

# **Department of Criminal Justice**

**2009--2014**

**Academic Plan (CF III)**

**October 13, 2008**

**College of Arts & Sciences**

**Department Criminal Justice  
Creation of the Future III  
October 13, 2008**

## **SECTION I**

### **MISSION AND ASPIRATIONS**

The vision for the Department of Criminal Justice for the next five years is to continue to offer a demanding and personalized education that enables our students to complete their educational requirements and graduate in a timely manner. Within this period, we also wish to address the unmet needs of both undergraduate and graduate students.

The department is currently doing an excellent job of delivering a rigorous undergraduate curriculum on the Laramie campus, the University of Wyoming Casper College, and through the Outreach School that prepares students for the challenges of a variety of careers in criminal justice. The Department of Criminal Justice enjoys a strong record of teaching awards, (2 Ellbogen's, 7 A&S Top Ten Teaching Awards) advising awards, as well as a reputation for solid internship and career service programs. These recognized contributions to undergraduate education continue to be enhanced by our several recognized student organizations: a criminal justice student organization, a pre-law student organization, a forensic sciences student organization. In addition we offer curricular concentrations in pre-law and pre-forensic sciences. The criminal justice department strives to meet the diverse needs of its three hundred sixty-two majors. Our department's average graduation rate is 60 students per year. In the past five years, two of our students have won the Tobin Award, one of our students has won the Spitaleri Award. Two of our students have been selected to serve as A&S Central Committee student representatives. The success of our students continues to reflect positively on our department.

While the Department of Criminal Justice continues to provide an exemplary program, there are several unmet needs resulting from increasing student enrollment and interest. Therefore, the criminal justice department is requesting support from the college and university that will foster continued progress toward an organization which appropriately serves its 362 majors. Additionally, each year many criminal justice seniors, former graduates, and Wyoming professionals request a graduate program in criminal justice so that they may continue to pursue their educational careers. Thus, our foremost goal, is the establishment of a Master of Arts in Criminal Justice degree program to serve the state of Wyoming, the region and our large number of majors.

### **DEPARTMENT ACCOMPLISHMENTS (since last academic plan)**

- A meeting room for faculty and students was acquired (2004 action item, CRMJ 1).
- A pre-forensic sciences concentration was developed and implemented (2004 action item, CRMJ 3).
- CJ has experienced an increase of 41% in majors.
- We successfully hosted several articulation conferences for Wyoming's community colleges, the Outreach School, and the Wyoming Law Enforcement Academy.
- The Criminal Justice Club continues to host successful job fairs with over 36 agencies participating.
- The department creates and distributes an annual newsletter to former students, alumni, and friends.

- In 2007 a graduating senior survey was administered to all graduating exploring interest in a CJ MA program (2004 action item, CRMJ 4).
- The first CJ student assessment surveys were given to CJ graduating seniors to ensure our student learning objectives are met.
- The department continues to successfully host William D. Griffith speakers. This year Wyoming's first woman Supreme Court Justice (Marilyn Kite) was our speaker.
- We hired Professor Cary Heck to teach Concepts of Modern Policing, Criminal Justice Management, and Juvenile Delinquency.
- We hired Professor Scott Culhane to teach Psychology and the Law, Serial Killers and Criminal Psychology.
- We hired Professor Eric Wodahl to replace Malcolm Holmes and to teach Criminology, Community Corrections and other assigned courses.
- Adrienne Freng and Ed Munoz received tenure and were promoted to Associate Professor
- The curriculum was revised to better reflect the standards of the Academy of Criminal Justice Sciences.
- We had one Spitaleri and two Tobin student award winners
- Two CJ students served on the A&S Central Committee

The Department of Criminal Justice has been successful in the majority of the action plans it developed although they were not included in the college or university plan. In summary, this past planning cycle resulted in enormous strides toward the successful creation of the criminal justice department's vision.

## **RELEVANT INSTITUTIONAL ISSUES**

### **Motif 1. Building depth versus adding breadth**

(CRMJ 1, 2, 3)

The Department of Criminal Justice has recently proposed a graduate program in response to high levels of demand from our students and the state of Wyoming (see section II). Beyond the important considerations of better serving the state and meeting the needs of our students, a graduate program would certainly promote depth that will allow criminal justice faculty the ability to work with students to expand the quantity and quality of research in the department.

Currently the Department of Criminal Justice includes an extensive undergraduate program with approximately 362 majors. This proposal for an on-campus graduate program in the Department of Criminal Justice will provide the opportunity for further education beyond the undergraduate program to include a Master of Science (MS) Degree in Criminal Justice. Furthermore, we believe that this proposal is closely linked to the Art and Science College's Draft Academic Plan Themes, in addition to the University's Creation of the Future III in several ways. First and foremost, we believe that a MS degree in Criminal Justice will provide avenues to enhance and create a criminal justice "work force" in the state and region that includes continual education on the theories and practices of the criminal justice field. Second, our plan clearly fits into the emphasis on graduate education and the goal of recruiting and retaining the most qualified undergraduate students by stressing the importance of selecting a small group of only the most qualified applicants for this program. As can be seen by our proposed curriculum, we have also focused on creating an interdisciplinary degree program utilizing courses from political science, psychology, history, sociology, and possibly other programs within the

college. Finally, we anticipate that instituting a graduate program will further enhance the undergraduate curriculum and create additional exposure to research for undergraduates, another theme in the College Plan. (CRMJ 1)

While this department is already very active in research, it is often strained by other responsibilities that take time away from research and grant writing. With graduate faculty, the department will be able to spread these responsibilities over a broader number of people thereby freeing up time and energy to pursue other opportunities; and, the addition of graduate students who are well-trained in criminal justice research methods will also help faculty to be even more productive. Most significantly, the department would be poised to fund much of this research through the myriad government and private research grants which are available to institutions with vibrant graduate programs in criminal justice.

**Motif 2: Reinforcing and refining areas of distinction**  
(CRMJ 2, 3, 7)

**Professions critical to the state and region:**

The Department of Criminal Justice links to the professions and issues critical to the region by offering a broad-based liberal arts degree to students who are preparing to enter into a variety of criminal justice professions.

In the last thirty years, many law enforcement agencies have specifically designed hiring protocols to increase the number of employees with baccalaureate degrees. This demand for educated law enforcement is driven by the growing diversity of police roles within the communities they serve.

Throughout Wyoming and across the nation there is a shortage of law enforcement personnel. In recent years--and especially since September 11, 2001--there are few, if any, professions which can demonstrate a comparable demand for an educated workforce than the criminal justice professions. In Wyoming, qualified applicants for positions in law enforcement, as well as community corrections, are also in demand. There were 388 job openings in Wyoming Law Enforcement last year.

In the state of Wyoming, the energy boom is dramatically affecting communities, crime rates, domestic abuse, levels of drug and alcohol misuse, child abuse and increasingly straining the resources of our criminal justice system. These symptoms of "social disorganization" are particularly prevalent in highly transient communities. A recent study conducted by a graduate student at the University of Wyoming with the assistance of Professor Cary Heck of this department suggests that drug use, and particularly methamphetamine use, is linked to macro-level measures of social disorganization. Concern over domestic terrorism and the establishment of the Department of Homeland Security has added to the stress on our national criminal justice system.

**Motif 3. Promoting access to higher education.**  
(CRMJ 1, 2)

**Delivery.** Partnerships with Community Colleges.  
*Outreach*

The Department of Criminal Justice is promoting access to higher education by providing a degree program both on the Laramie campus and to site-bound students throughout the region via Outreach Credit Courses and UW Casper College. On campus and off, students seeking new or second careers, as well as people who are already employed in local law enforcement and corrections, are earning baccalaureate degrees or continuing their professional development

through this department. Furthermore, continuing professional education is afforded to Wyoming peace officers through departmental programs.

#### *Articulation*

As many of our students begin their degree programs at junior colleges throughout Wyoming, articulation conferences with community colleges are a hallmark of the efforts of the criminal justice department to continue to keep the focus of the degree on a broad-based, liberal arts curriculum.

#### *Inclusiveness*

Many of the criminal justice agencies in the state of Wyoming prefer to hire applicants with baccalaureate degrees for entry level positions. Our number of students continues to rise suggesting that our course offerings and the foundation of a degree from the University of Wyoming is considered useful to criminal justice students seeking employment. Without the availability of this degree program, many young people who are interested in law enforcement or corrections might simply chose to prepare themselves by working until they meet the minimum eligibility requirements for these jobs. Our criminal justice degree program is expanding the proportion of Wyoming students who achieve baccalaureate degrees and strengthening the cadre of educated law enforcement employees.

The University's stated goal of emphasizing "internationalization" is also part of the criminal justice department's agenda. The department offers terrorism and comparative criminal justice courses to students seeking a broader understanding of criminal justice around the world.

### **Motif 4: Fostering Excellence**

#### **Building Excellence in Human Capital**

**(CRMJ 2, 3, 6, 7)**

Department faculty have consulted with the Wyoming legislature and Wyoming courts in the development of some significant policy initiatives in a variety of areas in criminal justice, such as drug courts and jury reform, alibi research, gang research, and prisoner reentry. The department's chair is a nationally-recognized expert in the fields of youth corrections and correctional leadership training. Criminal justice tenure-track faculty also conduct research on issues that directly concern minority populations, including American Indians and Hispanics.

This extensive experience and cutting-edge research has allowed the department to deliver courses that go beyond the basics and delve into the complex issues facing criminal justice agencies and the legal profession.

### **Motif 5: Cultivating Leadership**

#### **Cultivating Leaders**

**(CRMJ 1, 6)**

In light of the tremendous authority, power, and discretion vested in criminal justice professionals, it is no exaggeration to say that their baccalaureate and continuing education is an important part of leadership development for communities throughout the state and region. The Department of Criminal Justice seeks to help meet this obvious need by producing well-rounded graduates.

Over the years, numerous organizations and commissions have recommended that the minimum education level for entry positions in law enforcement be a baccalaureate degree:

- In 1967, the President's Commission on Law Enforcement and the Administration of Justice noted, "Few professions are so peculiarly charged with individual responsibility. Complexities inherent in policing further dictate that officers possess a high degree of intellect, education, tact, sound judgment, physical courage,

impartiality, and honesty.” The Commission concluded that all police personnel with enforcement powers should have baccalaureate degrees.

- Reaching the same conclusion, the Commission on Accreditation of Law Enforcement Agencies in 1973 maintained, “Officers who have received a broad general education have a better opportunity to gain a more thorough understanding of society, to communicate more effectively with citizens, and to engage in the exploration of new ideas and concepts.”
- The American Bar Association, in its *Standards for the Urban Police Function* likewise concluded, “Since a principal function of police is safeguarding of democratic processes, if the police fail to conform their conduct to the requirements of law, they subvert the democratic process and frustrate the achievement of a principal police function . . . Police need personnel in their ranks who have the characteristics a college education seeks to foster: intellectual curiosity, analytical ability, articulateness, and a capacity to relate the events of the day to the social, political, and historical context in which they occur.”

This is why more and more criminal justice agencies are also requiring a baccalaureate and graduate degree’s for employees to move into management. As such, the criminal justice department has made leadership, management, and ethics primary *foci* of its instruction as well as its new request for a MA in criminal justice.

Leadership is further encouraged by our three active recognized student organizations associated with the criminal justice department. These organizations include the Criminal Justice Club, the Forensic Science Club, and the Pre-Law Club. With guidance from faculty, these clubs provide an excellent resource for students and help to develop leadership capabilities among students.

## **ACTION ITEMS**

The Department of Criminal Justice is requesting support from the College of Arts & Sciences and University that will foster continued progress toward an adequately resourced organization. The foremost goal is that of a Graduate Program to serve the state of Wyoming, the nation and our large number of majors.

In this planning cycle, the Department of Criminal Justice will pursue the following action items:

CRMJ 1: Level: Department, College, Graduate School, University  
Seek approval for a Graduate Program (MA)

Resources Required:

Objective A: Three new faculty (1 in 2009, 1 in 2010, 1 in 2011)

Objective B: Conversion of the three current GA positions from Psychology, Sociology, and Political Science to three Criminal Justice GA’s (no funding changes) and the addition of two more GA positions at an approximate cost of \$30k

Objective C: Increase support staff by ½ time funding. Currently staffed a 1 ½ FTE

Objective D: Space for additional faculty and GA’s

CRMJ 2: Level: Department, College

Increase in instructional excellence/support budget by \$10,000 per year for three adjunct courses to support law curriculum and two lower-division courses.

CRMJ 3: Level: Department

The Department of Criminal Justice will attempt to expand and develop its identity, skill base, presence, and capacity as an academic, service, and teaching department.

Objective A: Increase efforts at external fund raising

Objective B: Develop international links

Objective C: Pursue part-time money from Wyoming agencies to be used by graduate students for agency related policy research.

Objective D: Encourage faculty to aggressively increase grant funding (particularly in the areas of social disorganization, theory, and the Wyoming energy boom).

Objective E: Expend a portion of the Department support budget for faculty development in the areas of leadership, statistical analysis, etc. CJ will attempt to insure faculty development initiatives are interdisciplinary.

CRMJ 4: Level: Department

Align the current criminal justice curriculum with ACJS (Academy of Criminal Justice Sciences) standards.

Objective A: Courses will be realigned with ACJS standards

Objective B: Curriculum will be adjusted to allow for the addition of the MA in Criminal Justice

CRMJ 5: Level: Department

Continue to refine the assessment process by linking assessment data and learning outcomes to faculty and curriculum.

CRMJ 6: Level: Department, College, University

Continue throughout the next planning period, to review expansion of our graduate program as well as engage in discussions with Political Science and other social science departments regarding a policy research center.

CRMJ 7: Level: Department, College, University

Explore School of Energy Resource (SER) grant and/or funding to research community/social disorganization impact of related energy boom in Wyoming.

## **IMPLEMENTATION**

CRMJ 1: Seek approval for a Graduate Program (MA). (See section II)

Implementation: Currently, we have presented our MA proposal to the College of Arts & Science's Central Committee. They have approved our plan and recommended approval to the Dean of the College. Our plan has also been in the first two iterations of the college academic plan drafts. We are ready to implement our phased-in program as approvals are granted.

CRMJ 2: Increase in instructional excellence/support budget by \$10,000 per year for three adjunct courses to support law curriculum and two lower-division courses.

Implementation: Request from the College of Arts & Sciences additional adjunct funding during the next budget cycle.

CRMJ 3: The Department of Criminal Justice will attempt to expand and develop its identity, skill base, presence, and capacity as an academic, service, and teaching department.

Implementation:

Objective A: Meet w/Dale Walker to develop an external fundraising plan by fall 2009.

Objective B: Meet w/director of Intl Studies to discuss international opportunities by Jan 2010.

Objective C: Send letter to related Wyoming agencies by November 2009.

Objective D: Immediately.

Objective E: By spring 2010 create timeline for faculty development initiatives.

CRMJ 4: CJ Curriculum Committee will align the current criminal justice curriculum with ACJS (Academy of Criminal Justice Sciences) standards.

Implementation: Complete by 2011

CRMJ 5: Continue to refine the assessment process by linking assessment data and learning outcomes to faculty and curriculum.

Implementation: On going process with first faculty specific feedback linkage in place by spring 2010 (see narrative below).

CRMJ 6: Continue throughout the next planning period, to review expansion of our graduate program as well as engage in discussions with Political Science and other social science departments regarding a policy research center.

Implementation: Ongoing

CRMJ 7: Explore School of Energy Resource (SER) grant and/or funding to research community/social disorganization impact of related energy boom in Wyoming.

Implementation: Complete by fall 2011

- **Curriculum progress (CRMJ 4)**

The undergraduate curriculum has been a focus of the department not only in the last year, but is also an area of consideration for future developments. A systematic review of the criminal justice curriculum was undertaken during the spring and fall semesters of 2007. In this review, the curriculum committee evaluated the existing curriculum with respect to disciplinary standards, departmental practices, and departmental resources.

While the changes made reflect the ultimate curriculum goal for the department, it was apparent that the resources are still not available to institute proposed modifications. In order to offer more breadth in the core areas and to better meet ACJS standards, several new classes were developed including courses on community corrections, drugs and the criminal justice system, and psychology of serial killers.

In sum, the department continually seeks to develop a rigorous liberal arts curriculum that reflects national standards.

- **Assessment Progress and Future Steps (CRMJ 5)**

Our assessment process has progressed as planned. Scott Culhane and Cary Heck reviewed the data from the exam that had been administered spring 2006 and summer 2006. Based on ACJS accrediting standards and statistical analysis, some questions were omitted and many added. The revised exam was then piloted in the spring 2007 semester. After another round of revisions, the final version was piloted in the fall of 2007 to graduating seniors.

Future Assessment Goals

By fall 2008, the department should have preliminary data regarding the student learning outcomes which will identify deficit areas in graduating seniors and program strengths. No further revisions of the exam are needed at this time, and focus will shift to increasing the number of students who take the exam in the upcoming year (CRMJ 5).

As data is collected and analyzed, results will be shared with and examined by faculty to maintain or adjust class content and/or teaching methodologies.



## SECTION II

### Graduate Program Proposal for Department of Criminal Justice

Currently the Department of Criminal Justice includes an extensive undergraduate program with approximately 362 majors. At the undergraduate level, students have the option of taking either a pre-law or pre-forensic concentration. This proposal for an on-campus graduate program in the Department of Criminal Justice will provide the opportunity for further education beyond the undergraduate program to include a Master of Science (MS) Degree in Criminal Justice. The requirements for the MS degree program includes a Plan A (thesis option) or a Plan B (policy option). This proposal was developed based on the Certification Standards for Master's programs from the Academy of Criminal Justice Sciences, the main professional organization of Criminal Justice. Furthermore, we believe that this proposal is closely linked to the Art and Science College's Draft Academic Plan *Themes*, in addition to the University's *Creation of the Future I* in several ways. First and foremost, we believe that a MS degree in Criminal Justice will provide avenues to enhance and create a criminal justice "work force" in the state and region that includes continual education on the theories and practices of the criminal justice field. Second, our plan clearly fits into the emphasis on graduate education and the goal of recruiting and retaining the most qualified undergraduate students by stressing the importance of selecting a small group of only the most qualified applicants for this program. This will include our best students from the undergraduate program or the state workforce, as well as those highly qualified students from other institutions. As can be seen by our proposed curriculum, we have also focused on creating an interdisciplinary degree program utilizing courses from political science, psychology, history, sociology, and possibly other programs within the college. Finally, we anticipate that instituting a graduate program will further enhance the undergraduate curriculum and create additional exposure to research for undergraduates, another theme in the College Plan.

### Program Specifics

#### Proposal Summary

**This document proposes a Master's of Science Degree in Criminal Justice. The rationale and justification for this program is threefold: 1) student demand; 2) local, state, and national professional need; and 3) increased research ability.**

1. Student Demand – The Department of Criminal Justice is the largest undergraduate program at UW that is not offering a graduate degree. A graduate degree in criminal justice is necessary if we are to fully serve the demands of our undergraduate students for job placement and keep our best students here at the University of Wyoming.
  - In a recent survey of 30 UW graduating seniors who majored in Criminal Justice
    - 63% reported an *interest* in a Master's Program in CRIMINAL JUSTICE from UW.
    - With 80 students graduating each year, the potential demand for a graduate program is considerable (possibly 48 graduating students each year would be interested in a CRIMINAL JUSTICE graduate degree from UW).

- To the best of our knowledge, there are few other available programs, with the geographically closest graduate degree in Criminal Justice being offered at Weber State University, approximately 400 miles away.
- 2. Servicing a Local, State, and National Professional Need
  - By providing an on-campus Master's Level Program at the University of Wyoming, we will provide a service to people working in the Criminal Justice system in the state and region.
  - We would also attract students from the region whose advanced education would improve professionalism and service in the state.
- 3. Increased Research Ability
  - Currently, faculty's ability to complete large scale research projects is limited by the lack of available research assistants at the graduate level.
  - Instituting a graduate program would provide a cooperative opportunity for both students and faculty in which students could receive extensive research experience and faculty would have access to a workforce that would enable them to compete for larger research grants.

The goal and mission of the program is to provide a quality graduate education in the field of criminal justice by offering courses to develop a core understanding of research methodology, criminological theory, and criminal justice processes; by providing students with research opportunities to enhance their graduate education; and by offering opportunities to foster skills that individuals will be able to utilize in the workplace upon completion of the degree. With the current resources and to ensure academic rigor and to provide a competitive program, initially we anticipate admitting approximately five students annually. As resources grow, the number of students admitted could also increase.

### **Program Demand**

A graduate degree in criminal justice is necessary if we are to fully serve the demands of our undergraduate students for job placement and keep our best students here at the University of Wyoming. With 60 students graduating each year, the potential demand for a graduate program is considerable (possibly 48 graduating students each year would be interested in a criminal justice graduate degree from UW). Furthermore, to the best of our knowledge, there are few other available programs, with the geographically closest graduate degree in Criminal Justice being offered at Weber State University, approximately 400 miles away. Thus, we anticipate a great demand for this graduate program. Although, we believe that we have sufficient interest in this program, we are initially limiting the student enrollment to 6-8 students in order to focus our resources on developing an intellectually challenging program.

One of the issues that the department currently struggles with is the availability of resources to conduct research, including competing for outside funding. Instituting a graduate program that emphasizes research proficiency will provide faculty with additional resources to increase scholarly productivity in the way of increased funding, increased publications, and increased recognition in the field. Furthermore, the graduate program's interdisciplinary

nature will foster synergistic interaction within and between the Department of Criminal Justice and supporting academic units. The majority of the current Criminal Justice graduate faculty is trained in the traditional scholarly fields of political science, sociology, and psychology—disciplines that provided the intellectual basis for Criminal Justice as an academic field. The newest graduate faculty member is trained in Criminal Justice and brings valuable insight to the growth of the UW Criminal Justice graduate program. Some of these faculty members have additional academic appointments within supporting programs. The increased sharing of graduate curricular resources and students will facilitate communication and cooperation between faculty and students. Moreover, the interdisciplinary nature of the program has led to cooperative agreements with other departments (see letter of support attached to the end of this proposal) that will allow the sharing of resources including allowing students to take coursework, serving on committees, and research opportunities. In addition to contributing to other graduate programs, the Criminal Justice graduate program will contribute to three areas of distinction at UW:

- *Critical areas of science and technology* by keeping abreast with the latest developments in disaster and security readiness
- *Environment and natural resources* by engaging in epidemiological research that promotes community well-being
- *Professions critical to the state and region* by producing a highly skilled workforce in the areas of law enforcement, criminal justice management, and law

### **Program curriculum**

The degree requires students to complete a total of 30 graduate credit hours. The Plan A option targets those students who are interested in a research or academic track. Students planning to continue post-graduate work should focus on this option. The Plan A program requires students to complete a MS thesis, including an oral defense. This thesis will be developed in cooperation with an advisor and will be approved by a faculty committee. The Plan B option is recommended for individuals who are interested in a terminal MS degree option with a policy focus or for practitioners wishing to continue their education. This option does not require the completion of a thesis; instead additional coursework is required. Students electing a Plan B option will also be required to write a Plan B paper and pass a written comprehensive exam. All students, regardless of Plan A or Plan B, will be required to take courses in Graduate Research Methods, Graduate Statistics (two course sequence), Criminological Theory, and Electives (see Appendix A). Additionally, Plan A students will be required to complete 6 hours of thesis and Plan B students will be required to complete a course in the Policy Concentration and one additional course of their choosing. Additional requirements include the completion of a thesis for Plan A students and a Plan B paper, in addition to a written comprehensive exam for Plan B students. Appendix B lists the areas of concentration from which students have the opportunity to choose courses. The courses listed in this appendix include those that are being taught in other departments, in addition to those that we anticipate developing in the Department of Criminal Justice. We currently have letters of support from the following departments regarding allowing our students to take courses from these areas: History, Sociology, Psychology, Statistics, and Political

Science. With the availability of these courses from other departments and the addition of new faculty, these courses will be covered by our tenure-track faculty as part of their regular teaching responsibilities. The graduate committee will consist of two senior faculty in the department, who in conjunction with the graduate coordinator, will meet as needed to deliberate on any programmatic changes/revisions to the graduate program; graduate admissions, funding, and progression; any student appeals, honors, and awards; and organize and supervise the implementation of the comprehensive exams. As the program develops, we anticipate requesting a review for accreditation from the Academy of Criminal Justice Sciences.

Graduate assistantship responsibilities. Graduate assistants (GAs) will be utilized in different capacities that will be determined by internal or external funding sources, individual research and teaching, departmental needs. Faculty with external research grants will most likely hire graduate students as research assistants (RAs). This does not preclude the possibility of the selected RA from engaging in teaching assistant (TA) duties for their supervising faculty member. Graduate students funded through internal funding sources will most likely serve as teaching assistants. Departmentally funded TAs will have some choice in the selection of duties, but the overall department needs will make the ultimate decisions. TAs may serve as traditional teaching assistants to faculty teaching of undergraduate courses and would be responsible for grading, holding office hours, and fulfilling any other general tasks assigned by a faculty member, which may include research activities. A second option for departmentally funded TAs would be to independently teach CRMJ 3680 research methods laboratory sessions or other introductory courses in the department. These assignments would normally be reserved for advanced graduate students.

### **Implementation Plan & Timeline**

The implementation plan and timeline are outlined below:

- a.** Fall 2007/Spring 2008 – Develop proposal and submit to Arts & Sciences, Graduate School, and Academic Affairs.
  - i.** Meet with departments to develop cooperation agreements for classes outside the department.
  - ii.** Meet with graduate school for agreement on program.
  - iii.** Receive approval for program.
- b.** Fall 2008 – Coordinate with Arts & Sciences and the Graduate School on any remaining implementation issues.
- c.** Spring 2009 - Advertise new program through professional organizations, press releases, community colleges, and other avenues.
  - i.** Submit request for faculty member.
  - ii.** Develop and seek approval for new graduate courses.
- d.** Fall 2009 – Advertise new program through professional organizations, press releases, community colleges, and other avenues.
- e.** Spring 2010 - Receive and make decisions regarding the first cohort of graduate students for program.

- i. Submit request for additional faculty member
- f. Fall 2010 –Welcome new cohort of students into the program.
- g. Spring 2011 - Submit request for additional faculty member.

## **Program Resources and Description of Projected Costs**

### **Current Faculty**

The current faculty in the department are nationally known in the areas of race and sentencing, drug courts, alibi studies, and juvenile delinquency/gangs. We also anticipate hiring individuals that will add to the areas in which the faculty are nationally known. Please see attached vitas for explanation of faculty achievements (Appendix C). Faculty participating in the graduate program must be certified Graduate College Faculty members before being permitted to serve as the chair of a thesis committee. Tenured and tenure-track graduate college faculty, in addition to other faculty approved by the department, will serve as program of study committee members and teach graduate courses. It is our expectation that masters program of study responsibilities will be evenly distributed across the department's Graduate Faculty. Admissions will be closely monitored so that graduate student/faculty ratios are in line with available resources. Each masters committee would require two criminal justice faculty members and an external member representing the Graduate College. In addition, selected faculty would be responsible for reading and grading Plan B students' written and oral proficiency in their chosen field.

### **Prospective Faculty**

We anticipate asking for an additional three faculty members to support the graduate proposal, in addition to supporting our undergraduate curriculum. This would include submitting requests for faculty in Spring 2009, 2010, and 2011. Individuals that could add to our areas of concentration would be targeted for hiring. Commitment to this plan at both the departmental and college level exist. We recently received support from the A&S Central Committee and are anticipating the Dean forwarding this request to Academic Affairs.

### **Requested GA Lines**

The department currently has funding for three GA positions in the College of Arts and Sciences. We utilize these funds to recruit students from political science, psychology, and sociology. We are proposing to have these three positions converted to our department exclusively if the proposal is approved. Moreover, we are requesting three additional GA's for a total of 6 GA's. Depending on demand and resources, we would anticipate being able to fund students either in full or to split several positions in order to support more students. Furthermore, a new graduate program would provide opportunities to secure external funding, which is currently anticipated to be part of the Department's upcoming academic plan. Grants could be utilized to supplement additional positions for graduate students. GA assignment and management would be the task of the graduate committee, in conjunction with the supervising faculty.

### **Physical Facilities and Instructional Equipment**

We believe that there is adequate instructional equipment to support this proposal. While some space reconfigurations are possible at the present time, we will need to coordinate with the Dean's office for some additional space.

### **Other Resources**

As part of instituting a graduate program, we would need to designate a person as a graduate coordinator. As the program develops and grows, it would also seem reasonable to request a ½ time staff position to assist in the additional workload associated with a graduate program.

### **Miscellaneous**

Currently, faculty's ability to complete large scale research projects is limited by the lack of available research assistants at the graduate level. Instituting a graduate program would provide a cooperative opportunity for both students and faculty in which students could receive extensive research experience and faculty would have access to a workforce that would enable them to compete for larger research grants.

From the Department of Criminal Justice home webpage a "Quick Link" would be added directing individuals to the graduate program. This new link will have information for both prospective and current graduate students. A link directing prospective students to an application would be included here. In addition, the page will include links to the Graduate School, the Criminal Justice Graduate Handbook, the graduate curriculum, the graduate faculty, and relevant professional associations. The implementation of these new pages and links would be handled by our current webmaster.

### **Projected Program Costs**

The costs to implement this program include the costs associated with the following components:

- Additional space
- Additional 3 faculty
- Additional 3 GA's
- 10% salary increase for graduate coordinator
- Salary for ½ time support staff
- Any course development costs

This program will be unable to be implemented as proposed without the additional resources outlined.

### **5 Year Action Plan**

In order to most effectively implement this program with the available resources, we have purposely limited enrollment initially. However, we do anticipate high demand for this program and thus will institute the following plan for examining growth of the program. We will conduct a first year review to examine admission policies, funding decisions, course offerings, work load and available resources and another other issues that need to be reviewed. We will conduct another assessment at the end of two years upon the completion

of the program by the first cohort. At the five year mark, we will conduct an extensive evaluation examining success, resources, and the feasibility of either growing the Master's program or moving towards a Ph.D. program.

### **Appendix A - Electives<sup>12</sup>:**

#### **Administration of Justice**

- Juvenile Justice
- Minorities in the Criminal Justice System
- Victimology
- Violence Seminar
- White Collar Crime
- Cross-Cultural Criminal Justice Systems
- American Intergovernmental Relations (POLS 5060)
- Graduate Seminar in Forensic Psychology (PSYC 5370)
- Topics in Ethics (PHIL 5300)
- Sociology Deviance Seminar

#### **Corrections**

- Corrections
- Community Based Corrections
- Principles of Punishment/Sentencing
- Probation and Parole
- Restorative Justice
- Reintegration and Rehabilitation

#### **Law Enforcement**

- Policing
- Community Based Policing
- Terrorism and Law Enforcement
- Police Effectiveness
- Drugs, Crime, and Enforcement

#### **Law Adjudication**

- Courts
- Psychology and the Law
- Law and Social Control
- American Legal History (HIST 5515)
- Constitutional Law Principles (POLS 5100)
- Constitutional Rights and Liberties I (POLS 5110)
- Sociology of Law (SOC 4250)

#### **Policy**

- Criminal Justice Management
- Policy Analysis

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<sup>1</sup> This list of electives includes those courses that are already being taught by other departments and suggestions of possible courses that could be offered by the Department of Criminal Justice.

<sup>2</sup> Permission from the Department of Political Science is required for any POLS courses.

Policy Practicum  
 Survey of Public Administration (POLS 5000)<sup>3</sup>  
 Public Personnel Management (POLS 5400)  
 Administrative Behavior and Theory of Organization (POLS 5410)  
 Public Administration and the Law (POLS 5460)  
 Public Program Management (POLS 5510)

## **PROGRAM SPECIFIC ADMISSION REQUIREMENTS**

In order to be admitted into the MS Program, prospective students would have to meet the following minimum standards:

1. Admission to the University of Wyoming Graduate School
2. A major or degree in Criminal Justice or related field
3. An overall GPA of 3.0
4. A major GPA of 3.5
5. Completion of the following classes or equivalent with a C or better<sup>4</sup>:
  - a. Research Methods
  - b. Statistics
6. Three letters of recommendation
7. A current transcript
8. GRE scores – A composite score of 1000 on the verbal and quantitative sections is required. Additionally, students will also need to complete and submit their score from the analytic section of the GRE.
9. A written personal statement on why the student is interested in the program and their future goals based on the completion of a MS degree in Criminal Justice.

•The deadline for receipt of all application materials is January 31st. Applications received after that date will not be considered for admission.

•We only admit students one time per year.

•Our graduate students begin their programs of study in the fall semester.

## **PROGRAM SPECIFIC GRADUATE ASSISTANTSHIPS**

•Applicants are considered for graduate assistantships at the time of admission. Graduate students typically receive some departmental financial support.

## **PROGRAM SPECIFIC DEGREE REQUIREMENTS**

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<sup>3</sup> POLS 5000 is required in order to take other POLS courses in this concentration.

<sup>4</sup> The graduate committee will evaluate whether an individual has taken courses that adequately meet these requirements and determine whether additional preparatory course work is needed.



**Plan A (thesis)**

- Complete a total of 30 graduate credit hours. All required courses and at least one elective in each of the concentration areas, excluding the policy concentration, must be passed with a “B” or better. Students must also maintain an overall 3.0 GPA.
- Graduate Research Methods (CRMJ \_\_\_\_\_; POLS 5680; PSYC 5520)
- Graduate Statistics (STAT 5050 and STAT 5055)
- Criminological Theory
- Electives - One elective course in each of the concentration areas with the exception of the policy concentration.
- Six hours of thesis resulting in a master’s thesis demonstrating independent research, written under the supervision of the major professor.

**Plan B (non-thesis)**

- Complete a total of 30 graduate credit hours. All required courses and at least one elective in each of the concentration areas, must be passed with a “B” or better. Students must also maintain an overall 3.0 GPA.
- Graduate Research Methods (CRMJ \_\_\_\_\_; POLS 5680; PSYC 5520)
- Graduate Statistics (STAT 5050 and STAT 5055)
- Criminological Theory
- Electives - One elective course in each of the concentration areas including the policy concentration.
- One additional course in any of the concentration areas or a course outside the department which is approved by the Graduate Coordinator.
- A Plan B paper that reflects the quality but not scope of a master’s thesis, written under the supervision of the major professor.
- Passing a written examination conducted by the graduate committee covering all coursework and the Plan B paper.