

Discuss and describe the quality and sufficiency of technical resources and support.

Technology resources are sufficient.

C. LIBRARY RESOURCES AND INFORMATION LITERACY

The Library prepares reports for each APR in collaboration with program faculty. Program faculty meet with Library Liaison. Discuss and describe the quality and sufficiency of library holdings and resources.

Our library resources are adequate.

The library is an excellent resource for our students. Online journals in particular enable students to keep up with recent research and scholarship. Some key texts are only held as older editions, and should be replaced. The graduate program committee will endeavor to survey faculty who teach on the MACJ and identify any gaps in provision.

D. SUMMARY FOR RESOURCES

Provide a summary of this section.

With prospective retirements in the future, Department of Criminal Justice will need more tenure-track faculty who are required to teach graduate courses. Of equal importance, our graduate program can be strengthened and improved by developing additional resources for assessment, student research development, and recruitment activities.

The MACJ is a small program, particularly in comparison with the CJ undergraduate program, but its students still require advising and mentoring, teaching, and examining. Previous APRs have highlighted the need for additional support for our graduate program's director. With three WTUs, it is difficult to reconcile the demands of the daily maintenance of the program and undergraduate teaching /advising responsibilities with the achievement of essential, but longer-term activities such as recruitment strategies and ongoing assessment of student learning. Part of the burden may be shared by the graduate program committee, but it would be unfair to expect those individuals to devote a significant proportion of their time to a complex undertaking such as the design of a comprehensive assessment strategy.

V. EXTERNAL CONSULTANT AND IMPLEMENTATION PLAN

A. EXTERNAL CONSULTANT/ACCREDITATION REVIEWERS

Identify the external consultant. Indicate the objective of questions/concerns for which you requested guidance from the consultant. Include the External Consultant's Report as an APR Attachment (see Appendix 6, External Consultant Review).

We are not accredited, and due to pandemic conditions, we have not requested an external consultant for this review.

B. IMPLEMENTATION PLAN

As part of the Provost's APR meeting and/or with the final implementation plan completed for the next seven years, the department chair provides an evaluation of the effectiveness of the academic program review procedures and recommendations for improving the process. Elements to consider include a review of the self-study components, criteria, college and University review processes, student participation, and faculty participation (see Appendix 7, Seven-Year Implementation Plan Template).

The Department of Criminal Justice MACJ program proposes the following implementation plan:

1. Conduct department level self-study and examine feasibility of curriculum changes (replace, create, assess courses)

We anticipate that curriculum changes will likely become an agenda item for future department meetings in order to address a rapidly changing environment and to address concerns highlighted in the CAHSS Budget and Planning committee's review of our MACJ program's APR.

In forthcoming meetings, we will thoroughly evaluate these concerns and determine options to clarify our program's mission, direction, and identity. Moving forward, we plan to consider curriculum and/or program changes, evaluate options for developing a stronger focus on career development, and reexamine program learning outcomes and student learning objectives. Our self-evaluation will be informed by further research of benchmark M.A. programs in our region.

2. Conduct research of benchmark programs

Unfortunately, the CSU Student Dashboard does not differentiate between enrollment in undergraduate programs and enrollment in graduate programs and data pertaining to benchmark programs is limited. Although, it is not possible to collect data to compare our graduate program's enrollment with benchmark programs at this time, we plan to conduct a thorough and systematic assessment of benchmark programs in the near future. Such assessment will involve the collection of data regarding enrollment, faculty numbers, time to degree completion requirements, and curriculum offered at peer institutions.

3. Conduct assessment of student backgrounds

In the future we can improve our records by requesting additional information from the office of institutional research. For instance, I recently noticed that our report is missing data on the percentage of graduate students who are first vs. second generation college students. Furthermore, to develop an improved understanding of "where our students are coming from," we plan to conduct surveys of student cohorts entering our MACJ program in the future, which will begin in the fall of 2022.

4. Expand recruitment efforts

In the past two years, we have placed considerable effort in reaching out to our highest performing undergraduate students and providing them with information concerning our graduate program. I believe that these efforts are improving enrollment. However, regional recruitment efforts in the broader community have been hampered due to the conditions of pandemic. Now that the conditions of pandemic have ended, opportunities for external recruitment will expand. Unfortunately, additional resources are needed to expand recruitment. The graduate director position currently receives three WTU an academic year to administer the program. Three WTUs

is equivalent to approximately 150 hours of assigned time. Budgeting this assigned time over an entire academic year equates to a time budget of approximately five hours per week. The MACJ duties currently requires much more efforts than the budgeted five hours per week to administer. I anticipate that our program will have approximately twenty students by fall 2022, and the time demands for administering this program will increase. In order to sufficiently expand recruitment efforts more assigned time is needed.

The graduate committee has also discussed ways of attracting current criminal justice professionals to the MACJ through consulting from our Advisory Panel. A number of recruitment improvement strategies are currently in progress including the development of new recruitment tools, the use of online and campus based promotional strategies, and continued attendance of recruitment fairs at other campuses. We are currently focused on updating marketing materials and expanding community-based education about the MACJ program.

5. Leverage resources provided by graduate studies dean

Now that the university has developed a graduate dean's office, more resources and programs to support graduate directors will become available. It is our intention to utilize such resources and participate in such programs in the future, to further develop and improve the MACJ program.

6. Develop assessment tools

As outlined on page 35 of this report, we propose a systematic procedure to develop and expand assessment for our graduate program using a multi-phased approach.

7. With prospective retirements, we will likely need to explore options to accommodate the graduate program's needs to maintain tenure-density

We have requested new faculty, and several new people have joined the department in recent years, which we are grateful for; however, the anticipation of retirements among tenure-track faculty will result in dire need for additional tenure-track faculty since they are needed to teach graduate courses.

8. Request dedicated timeslots in classrooms for our MACJ courses to be taught on Mondays, Tuesdays, and Wednesday evenings

Currently, our program offers most courses on Monday, Tuesday, and Wednesday evenings from 6 pm to 8:40 pm. In recruiting prospective students, we currently cannot guarantee students that all courses will be offered at these times because we do not have any control over classroom scheduling for our courses. Many programs (e.g., UEE) can guarantee prospective students that courses will meet on specific dates and times, which is effective at recruiting students (particularly mid-career professionals). This recruitment strategy provides a consistent structure and guarantees students that if they enroll in the program, they will not have future scheduling conflicts with their current jobs.

9. Request additional release time to assist with recruitment, program development, assessment, and development of special projects for graduate students

Additional faculty release time is needed to develop and the expand the MACJ. Tenure-track who do not regularly teach in the MACJ can greatly benefit from release time to develop and prepare graduate courses and mentor graduate students on special projects. Additional resources earmarked specifically for special projects can improve the MACJ program success by expanding service-learning projects for graduate students and strengthening our relationships with local agencies and prospective employers. Furthermore, our efforts at program assessment and

recruitment have been hampered due to limited time for our department’s graduate director. As discussed previously, the MACJ director’s duties currently requires much more efforts than the budgeted five hours per week to administer. I anticipate that our program will expand in the fall of 2022, and the time demands for administering this program will increase.

10. Due to increased department workload, request additional administrative office support

The CJ Department currently has one full-time administrative support coordinator shared by the undergraduate and graduate programs. As indicated above, the coordinator’s workload is very heavy and is primarily focused on the BA Program and the support of the Department Chair. That said, she has been an invaluable source of institutional memory and continues to work with the Program Director on updating and expanding MACJ files, forms, and records.

11. Continue to hold annual retreats and Advisory Panel meetings

Annual department retreats have been held since the last APR. During such retreats, the MACJ director reports on the program and gathers feedback on a range of issues. The next department retreat is anticipated to take place in August 2021. Additionally, prior to the Covid-19 pandemic, our department has traditionally held annual meetings with an Advisory Panel, which offers essential advice on how to improve the relevance and effectiveness of our academic programs.

VI. PROGRAM REVIEW REPORT APPENDICES

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Appendix A – Survey of Student interest in MACJ program at Stan State

Survey of Student Interest in Masters of Criminal Justice MACJ Programs - Results

Please tell us your desired major and minor.

Desired Major (optional)	Desired Minor (optional)
Sociology	Criminal justice