

**DEPARTMENT OF CRIMINAL JUSTICE: STRATEGIC PLANNING AND EVALUATION DOCUMENT**  
**AY2002-2006**  
**Undergraduate and Graduate Programs**

**Mission Statement**

The Department of Criminal Justice helps fulfill and support the mission and goals of The University of Texas-Pan American (attachment A), the Division of Academic Affairs (attachment B) and the College of Social and Behavioral Sciences (attachment C) through its commitment to providing criminal justice undergraduate and graduate programs of excellence.

The overarching mission of the department is to provide students with, broad liberal arts background consistent with the UTPA Goals of a Liberal Arts Education (attachment D). In addition to the General Education Core, the criminal justice curriculum enhances, through required interdisciplinary upper division courses, the following specific liberal arts educational goals:

- Competence in the processes of learning, including the abilities to read, write, listen and speak, a knowledge of logic and scientific method, and the mental self-discipline needed for rigorous critical analysis and synthesis of facts and ideas.
- An understanding of self, along with empathy for the strengths, weaknesses, rights and needs of others, as well as the ability to relate to others with human understanding.
- An appreciation for the responsibilities of the individual to family and society; skill in serving as a constructive member in groups and organizations; and sensitivity to the need for informed, independent moral and ethical decisions.

**It is the super-ordinate goal of the Department of Criminal Justice to provide a-broad liberal arts education, emphasizing the successful completion of both criminal justice and interdisciplinary courses. Graduates of the program will have been provided a foundation of knowledge, skills and abilities necessary to succeed in the criminal justice profession and in society. A criminal justice education should strive to ensure that students are critical thinkers who can articulate in oral and written form a comprehensive knowledge of criminal justice issues.**

The department's discipline-specific undergraduate program goals are directed at helping prepare students for professional service in criminal justice agencies and entrance into graduate programs and professional schools. A major focus is to equip students to become change-agent professionals in a variety of criminal justice institutions in law enforcement, courts, and corrections as well as related public and private entities that focus on the preservation and protection of social order in a democratic society.

The graduate program is designed to compliment and enhance the undergraduate degree. The specific educational objectives of the masters degree program are:

- Enhance student competence in the content principles and methods of criminal justice;
- Prepare students for administrative and management positions in federal, state and local criminal justice agencies;
- Prepare students for entry level positions requiring a graduate degree, such as federal probation, parole and selective law enforcement agencies;
- Develop, through faculty and graduate research, a criminal justice knowledge base concerning issues unique to the region, including Mexico and South America; and
- Provide a resource for federal, state and local criminal justice agencies in need of administrative assistance in policy analysis, planning, development and program evaluation.

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**Goal 1: Provide a coherent set of academic degree programs, delivered through excellent teaching, consistent with the needs of criminal justice students in the 21<sup>st</sup> century, grounded in the liberal arts, that cultivate critical thinking, problem solving and an interdisciplinary perspective.**

## Objectives

1. Develop a department mission (statement) consistent with the university, academic affairs, and college.

### Strategies

- Meet with department faculty to revise and draft a new department mission statement.
- Submit the mission statement to the appropriate administrative levels for approval.

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<sup>1</sup> For purposes of quantitative evaluation of goal and objective accomplishment, the base-line data year is AY 2001. If base-line data is not available the base-line period will begin at the end of the AY for which relevant date has been collected. When quantitative evaluation is not appropriate or possible, qualitative evaluations will be conducted.

2. Conduct a needs assessment to identify the current and future trends in criminal justice education in an effort to identify the desirability and feasibility of offering additional academic programs or altering existing programs.

**Strategies**

- Create a Department of Criminal Justice Curriculum Committee.
- Consult with the Academy of Criminal Justice Sciences (ACJS), the Southwestern Association of Criminal Justice (SACJ) and the Texas Association of Criminal Justice Educators (TACJE) to ensure alignment with their recommendations for undergraduate and graduate programs in criminal justice.

3. Ensure continuous excellence in teaching.

**Strategies**

- Continue to reward, through tenure, promotion, and merit, excellent teaching.
- Provide needed physical and technological resources to support teaching excellence.
- Encourage faculty to seek research grants and gifted-funding to support pedagogical development/research.
- Continue to provide workload adjustments supportive of teaching excellence.
- Respond student “retention” and “success” initiatives by ensuring an appropriate balance between SCH production and effective pedagogy.

4. Encourage faculty to increase use of instructional technology, active learning, and service learning pedagogies.

**Strategy**

- Reward faculty who integrate instructional technology, active learning, and service learning pedagogies in their courses through tenure, promotion, and merit review processes.
- Encourage faculty to avail themselves of the resources of the Faculty Development Council and the Center for Distance Learning and Teaching Excellence to promote technology-based delivery of instruction.
- Provide faculty engaged in technology-based delivery of instruction with funding support.

5. Evaluate the desirability and feasibility of offering a criminal justice Honors Study Program component.

**Strategy**

- Collaborate with the Honors Studies Program to determine the viability of the addition of CJ honors courses.
6. Conduct a need assessment and feasibility study for offering off-cite criminal justice upper-level courses at the Rio Grande Center of South Texas Community College and South Bend Community College.

**Strategy**

- Consult with the faculties and staffs of South Texas Community College and South Bend Community College.
7. Develop and implement in-service and developmental opportunities for area public schools offering criminal justice courses.

**Strategies**

- Identify those public high schools in the region currently offering criminal justice, law enforcement, or pre-law courses.
- Meet with public school teachers in the region to identify specific teaching resource needs and roll the department can play in assisting them in meeting those needs.

**Goal 2: Recruit, retain, and develop highly qualified faculty by providing an environment that promotes excellence in teaching, research, service, and student success.**

**Objectives**

1. Increase the number of highly qualified applicants for open faculty positions.

**Strategies**

- Network at professional conferences to identify and interview potential candidates.
- Disseminate faculty position(s) announcements at selected colleges and universities.

2. Continue to encourage faculty participation in governance of the department and development of its programs.

**Strategy**

- Provide for faculty involvement/input into major department and program decisions, through direct communication via department meetings, committee assignments, and opportunity for review/comment during assessment and planning activities.
- Foster an environment of collegiality and friendship by increasing opportunities for joint professional and social activities.

3. Support faculty development and evaluate faculty performance fairly and objectively to ensure a culture of trust.

**Strategies**

- Review and where necessary revise department policies on faculty performance evaluation to ensure alignment with university and college policy as well as goals and objectives.
- Provide ongoing faculty mentoring and consultation to ensure faculty success.
- Provide career development support and opportunities for faculty.

**Goal 3: Facilitate excellence in, scholarship, research, and/or creative activities for the enhancement of knowledge that can be shared with the public through presentation and publication.**

**Objectives**

1. Have all full-time faculty develop a 3-year professional achievement plan by AY 2003.
2. Increase the average number of faculty presentations at national or regional conferences each year for the next five (5) years.
3. Increase the average number of faculty publications each year for the next five (5) years.
4. Submit two sponsored grant applications by the end of AY 2004.
5. Have acquired one sponsored grant by the end of AY 2005.

**Strategies**

- Encourage faculty to serve as research mentors for less productive faculty.

- Encourage faculty to engage in interdisciplinary research with colleagues from other disciplines.
- Encourage faculty to submit “seed” funding requests through the Faculty Research Council.
- Encourage faculty to mentor graduate students to pursue funding research opportunities for theses.
- Encourage faculty to participate grant writing workshops and related opportunities provided by the Office of Sponsored Research.

**Goal 4: Encourage and support ongoing professional, university, and community service activities by faculty and students that enhance the quality of life of a multicultural and diverse learning community.**

**Objectives**

1. Increase faculty involvement in professional, university, and service activities.

**Strategies**

- Disseminate information on university committee opportunities and support applications for committee assignments.
- Provide workload adjustments related to professional and university service activities as appropriate.
- Co-sponsor local and regional criminal justice related public workshops and training activities for criminal justice professionals.

2. Recognize and rewarded faculty ongoing professional, university, and community service activities.

**Strategies**

- Conduct objective annual evaluations of faculty performance through the appropriate evaluation procedures.
- Disseminate information on faculty activities/accomplishments via appropriate university and community news outlets.

3. Increase opportunities for student involvement in professional, university, and service activities.

**Strategies**

- Re-activate the criminal justice student association.
- Encourage the student association to get involved in professional, university, and community service opportunities.

- Provide leadership experience opportunities through various councils and committees.
- Involve students in recruitment and orientation activities.

**Goal 5: The department will provide effective recruitment, development, retention, and placement programs for its students.**

### **Recruitment Objectives**

1. Increase total SCH production by an average of 5% in each of the next five (5) academic years in undergraduate courses.
2. Increase the number of criminal justice majors by 20% by AY 2006.

#### **Strategies**

- Develop and implement articulation agreements with area community colleges.
- Increase faculty involvement in recruitment of criminal justice students from area community colleges and students from area high schools with particular emphasis on those schools with criminal justice, law enforcement, or pre-law high school programs.
- Develop a concurrent enrollment program with area high schools with criminal justice, law enforcement, or pre-law programs.
- Develop and offer in-service teacher training program for high school faculty teaching criminal justice, law enforcement, and pre-law courses.
- Develop and implement a UTPA high school summer program for prospective criminal justice, law enforcement and pre-law students.
- Work with Office of Financial Services and Scholarships and University Development Center to increase criminal justice scholarships.
- Update and maintain the Criminal Justice Department web site.
- Update and maintain all criminal justice recruitment materials.

3. Increase total SCH production by an average of 3% in each of the next five (5) academic years in graduate courses.

#### **Strategies**

- Create a lay graduate advisory board.
- Participate in the recruitment activities of the Division of Enrollment and Student Services.

- Develop a transition program for graduating seniors.
- Develop cross-listed courses with other graduate programs in social sciences.
- Work with the Office of International Programs to identify possible program expansion into Mexico.
- Implement an annual open house for the criminal justice community.

**Development Objectives (Also refer to Goal #4, Objective #3)**

4. Re-establish the criminal justice students' association by the end of AY 2002.

**Strategies**

- Recruit students to write student association constitution and by laws.
- Recruit and enroll students of all academic majors.

5. Increase the number of students, on the program and/or attending, regional and national criminal justice professional meetings.

**Strategies**

- Identify students with 3.0 or better grade point averages.
- Encourage faculty to work with students with 3.0 or better grade point averages to develop course papers to be presented at conferences.

**Retention Objectives**

6. Increase the retention rates for first-time freshman in the criminal justice lower-division core.
7. Increase the percentage of criminal justice majors that graduate in six-years or less based on first-time entering freshman Fall 2003.

**Strategies**

- Improve the orientation and advisement procedures of the department.
- Develop and distribute a criminal justice student handbook.
- Expand faculty involvement in the Early Warning and Referral System under the University Retention Advisement Program.

- Develop a criminal justice component to the Learning Communities program.
- Develop a criminal justice component to the current student tutor services programs of the university.
- Develop a student-to-student mentor program through the criminal justice student organization.
- Develop a multi-year schedule of classes.

### **Placement Objectives**

8. Increase the number of paid internships and /or cooperative education placements by an average of 4 % over the next five (5) years.
9. Identify the number of career placements directly attributable to department efforts and then increase by an average of 4% over the next five (5) years.

### **Strategies**

- Coordinate with the Office of Career Placement Services to expand internship and cooperative education placement opportunities for criminal justice students by an average of 4% in each of the next five (5) years.
- Coordinate with the Office of Career Placement Services the development of career development workshops specifically designed for those seeking employment in criminal justice fields and offer two workshops AY 2003 and then on a semester basis.

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| <p><b>Goal Six: Participate in the CoSBS ongoing planning, evaluation, and dissemination process to ensure academic excellence in Criminal Justice.</b></p> |
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### **Objectives**

1. Develop an assessment of learning outcomes program for Criminal Justice majors by the end of AY 2004.

### **Strategies**

- The Department Assessment Committee (AC) will identify specific knowledge, skills and abilities learning outcomes for the criminal justice general education core courses, and the undergraduate and graduate cores.

- The Department Assessment Committee (AC) will identify specific learning assessment methods and instruments and a calendar for implementation of each instrument to begin no later than AY 2004.
  - Implement systematic reporting of academic assessment results as required by the Offices of the Dean and Provost.
2. Develop a comprehensive baseline data bank for the quantitative evaluation of strategic goals and objectives by AY 2003.

**Strategy**

- Consult with appropriate university divisions, units, and committees, such as the Office of Institutional Effectiveness and the University Assessment Committee to identify available relevant data and where needed initiate the collection of data not yet available.
3. Provide an annual assessment of goal and objective accomplishments, including specific program changes precipitated by evaluation/assessment results.

**Strategies:**

- Provide the Division of Academic Affairs and the Office of the Dean with timely annual progress reports in the required reporting format.
- Disseminate assessment results to faculty and appropriate university, college and department committees.

**Goal 7: Secure necessary resources to efficiently and effectively support academic programs, faculty, staff and students.**

**Objectives**

1. Acquire, through state-based appropriations, the necessary operating budget to reflect appropriate and just funding levels to ensure program excellence.

**Strategies**

- Base annual budget requests to specific strategic plan goals, objectives and accomplishments.
- Provide the Office of the Dean and the Office of the Provost with specific “evidence” of program needs and accomplishments.
- Ensure effective utilization and assignment of faculty and staff.

2. Acquire gifted and research funding to enhance department formula funding appropriations.

**Strategies**

- Disseminate information on research funding opportunities to criminal justice faculty.
- Assist faculty in the development and submission of research grant applications, and gifted funding requests.
- Work with the Office of Alumni and Special Events to develop a criminal justice component to the alumni association.

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| <b>Goal 8: Provide academic leadership for the Department of Criminal Justice</b> |
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**Objectives**

1. Increase the number of full-time faculty and staff directly involved in program planning and evaluation to include all full-time faculty and staff by AY 2002.
2. Ensure that each full-time faculty member is actively engaged in accomplishing the goals and objectives of the strategic plan.
3. Ensure that faculty is included in the department budget process.
4. Promote faculty involvement in department, college, and university level committees and councils.
5. Increase the department chair's profile and engagement in community activities promoting the interests of the department.

**Strategies:**

- Assign each full time faculty and staff member with responsibility for specific goals and objectives outlined in the department strategic plan.
- Provide interested faculty opportunities to engage in developmental programs and workshops related to program planning and assessment.
- Participation of Department Chair in relevant professional developmental activities related to leadership of the department.