

2005-2010 Strategic Plan
Department of Criminal Justice
College of Health and Human Sciences
Georgia State University
CJ Faculty Approval: October 1, 2004
Dean Kelley Approval: November 1, 2004

Vision

The vision of the Department is to become nationally recognized for its excellence in teaching, scholarship, and service integrated to address the issues of crime and justice in a multi-cultural society.

Mission

The mission of the Department is to generate and disseminate knowledge and information that is theoretically driven and policy relevant for the fields of criminal justice and criminology. This is accomplished by engaging in research and scholarly activities to address issues of crime and justice affecting diverse populations in urban settings. In addition, the Department produces students who behave ethically, possess knowledge about the issues of crime and justice, and are prepared for leadership positions in the public and private sector that address crime and justice problems. Faculty collaborate with public and private agencies through education, training, and research ventures that enhance understanding of, and response to, issues associated with crime and the administration of justice. Through these activities, the Department promotes excellence in teaching, scholarship, and service that enhances the criminal justice profession and benefits the community at large.

Goals and Action Items

Goal 1: Teaching, Learning, and Program Development and Evaluation

The Department will enhance its teaching and learning activities to ensure that students are meeting established learning outcomes by:

1. Increasing the Department's operating budget to be commensurate with the number of faculty, students, staff, and workload currently undertaken,
2. Offering career relevant programs and curricula that meet the needs of students,
3. Using innovative technologies to make educational opportunities more accessible to students and to enhance the learning experience of students,
4. Establishing a Ph.D. program in Criminal Justice and Criminology,
5. Monitoring student outcomes to assess teaching effectiveness and needs for curriculum revision,
6. Reducing the Department's reliance on part-time instructors and, at the same time, broadening the pool of qualified part-time instructors and in areas of teaching need, and
7. Implementing ongoing and systematic program assessment plans by surveying current students and alumni.

Action Items for Goal 1:

- A. Conduct a zero based budget analysis to determine the Department's budget needs with respect to increasing the operating budget.
- B. Establish areas of specialization between the Master's Degree programs of Criminal Justice and Public Administration.
- C. Establish a Legal Track for undergraduate Criminal Justice majors.

- D. Add a new Criminal Law course to the undergraduate curriculum.
- E. Develop the Capstone Seminar for the Master of Science degree program by Fall 2005.
- F. Submit a Ph.D. pre-proposal for college approval by Fall 2005.
- G. Start Ph.D. program in Fall, 2007.
- H. Increase the number of web-enhanced courses taught by the faculty.
- I. Post all in-semester criminal justice course syllabi on the Department's web site.
- J. Develop surveys for current students and alumni to evaluate all programs and develop methods for administering the surveys on a regular basis, consistent with procedures outlined in the program assessment plans.

Goal 2: Student Recruitment, Retention, and Development

The Department will promote the recruitment, retention, and development of a diverse group of academically prepared students in the undergraduate and graduate programs by:

1. Actively recruiting students from the Georgia State University community, targeted high schools, community colleges, and universities, as well as local, state, and federal agencies across Georgia, the Southeast, and the United States,
2. Strategically controlling and managing the rate of increase in the average number of credit hours enrolled in by students,
3. Serving as advisers and mentors to ensure students' successful program completion, and
4. Promoting students' professional development through educational opportunities, research, practice, and volunteer activities.

Action Items for Goal 2:

- A. Review and update annually the Department's recruitment plan to assess current recruitment strategies and implement new methods as needed.
- B. Collect and review data on student enrollment, graduation, and retention.
- C. Develop procedures to track students coming into the Criminal Justice major.
- D. Annually discuss strategies for controlling modest increases in credit hour production with the underlying goal of increasing the quality of undergraduate and graduate students.
- E. Secure University Senate and Board of Regents approval to increase the Department's minimum cumulative Georgia State University GPA to 2.25 for students eligible to enroll in any 3000/4000 level CRJU course by Fall, 2005.
- F. Implement the new CJ GPA requirement, effective Fall 2006.
- G. Offer Graduate Research or Teaching Assistantships to qualified graduate students with competitive stipends.
- H. Expand the activities and increase the involvement of undergraduate and graduate criminal justice students in the Criminal Justice Student Association and scholarly enterprises.

Goal 3. Faculty Recruitment, Development, and Retention

The Department will increase the number of full-time tenure-track faculty at all levels and foster individual faculty development and retention to maintain current enrollments and meet future curriculum and student demands by:

1. Actively recruiting and retaining a diverse faculty whose attributes contribute to the quality and reputation of the Department,
2. Providing the necessary resources to facilitate new tenure-track faculty members' success with the tenure and promotion process, and

3. Providing funds and assistance to support activities related to faculty scholarship, professional development, and curriculum development.

Action Items for Goal 3:

- A. Consistent with the Provost's action plan commitments and the Provost's commitment to replace unfilled Departmental tenure-track positions, the Department will increase to 18-19 full-time tenure track faculty members by 2010.
- B. Consistent with the Department and College workload policies, new junior tenure-track faculty will continue to be assigned a reduced teaching load during their first three years.
- C. The Department will fund annually, based on the availability of funds, each full-time faculty member to attend professional association conferences and participate in training opportunities.
- D. Based on the availability of resources, faculty will be provided with graduate research/lab assistants, to improve the general productivity of faculty, as well as provide a positive environment for scholarship, training, and learning.

Goal 4: Faculty Research and Scholarly Activities

The Department will advance the knowledge and information base of the criminal justice and criminological fields by:

1. Participating in learning and training opportunities to develop or advance research skills,
2. Pursuing interdisciplinary opportunities within the university and community to foster collaborative research initiatives,
3. Increasing the productivity of research and the number and quality of scholarly publications, especially in externally peer-reviewed journals,
4. Securing internal and/or external funding to support research-related endeavors,
5. Supervising criminal justice graduate students' thesis and dissertation projects that support Department research programs, and
6. Increasing the faculty's profile with respect to scholarship.

Action Items for Goal 4:

- A. Based on the availability of resources, provide funds to faculty to engage in training or instruction in new methodologies or statistical procedures.
- B. Enhance the Department's collaborative partnership with GSU's Urban Health Research Initiative through grant writing, research projects, and publications.
- C. Increase the number of grant proposal submissions to internal and external funding sources to support research, teaching, and service projects or initiatives.
- D. Increase the number of peer-reviewed publications.
- E. Maintain Department funding for faculty to attend professional conferences and seminars to enhance scholarly productivity.
- F. Increase the percentage of graduate students who complete a master's thesis as the requirement for graduation.
- G. Have faculty continue serving as reviewers for editorial boards, grant review panels, and peer-reviewed journals each year.

Goal 5: Staff Recruitment and Development

The Department will enable staff members to contribute to the effective organization and functioning of the Department by:

1. Adding staff who carry out the daily administrative tasks required,
2. Supporting staff participation in training and development programs to enhance their productivity and effectiveness,
3. Involving staff in decision-making processes related to Department policies that affect administrative services to the faculty and students, and
4. Enhancing customer service to meet student and faculty requests and needs.

Action Items for Goal 5:

- A. Hire a new business manager to help the staff meet current and future workload demands.
- B. Seek staff input on Department policies affecting administrative services to the faculty and students.
- C. Seek staff input on the use and management of resources for areas such as facilities, student assistants, and student records to improve services to students and faculty.

Goal 6: Scholarly and Professional Service Outreach and External Relations

The Department will become a central resource of criminal justice education and research by:

1. Providing a setting through which collaborative work with the criminal justice system, government, and other interested agencies is possible, and
2. Increasing the visibility of the Department and its accomplishments through a strong web presence and an effective external communications plan to enhance the social and professional interactions among faculty, staff, students, alumni, and agencies and the larger community.

Action Items for Goal 6:

- A. Identify faculty who provide criminal justice education or training to, or who engage in collaborative research with interested local public and private agencies and governments which fosters the development of multi-disciplinary research teams or work groups, and
- B. Collect and disseminate information about the professional activities and accomplishments of faculty, current students, and alumni on the Department's web site and in the College's newsletter.