that the organization could enact to implement and uphold recommendations (100%)	Explains how the organization could implement and uphold recommendations (90%)	Explains how the organization could implement and uphold recommendations but explanation is cursory or illogical (70%)	Does not explain how the organization could implement and uphold recommendations (0%)	4.42
<b>Recommendations: Budgetary Constraints</b>	Meets "Proficient" criteria and response demonstrates keen insight into how the organization could account for budgetary constraints (100%)	Explains how the organization would consider any budgetary constraints they might face both in addressing the problem and implementing any of recommendations (90%)	Explains how the organization would consider any budgetary constraints they might face both in addressing the problem and implementing any of recommendations but explanation is cursory or illogical (70%)	Does not explain how the organization would consider any budgetary constraints they might face both in addressing the problem and implementing any of recommendations (0%)	4.42
<b>Articulation of Response</b>	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format (100%)	Submission has no major errors related to citations, grammar, spelling, syntax, or organization (90%)	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas (70%)	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas (0%)	5.54
<b>Total</b>					<b>100%</b>