Mission
The mission of the Curry College Master of Arts in Criminal Justice (MACJ) program is to provide students with the intellectual and pragmatic skills needed to become effective leaders, reflective practitioners, and ethical administrators of criminal justice agencies. The MACJ program and curriculum outcomes are designed to develop the critical thinking and problem-solving skills that criminal justice practitioners need to effectively address contemporary societal problems with innovative, ethical, and evidenced based solutions.

The program is geared towards practitioners in law enforcement, the courts, corrections, and other criminal justice organizations seeking advancement to leadership positions, as well as college graduates eager to pursue or advance a career in the criminal justice field. The MACJ program provides students with the necessary skills to be effective and innovative criminal justice leaders and with the abilities to collaborate with communities, criminal justice agencies, and other organizations to address complex criminal justice problems.

Program Rationale
As the 21st century unfolds, the criminal justice community has increasingly recognized the importance of pursuing formal higher education to complement the training provided by the professional academies. By drawing upon advanced education to support the development of a more sophisticated set of analytical and problem solving skills the educated criminal justice practitioner is better prepared to address the inherent challenges of leading criminal justice agencies that work with increasingly diverse communities. The development of problem-solving skills requires an educational experience that emphasizes reflective, creative, and critical thinking.

In the criminal justice field, effective leaders must balance not only efficiency and effectiveness but they also deal with a complex social world recognizing important social values such as equality and justice. Curry’s MACJ program recognizes these real world challenges and prepares leaders with the skills and knowledge they need to develop, implement, and evaluate effective solutions that are also just, sustainable, and progressive. Our program emphasizes evidenced-based applications intended to build and strengthen cultures of integrity within criminal justice organizations and the larger communities where they are nested—values in action.

Four Cornerstones
Graduates of the Curry College Master of Arts in Criminal Justice program develop applied skills and gain an in-depth understanding in the four program cornerstones: Public Administration, Ethical Leadership, Problem-solving, and Innovation.

- **Public Administration**: Students will define and integrate theoretical and practical issues related to organizational development and behavior and build management skills in the areas of communication, collaboration, supervision, planning, and evaluation.

- **Ethical Leadership**: Students will develop the skills needed to be an ethical leader in a criminal justice organization, including personal assessment, reflective practice and critical thinking, conflict resolution, and understanding the community dynamics that are affected by the solutions implemented by the criminal justice system. Ethical leadership is aimed towards what works for the common good—framing justice with a social lens.

- **Problem-solving**: Students will develop the ability to address problems facing criminal justice organizations through the integration of criminological and social theory with research and evidence-based analysis to assess how data and other types of information can be translated into effective and ethical policies and programs.

- **Innovation**: Students will develop the ability to think critically and creatively using evidence-based analysis to address problems through novel and ethical solutions that can be evaluated through different frames of reference. In today’s dynamic world of criminal justice, technology plays an increasingly important role in developing, implementing, and evaluating innovative solutions.
Grades and Academic Standing
The minimum passing grade in each course is a B-. A grade of C+ or lower in any course is cause for academic review. Students must maintain a minimum grade point average of 3.0 to remain in good academic standing. Academic review will take place if the GPA falls below a 3.0. Students must also maintain a satisfactory rate of progress measured by cumulative attempted credits. A student is making satisfactory progress when at least 67% of attempted credits have been completed with a passing grade. The complete Graduate Academic Standing policy can be found on the Curry website at: www.curry.edu/Graduate-Programs/Criminal-Justice/Advising--Support/

Enrollment and Application for Admission
The cohort program has rolling admissions. Prospective students should submit their application by August 1 to enroll in September. The specific admissions requirements for the Master of Arts in Criminal Justice are outlined on the Graduate Programs website. Application forms for the program are available at all campus locations or may be downloaded from the Graduate Programs website at: http://www.curry.edu/macj

Cohort Enrollment Policy
Curry College’s MACJ is a cohort program with classes held one evening during the week. The academic year is comprised of three semesters made up of two, 8-week terms each semester. Students enroll in two consecutive 8-week courses each semester—Fall Semester (Term I and Term II); Spring Semester (Term III and Term IV); and Summer Semester (Term I and Term II). Students entering the Curry MACJ commit to continuous enrollment in a “cohort” format. Program pedagogy is designed for optimal learning through the cohort experience. Therefore, once enrolled changing cohorts is not an option, except for extraordinary reasons. Extraordinary reasons, for example, are documented health or family emergencies. Students will not be allowed to delay their program or shift cohorts for issues such as management of their reimbursement funds or short-term work related pressures. Students who request to delay continuous enrollment in their cohort must make a formal request in writing to the Director of the MACJ Program. The request must include documentation of the ‘extraordinary’ reason for changing the cohort sequence. The Director and/or the Dean may request further information. Decisions are made by the Director of the MACJ Program, with final approval or rejection by the Dean of Continuing and Graduate Studies. All decisions are final.

The Curriculum
The accelerated, 31-credit Master of Arts in Criminal Justice program consists of ten courses and may be completed in less than two years. The curriculum sequence begins by developing a foundation of knowledge in the four program cornerstones: public administration, ethical leadership, problem-solving, and innovation.

Students complete the entire program over ten, eight-week terms beginning with the course, The 21st Century Leader, followed by Social Policy and the Administration of Justice, Criminology: Theory and Application, Methods of Inquiry in Criminal Justice, and Criminal Justice Data Analysis. These five MACJ courses provide the intellectual and practical foundation necessary to complete the subsequent coursework. The MACJ program coursework culminates in a Capstone course, Innovation in the Administration of Justice, which requires students to complete a substantive group project addressing a contemporary criminal justice problem through the application of an innovative, applied research and problem-solving approach.

Thesis Option
Students interested in pursuing an advanced graduate degree (Ph.D. or C.A.G.S.) beyond graduation will have the option of completing two independent courses over two traditional semesters. The student develops an in-depth concept paper for review and approval by the MACJ Director and a professor with expertise in the selected topic. The thesis option is contingent on high academic performance in the program, the viability of the thesis proposal, and the ability to complete the thesis over two sequential semesters. Students work closely with a professor who serves as a mentor throughout the duration of the thesis. Thesis students complete all courses except MCJ 6045 Contemporary Issues in Criminal Justice: Analysis and Application (or MCJ 6040, depending upon scheduling and timing of the student thesis and group project) and MCJ 7000 Innovation in the Administration of Justice, which are replaced by MCJ 7500 Master’s Thesis I: Thesis Foundation and Prospectus (3 credits) and MCJ 7600 Master’s Thesis II: Thesis and Defense (4 credits). Specific scheduling will be worked out with the mentor professor and the MACJ Director (see course descriptions in the following section).
Internship Option
For students seeking career entry into a criminal justice agency, MCJ 6090: MCJ Graduate Internship (3 credits) is available as an elective course in place of MCJ 6040: Contemporary Issues in Criminal Justice or MCJ 6045: Contemporary Issues in Criminal Justice: Analysis and Application, with the approval of the MACJ Director.

Program Curriculum (31 credits)

FIRST SEMESTER
MCJ 6005  Leadership in the 21st Century
MCJ 6010  Social Policy and the Administration of Justice

SECOND SEMESTER
MCJ 6015  Methods of Inquiry in Criminal Justice
MCJ 6020  Criminology: Theory and Applications

THIRD SEMESTER
MCJ 6025  Criminal Justice Data Analysis
MCJ 6030  Criminal Justice Resource Allocation

FOURTH SEMESTER
MCJ 6035  Change Management in Justice Organizations
MCJ 6040  Contemporary Issues I

FIFTH SEMESTER
MCJ 6045  Contemporary Issues II
MCJ 7000  Innovation in the Administration of Criminal Justice
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<th>Course Code</th>
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<th>Credits</th>
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**MCJ 6005 Leadership in the 21st Century**

This course examines modern methods of leadership and administration in criminal justice organizations with a focus on problem-solving and innovation. The goals of criminal justice organizations are examined from historical, theoretical and practical perspectives with an emphasis on effective models of leadership and reflective practice. Using evaluation instruments such as the Myers-Briggs Type Inventory, students complete self-assessment evaluations to discover their individual approaches to interpersonal communication, leadership and decision-making. Topics covered include: leadership development, problem-oriented policy and practice, the functions of a public service organization, methods for decision-making, and innovation in strategy, and vision and planning. Accountability issues of managers to both the administration and line level workers are emphasized.

**MCJ 6010 Social Policy and the Administration of Justice**

Recognizing that leaders and administrators of criminal justice agencies must be cognizant of social policy issues, including unintended consequences and ethical considerations of current and emerging social policies and laws, this course examines contemporary social policy and law issues within the macro-political environment in which justice administrators must lead their organizations. The course will examine the dynamic role of criminal and civil law, both ‘on the books’ and its translation in ‘street level bureaucracy’.

**MCJ 6015 Methods of Inquiry in Criminal Justice**

This course examines how to conduct criminal justice research and how leaders can be better consumers of criminal justice research and other types of information relative to the needs of their agencies. The relationship between theory, research, and practice is examined, leading students to develop an understanding of the differences between quantitative and qualitative research while exploring various methodological designs. Problems and errors associated with sampling, analysis of data, interpretation of results, and research limitations are presented. Important issues in criminal justice research are discussed including ethics, confidentiality, and vulnerable populations.

**MCJ 6020 Criminology: Theory and Application**

Theories of criminology are examined from historical, empirical, and policy perspectives. Using the major criminological theories which explore crime and its etiology, students will explore and deconstruct the strengths and weaknesses of both historical and modern theories, with special attention to the role of theory in policy-making. Individual, structural, and social process theories are examined, with special attention to risk and protective factors in inhibiting or promoting crime. The behavior of criminal law will be explored.

**MCJ 6025 Criminal Justice Data Analysis**

This course provides students with an understanding of how criminal justice research is conducted and how one systematically evaluates quantitative research reported in the criminal justice literature. Traditional data analysis, including the topical areas of measures of central tendency and dispersion, probability, sampling distributions, and univariate and multivariate techniques for hypothesis testing are examined. Students learn how to select appropriate statistical tests and how to properly interpret results. Utilizing analysis software such as SPSS or MS Excel, students perform analysis on a variety of criminal justice data.

**MCJ 6030 Criminal Justice Resource Allocation**

As public administrators and leaders constantly face the challenging environment of scarce resources, this course focuses on the allocation of human and fiscal resources, including human resource planning (hiring, promotion, training, and assignment), the legal rights and responsibilities of public employers and employees, ethical issues in human resource management, collective bargaining and impasse resolution, and related issues of budgeting and securing alternative fiscal resources such as grants.

**MCJ 6035 Change Management in Justice Organizations**

As public administrators must navigate changing internal and external environments, this course focuses on planned change, with an emphasis on risk assessment, innovation, problem-solving, and ethical decision-making within criminal justice agencies. Recognizing that “change” is inevitable within criminal justice organizations, this course applies the practical and theoretical literature on change management in the public sector to change within criminal justice organizations, including examining obstacles to implementing change. A detailed study of policy and program design, implementation, and evaluation in criminal justice organiza-
MCJ 6040  **Contemporary Issues in Criminal Justice** 3 credits
This course examines topical issues emerging in criminal justice and is designed to respond to the contemporary justice environment with a focus on innovative, ethical, problem-oriented approaches to various criminal justice issues, problems, and crime types. Specific topical issues will focus and align with the capstone project completed in MCJ 7000: MCJ Innovation in Criminal Justice. *Specific topics will vary, but could include domestic or community violence, policing, criminal procedure, juvenile justice, diversity in the justice system, inequality, corrections, or crime mapping/technology innovations.*

MCJ 6045  **Contemporary Issues in Criminal Justice: Analysis and Application** 3 credits
This course deepens knowledge of the topical issues examined in MCJ 6040 through an analysis and/or application component that provide a hands-on perspective. Class projects and requirements are selected based on the topical content in MCJ 6040 and the capstone project completed in MCJ 7000. Students selecting the thesis or internship option may not be required to take this course (pending MACJ Director approval). Specific topics will vary, but could include domestic or community violence, policing, criminal procedure, diversity in the justice system, juvenile justice, inequality, corrections, or crime mapping/technology innovations.

MCJ 6090  **MCJ Graduate Internship** 3 credits
Graduate students with no previous work experience in a criminal justice setting may request a placement in a criminal justice or community service setting and supervision by a graduate faculty member. Approval of MACJ Director is required.

MCJ 7000  **Innovation in the Administration of Justice** 4 credits
Serving as a final capstone assessment instrument, students assume the role of a criminal justice leader to examine employee motivation, organizational and community culture, group dynamics, interpersonal and public communication, and how the ethics of management and labor impact the effectiveness of problem-solving and innovation. Basic intervention strategies for negotiating and resolving disputes and conflicts in criminal justice settings are reviewed with an eye toward innovative and ethical approaches. This course integrates the curriculum with the capstone project. Working with a faculty mentor, students are required to work as a team to address a real-world issue facing a criminal justice or community agency. Students work together to develop a comprehensive, innovative, ethical, and evidence-based approach to address this issue. Students approved for the thesis option are not required to complete MCJ 7000.

MCJ 7100  **Independent Study** 1 to 3 credits
Allows students to pursue particular research interest that is not normally a part of the MCJ curriculum or a part of the Capstone Seminar I or II. Working individually with a graduate faculty mentor, MCJ 7100 could involve either directed reading or independent research. Approval of MACJ Director required.

MCJ 7500  **Master's Thesis I: Thesis Foundation and Prospectus** 3 credits
In this first of two sequential courses, the thesis student will integrate knowledge and understanding developed in the core curriculum to prepare a thorough and analytic research prospectus on an appropriate thesis project topic. The prospectus will include a literature review, a compilation of resources and databases to be used in the research, a detailed research methodology, and an appropriate bibliography. The research project will be completed in Master's Thesis II. Approval of MACJ Director is required.

MCJ 7600  **Master's Thesis II: Thesis and Defense** 4 credits
The student will complete the thesis project begun in Master's Thesis I by initiating the individual research project, gathering data, sorting and identifying key variables, and integrating their findings within the context of the criminal justice theory and literature. The student critically analyzes the data and draws summary conclusions, prepares a written thesis and publicly defends their findings in an open forum. After successfully defending the thesis, the written thesis is bound and catalogued in the Levin Library for public use. Successful completion of MCJ 7500 and the approval of MACJ Director are required.