

DEPARTMENT OF CRIMINOLOGY AND CRIMINAL JUSTICE

STRATEGIC PLAN - FIVE-YEAR TIME FRAME, 2009 - 2014

Mission:

The mission of the Department of Criminology and Criminal Justice (CCJ) is to conduct and disseminate the findings of basic and applied research on crime and justice, to offer excellent teaching at the [BA](#), [MA](#), and [PhD](#) levels, and to provide service to the campus, profession and community. This mission is realized via the [research](#), teaching and service of the CCJ Department's faculty, staff, and students.

Departmental faculty members [publish](#) the results of their research in top-tier, peer-reviewed journals and as university press monographs and generate [external funding](#) from local, state and national government agencies and private foundations. Teaching activities in the CCJ Department include not only traditional in depth course work, but also intensive research training, especially at the PhD level. CCJ faculty members are actively involved in many local, state, national and international service activities, holding offices in organizations such as the American Society of Criminology and/or editorial positions on major criminological and sociological journals.

Vision:

The Department of Criminology and Criminal Justice seeks to contribute to the fulfillment of the vision and mission of the University of Missouri-St. Louis – to elevate its status as a premier metropolitan public research university. Toward this end, the Department has solidified its standing as one of the world's leading centers for the study of criminology and criminal justice (ranked #4 in the last two rankings of CCJ programs by *US News and World Report*). At the same time, the Department has maintained and enhanced its commitment to educating traditional and non-traditional students in undergraduate and graduate programs so that they can provide leadership in the criminal justice field in the metropolitan region and beyond. The Department continues to expand its outreach activities and to offer a vibrant internship program for its undergraduates. The Department currently has 450 undergraduate majors, 33 MA students, and 26 Ph.D. level students.

For all of this, the Department's most distinguishing characteristic remains its faculty. Three faculty members are Curators' Professors, the highest acclaim that can be bestowed on a faculty member by the University of Missouri. Another faculty member holds the E. Desmond Lee Chair in Youth Crime and Violence. Three have received the Ruth Shonle Cavan Young Scholar Award given annually by the American Society of Criminology (ASC); another three are ASC Fellows. The Past President and the President-Elect of the ASC are both members of our department. One faculty member is a past recipient of the Chancellor's Award for Excellence in Teaching; another received the Governor's Excellence in Teaching Award; two are past recipients of the Chancellor's Award for Excellence in Service; two are past recipients of the Chancellor's Award for Excellence in Research and Creativity; and two faculty members have received the Gitner Excellence in Teaching Award. Currently, one faculty member serves as

Editor of the prestigious *British Journal of Sociology* while another served a six-year term (1998 – 2003) as Editor of the discipline's flagship journal, *Criminology*. The faculty regularly publishes in the field's leading journals, produces highly-regarded books, brings in significant external research support (National Institute of Justice, National Science Foundation, National Institute of Corrections, Bureau of Justice Statistics) and advises local, state, and federal agencies on criminal justice policy and programs. Several faculty members have well-established international research collaborations in Europe, South America, and Sri Lanka.

The Department's goals can be summarized thusly: We plan to do everything in our power to continue to get better still in teaching, research, service, and outreach. By so doing, it is our vision to be recognized as the pre-eminent program in the country.

Department Performance

Faculty productivity remains impressive. From 2006 to the present, CCJ faculty members have authored or edited a total 10 books; published more the 80 journal articles; made more than 100 professional conference presentations; and been awarded external grants exceeding \$3 million. During the same time period, 13 Ph.D. degrees have been conferred, 36 MA degrees, and more than 400 BA graduates.

Organization

The CCJ Department currently consists of 13 tenure track and 2 non-tenure track faculty members. Of the tenure track faculty, 7 are at the rank of Full Professor, 2 are Associate Professors, and 4 are Assistant Professors. Three of the Full Professors are Curator's Professors and 1 is an Endowed Professor. One of the NTT is Associate Teaching Professor and the other is Assistant Research Professor. In addition to the faculty, the Department has one full-time Administrative Associate and a quarter-time Administrative Assistant. The Department has a rotating Chair position (three-year terms) that is filled by a Full Professor. Additional administrative duties are divided among the Graduate Program Director and the Undergraduate Program Director.

Departmental Goals

In the course of the next five years, the department's primary goals are: 1) to increase the size of our tenure-track faculty; 2) to obtain additional administrative support staff; 3) to continue to increase the size of our graduate programs; 4) to enroll more undergraduates, with a primary focus on attracting first-year students to complement the many transfer students we currently serve; and 5) to establish a capital replacement strategy. Successful attainment of these goals will greatly enhance the prospects of meeting our vision of being recognized as the pre-eminent CCJ program in the country.

Goal 1: Increase number of tenure-track faculty

Our current faculty staffing level is inadequate and in desperate need of additional resources. With 13 tenure-track faculty (TTF), we are the smallest Ph.D. program among the top 10 rated programs in the latest US News and World Report ranking. Not only must the university

allocate additional faculty lines to the department; it also likely will require the university to respond aggressively -- and perhaps preemptively -- to counter offers from other institutions, if the department hopes to be successful in retaining the current faculty members. Unlike many academic disciplines, criminology and criminal justice programs are in a growth and recruiting phase making it difficult to hire and retain the best faculty. Hiring and retaining minority scholars remains a top priority within our recruitment plans; unfortunately, this particular hiring objective is exceptionally challenging given the relatively small pool of applicants. Clearly, institutional support is required to meet this objective. The Department of Criminology and Criminal Justice has a very sizeable number of African-American undergraduates, and it would be desirable to hire one or more African-American scholars as soon as possible. This is one of the department's major goals over the next 5 years but, as already noted, it cannot be achieved without major support from the university.

Strategies:

The Department currently consists of 13 TTF. Our objective is to increase the faculty size by 50 percent over next ten years. In concrete numbers, this means three new hires in the next five years and three in the subsequent five years. These hires would, of course, be in addition to any replacements during this time. Given the current distribution of professorial ranks, our top priority is to obtain permission to hire an associate professor who will complement the current faculty. It would be particularly valuable to hire an individual with strong quantitative skills and/or a track record of external funding. Our next two hires would then be at the assistant professor rank with preference for applicants with a criminal justice focus, possibly with emphasis in sentencing or policing.

One immediate need is currently being addressed. With Professor Klinger on a two-year leave we are in the process of advertising and hopefully hiring a visiting assistant professor. This exemption to the hiring freeze has been approved and will improve our ability to offer a full schedule of courses in AY 2010 - 2011.

In order to move forward, it will be imperative that we be granted approval to search for the Associate Professor position next year (2010 – 2011). The additional assistant professor positions could then be added in fall 2012 and fall 2013. Our goal would be to increase to 16 or TTF by AY2013-2014.

Expected Costs:

1. Associate Professor: \$85,000 annual salary plus benefits (31% = \$25,000); \$5,000 start-up; new office equipment (desk, chair, 2 bookcases; file cabinet = \$1,500); Approximate initial year cost = \$116,500.
2. Assistant Professors: \$65,000 annual salary plus benefits (31% = \$20,000); \$5,000 start-up; new office equipment (desk, chair, 2 bookcases; file cabinet = \$1,500); Approximate initial year cost per position = \$91,500

Goal 2: Hire additional administrative support

Our current administrative staffing level (1 ¼ FTE) is inadequate and in desperate need of additional resources. Visiting scholars and external reviewers have stated that our level of

administrative support is an embarrassment to the Department. By way of comparison, other top programs have three or more FTE administrative support positions and two of our “competitors” (i.e., top-tier programs) have five FTE administrative positions. The lack of administrative support means that faculty, especially the chair and PhD director, spend too much of their time on routine paperwork that could and should be handled by administrative support staff. This is not a good use of resources, and it compromises the department’s ability to be as effective and productive as possible in terms of research productivity and grant funding.

Strategies

Efforts are currently underway to increase our support staff to 1½ FTE. If successful, this will begin to address this deficiency. Our longer term goal, however, is to eventually have two FTE administrative staff. With our current staffing pattern, it is difficult for our full-time AA to take vacation as this leaves the office without any administrative support. This administrative assistant would be expected to assist with the graduate program, grant administration, in addition to general office support.

Expected cost:

- 1) Annual salary for administrative assistant: \$30,000 plus benefits (31%= \$9,300). Total cost: approx \$39,300.

Goal 3: Increase graduate student enrollment and support

Our current Ph.D. enrollment is 26 with an annual cohort of 4 – 6 students matriculating. With the growth in TTF outlined above, we would be able to increase the size of our graduate program by adding 2 or 3 new students to each cohort with an anticipated enrollment of 7 – 9 new Ph.D. students each year. This strategy would result in a Ph.D. program with 35 – 40 students.

Our current M.A. student enrollment is 33. As with the Ph.D. students, the increase in faculty size would allow us to expand the M.A. program to an enrollment of 45 – 50 students. Our dual goal would be to increase the number of “full-time” M.A. students as well as enhance our recruitment of local agency “in-service” students. . However, we are currently offering graduate classes that are much larger in size than is typically considered reasonable for such advanced training. Graduate courses must be taught by tenure tract faculty and so without additional faculty, we cannot meet the growing demand for our graduate coursework.

Closely associated with these plans to increase graduate student enrollment would be to expand our recruitment nationally and internationally. Students matriculating into this year’s M.A. and Ph.D. programs indicate that we are already making good progress towards expanding our pool: the entering students in the Ph.D. program are from Oregon, North Carolina, New York, and Missouri. The M.A. students represent graduates from institutions throughout Missouri and surrounding states, as well as several international students.

Associated with recruitment and retention of additional students is the need to improve graduate student support for both Ph.D. and M.A. students. Currently we offer no systematic financial support for students in the M.A. program. The Department currently receives \$140,000 from the administration to support our graduate program. Our current stipend is \$13,500 for a nine-month

appointment. Thus, the university commitment supports 10 positions, leaving very little for any other support (i.e., travel to professional conferences). Among our competitors, not only are the stipends larger, but the GRAs receive additional support (Arizona State University, for example, provides all Ph.D. students with \$800 each year for travel or other professional expenses). In addition to the university support, the department generates additional Ph.D. student support through external grants

Strategies

To recruit graduate students we need to increase our graduate course offerings as well as increase stipends paid to students. With the addition of three TTF, we will be able to expand our course offerings, including offering classes during the afternoon. Currently most graduate classes are taught in the evening. One immediate strategy would be to increase our current 9 month stipends to 10 months, thereby providing students with more financial stability and reduce the uncertainty of summer funding. In addition to increasing the per student support, we will also need to have hard-line money to fund at least 15 students as we increase student enrollment. Additional support would also be need to provide non-salary support to students.

Expected Cost:

Under this plan, funding for 15 students would cost \$15,000 per student (\$1,500/ month for 10 months) for a total of \$225,000. An additional \$15,000 would be requested to defray costs of conference presentations and computers and software necessary for graduate student support.

Goal 4: Increase undergraduate student enrollment

The CCJ Department enrolls a number of undergraduate students in course offerings and has more than 400 undergraduate majors. We believe, however, that there is considerable potential to increase student enrollment. One obvious strategy is to more effectively increase the number of freshmen and sophomore students. As is the case with the rest of the College, the majority of CCJ students transfer to UMSL from other institutions, most notably regional community colleges.

Strategies

To increase the number of freshmen and sophomores, steps currently underway at the College level (e.g., the CAS move toward developmental advising) will have an indirect effect on CCJ enrollments through both recruitment and retention. Specific strategies to be pursued by CCJ include the possible introduction of a freshman seminar. With increased faculty, we will be in a position to develop this potentially rewarding strategy (currently, we simply do not have the resources to increase our course offerings). This seminar would be restricted to first year students and would provide a low student/faculty ratio to allow for a writing intensive experience. One possibility would be to have a course focused on crime and criminal justice issues with a special focus on problems prevalent in St. Louis.

A second strategy that is on-going is a review of our graduation requirements for undergraduates. We currently require only 12 hours of 300/400 level course work for the degree. We intend to increase the number of upper division courses required (a committee is currently reviewing this situation). This increase would result in more students enrolling in upper division

courses since transfer credits from community colleges would no longer fulfill as many course requirements as is currently the case.

A third strategy being considered to increase undergraduate enrollment in CCJ is the development of a CCJ minor targeting University of Missouri-Columbia students. At the current time, there is no CCJ program on the Columbia campus. This situation presents an opportunity for UMSL to offer courses to Columbia students, on-line and/or on site.

Expected Cost:

Costs associated with these strategies would be subsumed under Goals 1 and 3. Additional faculty and graduate students would enhance our ability to create and offer these opportunities to undergraduate students. If we were to offer courses in-person in Columbia, we would incur transportation costs associated with travel to and from Columbia. One faculty member teaching two days/week in Columbia would cost approximately \$3,520 in mileage reimbursement (approximately 200 miles round trip at \$0.52 mile = \$110 X 32 trips during semester = \$3,520).

Goal 5: Establish a process for capital replacement and updating

The state of the Departments physical plant needs improvement. With the hiring of new faculty, we will improve upon this situation through the purchase of new office furniture and equipment for the new hires. This, however, does little to address the decaying nature of other office equipment, much of which consists of old, malfunctioning chairs, desks filing cabinets and bookshelves. While some faculty members have exceedingly old equipment, the condition of furniture in graduate student offices is considerably worse. We will work to replace office equipment, especially computers, on a regular basis.

Strategies

We will use some of the departmental GIF money to begin a regular replacement of equipment and upgrading of computers.

Expected Costs

There are no additional costs as we will work within our current budget (primarily GIF funds) to initiate this process.