



To: The Faculty Senate Executive Committee

Date: January 30, 2013

Please find enclosed a copy of a plan developed by the WSU Department of Criminal Justice which addresses concerns uncovered in last year's 5-year Program Review. This 2-year plan was requested by the Faculty Senate Executive Committee, with a due date of February 1, 2013.

Thanks,
David Lynch *D.L.*
Professor and Department Chair

TO: Faculty Senate Executive Committee

Cc: Dean Francis Harrold; CJ Dept. faculty

FROM: Dept. of Crim Justice (Strategic Planning Committee)

DATE: January 30, 2013

RE: CJ Dept. Strategic Plan (per your request pursuant to Program Review Follow-up)

Background

Recent changes in CJ have been substantial if not unprecedented. Within two years, the decision-makers for the department left or retired, creating quite a vacuum. The department chair retired after 30 years as a faculty, another tenured full professor left for work in the judicial branch, and two other long term tenured full professors retired. In addition, the reigning college dean stepped-down after 25 years. These personnel changes, coupled with an economic recession, created the necessity and the opportunity for CJ to realign itself according to a refreshed set of department goals and within the ambit of a new faculty, chair, and dean; this is a new era for CJ.

Since 2010 and this new era, a new department chair and a new director of the department Masters program settled in; both are Ph.D. and tenured. Two new Ph.D. tenure-track assistants were hired, both from prestigious doctoral programs, and both technologically inclined and teaching in our online program. These personnel changes were coupled with the hiring of a new college dean who expects the department to govern itself autonomously according to long term, feasible goals, supported by assessment data.

To take advantage of the opportunities of this new era, CJ recently modernized the department curriculum, an effort approved by the Faculty Senate. The new curriculum was designed specifically to maintain high standards for certification purposes. CJ also ushered in a new online format for its graduate program, something also approved by the university. In 2012, CJ received positive reviews over a formal program study mandated by WSU Academic Affairs. In this study, the department's popular Forensic Science/CSI program was labeled a "gem" by reviewers (Giacomazzi, Bostaph, Dant and Davies, 2012).

In sum, the last couple of years allowed the department to make some changes that have been needed for quite some time. With the new era established and deemed off to a good start,

CJ has formulated long term goals codified in a department Strategic Plan. What follows is a description of a two year focus of that long term Strategic Plan. This two year focus will take advantage of the changes that have occurred and prepare the department to respond to the exceedingly large numbers of students who consistently look to CJ at Weber State as a program of academic and professional study.

CJ Discipline-based Certification

Foremost, in 2013 – 2014, CJ will gather the necessary data for a formal application of Criminal Justice Certification. The application will be submitted to the international CJ Professional Association, the ACJS (Academy of Criminal Justice Sciences) no later than January 1, 2015. The importance of discipline-specific certification is substantial (Southerland, Merlo, Robinson, Benekos and Albanese, 2007). CJ serves far too many majors, minors, and others constituencies to have blemished standards. Certification requires maintaining data-driven standards regarding advising, curriculum, faculty, adjuncts, internships, student services, online, graduate and numerous other programs and resources. CJ will maintain these standards or exclude programs or services that fail to meet the standards (examples are provided below).

The process of CJ certification also plays an important role for the college and university in the imminent university-wide 2014 Northwest Accreditation conducted by the NWCCU. CJ administers itself just like the university and vice-versa. The high standards of the university are matched, if not trumped by the same level of quality and high standards in CJ. Specifically, CJ engages in effective advising, matriculation, and accessibility. Lastly, CJ certification is also critical to draw students to the new online CJ Masters degree program, a program that CJ hopes will become the highest regarded, and hence largest CJ graduate program in the state. This important discipline-based certification is the department's top priority.

Among other things, certification by the Academy of Criminal Justice Sciences would require the following of our program:

1. All core courses must be taught by full-time faculty. This would include night courses and courses taught at remote sites (SLCC, Davis, etc.).
2. 2/3 of ALL courses must be taught by full-time faculty (including night courses and courses taught at SLCC and Davis, etc.).

3. 2/3 of full-time criminal justice faculty must have a PhD in Criminal Justice or a closely related field (JD is not qualifying).
4. Any bachelor's degree program in Criminal Justice must include, in the core, courses in the Administration of Justice, Corrections, Criminological Theory, Law Adjudication, Law Enforcement, and Research Methods (including statistics).

As earlier mentioned, our Department has recently worked hard to revamp and modernize our entire major. Due to these efforts, we are now clearly in compliance with item #4 above. However, given our extensive offerings in the Ogden night program, our "2 plus 2" program at SLCC, and in our program at WSU-Davis, we do not come close to satisfying the first three standards. Our Ogden night program relies most semesters almost exclusively on adjuncts; our SLCC program relies primarily on adjuncts (headed by a contract, nontenure-track faculty person); and our Davis program relies heavily on adjuncts (also administered by a contract, nontenure-track faculty person). Our two contract faculty are doing all we ask of them at Davis and SLCC, and we are lucky to have them. However, our over-reliance on nontenure-track faculty at these programs (as well as in the night program at the Ogden campus) is not the vision ACJS or we have for a bachelor's degree program.

Using the standards developed by ACJS certification as our guide towards quality, it is our plan to come into compliance with items #1-3 above (the use of full-time, PhDs to teach the large majority of our courses). We recognize that such an ambitious plan would require a lot of Administrative support and we shall seek such support. We respectfully call upon the Administration to join with us in our quest for quality and look forward to working amicably with the Administration to help us to achieve our goals.

Studies show that having PhD's teach most courses (as opposed to the near universal reliance on none PhDs which we now have in some of our WSU venues) matters. For example, Bettinger and Long (2004) found that taking a course from an adjunct adversely affects the likelihood of a student majoring in that subject. Ehrenberg and Zang (2005) found that excessive use of nontenure-track faculty adversely affects graduation rates, with the largest impact being felt at public master's level institutions like Weber State.

It is important to note that we do not seek ACJS certification in an end of itself. Certification is not accreditation. It is voluntary. In fact, only a small handful of programs

nationally have acquired it. Yet, we at WSU agree with the goals set forth by ACJS and feel the seeking of certification to be a useful instrument in our achieving the quality of program to which we aspire.

Feasibility of CJ Distance Programs

SLCC Program

CJ's Salt Lake Community College (SLCC) program began in 1991 and in its basic form is consistent with the satellite campus model used by universities nationwide. The SLCC program directly links Weber State to the large market of Salt Lake County students. At SLCC, CJ utilizes one temporary employee as a dedicated director to organize and administer the program. The director, Mike Chabries, has spent 10 years going above and beyond the call of duty catering to students, maintaining PR and building goodwill. Professor Chabries will retire soon and is a non-Ph.D. (nor JD) and non tenure track. Hence, CJ courses are never taught by a tenured instructor at this campus.

Additionally, no other instructors at this campus are tenured professors, only one is Ph.D., none engage in social science research, and none can advise students on matters pertaining to doctoral programs, journal publications, multivariate data analysis, triangulated research methods, or membership in CJ professional organizations such as the ACJS.

While the satellite campus model serves an obvious and important mission, the program itself really should not be utilized by CJ in its current form. There is no consistency between this off-campus program and the "new era" program in Ogden. Nor is there a discernible nexus between this program and the mission of the department. Lastly, department certification (or more importantly, the standards of quality and professionalism which certification represents) cannot be achieved while this program exists. This is a program from the "old era", one that used to serve an important purpose but which has come to outlive its usefulness.

The department has discussed the status of this program and is prepared to administer the program if it can be modernized and made consistent with the department mission statement, department practices at the Ogden Campus, and discipline-based certification policies and procedures. In sum, in 2013 - 2014, to modernize this distance program, the department will

request to hire two new tenure track assistant professors to administer the SLCC program on a full-time basis. In the event such hirings are not economically feasible, it will be the department's recommendation that we simply close down the SLCC program and direct resources back to Ogden, it's main program base. The department strongly believes that no program in Salt Lake is a better alternative than the current outdated model. We feel that there must be a consistency of quality across venues for us to feel right about supporting such programs.

Davis Campus

Since it is a popular program, and also to serve the state's largest employer, Hill Air Force Base, CJ offered night classes in Layton well before the construction of the Davis Campus. Once the Davis Campus was built in 2003, CJ was one of the first departments to begin teaching classes, but in a disorganized manner.

The data show that students have a relatively enthusiastic response to studying Criminal Justice in Layton. While CJ has one full-time temporary employee with an office at the Davis Campus, this is inadequate for such a large program. Similar to other departments at the Davis Campus, such as Business Administration, CJ plays an important role in Layton. Hence, CJ is prepared to offer a program at Davis, but we could only feel good about doing so under the following conditions:

In the next two years, the department will arrange to get up to speed and resemble Accountancy, Business Administration, and Health Administration at the Davis Campus. This means CJ will no longer offer a disorganized array of electives and some core classes, but rather will offer 100% of its core classes there. Core classes will be taught by tenured or tenure-track instructors.

In order to implement CJ at the Davis Campus, CJ will work with the Administration toward the goal of hiring two full-time, tenured or tenure track faculty with offices at the campus. The new faculty we hope to hire do not need to be in the new classroom building scheduled to open later in 2013 but will take advantage of the creation of additional office space while it lasts. With two new faculty in Layton, the CJ presence corresponds to the high demand for CJ and creates a win-win situation for everyone concerned. When seen in this light, the present hodge-podge role of CJ in Layton is a missed opportunity for students, the CJ dept., and

the university. The CJ Department realizes that Davis, unlike our off-campus program at SLCC, is a permanent and integral part of Weber State University. If hiring two new faculty proves infeasible, the Department will not recommend (as was the case with our program at SLCC) the termination of our presence at Davis. However, CJ would remain circumscribed as a department in Layton, frustrate students in Davis County who want more CJ classes in Layton, and demoralize senior faculty who have dedicated a lot of time to modernizing the department. As CJ continues to adapt and change, there will always be talk in the department about "ceasing our participation entirely" in Layton despite how unlikely this would be.

CJ Masters Program and Impact on the Undergraduate Program

The resource impact of the CJ graduate program on the CJ undergrad program was possibly the greatest point of contention during the creation of the Masters program in 1999, causing two tenured faculty in the department to contractually abstain from teaching or having any other involvement with the program. Yes, in 12 years the CJ Masters program has had a discernible resource impact on the CJ undergraduate program. This impact has made its way on to the agenda of numerous CJ department meetings.

Modest changes have been made in order to lessen the impact of the graduate program on overall resources. For example, Research Assistantships were created, faculty were permitted to teach graduate courses in-load, and graduate classes were offered online and during the day.

These provisions, however, had only a modest impact and some faculty argued persuasively that the new policies made matters worse when it came to the drain on resources by the Masters program. Exacerbating the resource problem, the Masters program is no longer administered face-to-face but is now fully online, opening the doors to a global market and a higher SCH figure. This market is constructively centered in the state, but no longer just to those who can drive to Ogden or Layton. Not only might the SCH numbers increase, the online format requires more tedious and time-consuming communications between faculty and student.

The new online graduate program has already begun to expand. In order to meet the increased demand on department resources by this program, CJ will request from the Administration the creation one new faculty line (Ph.D. tenure track) with the contractual expectation for this faculty member to teach 50% of all classes in the graduate program. Adding resources to the graduate program in this manner will lessen the impact of the grad program on

the undergrad program by lessening the need for present faculty to spend time with graduate students when they could be spending time with undergraduate students. Additionally, as new assistant professors (CJ is interviewing for one position right now) are hired, the department has an expectation that the new hire avoid teaching too many classes in the Masters program due to this resource conflict.

Data-driven Assessment

When it comes to learning, the need for data has become self-evident (Liu, 2011). CJ has set in place the administration of a thorough assessment program. Faculty organize outcome data for the purpose of assessing its distance campus programs, graduate program, and of course its undergraduate program in Ogden. Learning outcomes are embedded into required core classes for the CJ curriculum and adjunct professors are instructed in data collection for assessment purposes. With a numerical assessment, CJ discovers exactly how it is teaching and how CJ students are learning. Achievement gaps from program-to-program and campus to campus are identified and remedial action taken. CJ has an ongoing outcome evaluation as part of the new era in CJ and a strategy of continuous improvement in this sought after major.

Conclusion

CJ adeptly weathered many changes in the past couple of years. With a new chair, dean, assistant professors, graduate director, curriculum, etc., the department better serves the voluminous number of students who enjoy studying Criminal Justice as well as administers the department according to standards of academic excellence established by national guidelines.

The department will apply for certification no later than January 2015. The department will attempt to hire two new tenure-track faculty for its SLCC distance program, two new tenure-track assistants for its Davis Campus distance program, and one new tenure-track assistant to have a greater role in the graduate program. Should such hirings prove impossible, we shall request Administration support in phasing out the program at SLCC in an orderly fashion. We shall not seek to end our presence at Davis—we feel a commitment to Davis superior to that of our commitment to SLCC-- but without needed additional faculty, we will be unable to ever achieve a healthy presence at Davis. It is our belief that the program in Layton would continue to be a missed opportunity.

As these plans are accomplished, CJ will have modernized itself for discipline-based certification and enhance the prospects for university-wide NWCCU accreditation. These plans also allow the SLCC program to finally come to resemble all other CJ programs, e.g., the Ogden Campus program. These additional resources will allow CJ to participate at the Davis Campus commensurate with other large programs there such as Health Administration. Lastly, this Strategic Plan will curtail the drain of resources from the undergrad program by the graduate program.

References

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