H1. Goal 1 – The Department of Criminal Justice at Georgia State University will become a highly ranked PhD granting program in Criminal Justice and Criminology: In his Investiture address, President Mark Becker commented that Georgia State University, “has built a solid foundation for excellence.” In a similar way, as demonstrated by the national ranking for publications, receipt of individual and departmental honors and awards, and commitment to quality education, the Department of Criminal Justice has also “built a solid foundation for excellence.” By meeting its specific objectives, the department will become a highly ranked Criminal Justice program in the nation in the next 5 years. This will be reflected in empirical national studies of criminal justice/criminology programs and independent rankings such as the US News & World Report Ranking of Graduate Criminology Programs. This will help the University as it aspires to become a top 100 research university. Supporting objectives are outlined below.

◊ Objective 1.1 - Hire at least four senior level faculty members: The Department of Criminal Justice is in a unique position to make great strides forward in its productivity and national visibility. The addition of a group of collaborative senior scholars would open up opportunities for our department to acquire additional funding, accelerate our production of research, and promote the reputation of GSU. Unlike other disciplines, criminal justice and criminology is a relatively new field with a smaller community of scholars and departments both nationally and worldwide. There are now 32 doctoral programs in the field (as opposed to hundreds in sociology, psychology, and the natural sciences for example). These programs have become established and produced scholars of consequence with doctoral degrees in Criminal Justice and Criminology. They have also been strongly linked to the functioning of the criminal justice system and the national research infrastructure. As well, the impact of criminal justice researchers and scholars is considerable because the field’s areas of interest (crime and justice) represent significant components of the both the national economy and the functioning of federal, state, and municipal governments. As a result, criminal justice and criminology has achieved a legitimacy of status equal to other established social sciences and US News & World Report now ranks doctoral programs in criminology.

Because the field is relatively small and relatively new, the current national rankings are subject to a great deal more volatility than those for such areas as Chemistry, Psychology, Law, or Engineering for example. This presents an excellent opportunity for the University to quickly gain a visible and highly nationally ranked program. The addition to the department of a cadre of senior scholars with national reputations would produce an instant and substantial spike in our rankings, our access to criminal justice related external funding, and in the reputation of the University. A 2002 *Journal of Criminal Justice Education* article provided an empirical study of criminal justice and criminology departments across the country indicating our department ranked 14th in overall productivity among all criminal justice and criminology programs, including those with doctoral programs. Four years later, our department was ranked eighth in the nation in terms of the number of scholarly publications in top journals per faculty member in the *Journal of Criminal Justice* (2006). Based solely on our productivity as it currently stands, one could reasonably extrapolate that within 2-3 years of the start of the department’s PhD program (which will make us eligible for ranking) the Department of Criminal Justice will very likely debut within the top 20 of the US News & World Report rankings. However, the addition...
of a group of productive high impact senior scholars would have a profound and almost immediate impact, allowing us to debut and remain much higher. As an example, the University of Missouri-St. Louis debuted in the US News and World Report rankings at 4th in the country, where they have remained since (despite the proliferation of new doctoral programs nationally). They debuted so highly due to an existing cadre of senior scholars with national reputations but also because they had recently hired one of the top scholars in the discipline to join them the year before the rankings came out.

Though we have one of the best groups of junior and associate scholars in our field in the country, senior faculty are needed to advance doctoral programs to the highest level and maximize the output of the faculty we currently have. A key limiter on productivity is that our associate faculty are burdened with an inordinate amount of work in terms of research, teaching, and especially service. The lack of senior scholars has meant that our associates are doing the work expected of associates in any department coupled with more advanced duties expected of full professors. We propose to focus our hiring of senior scholars on those with experience in obtaining external funding to support the graduate students we bring to the program as well as provide our current faculty with opportunities to participate in larger (e.g., “center” level) grants and receive mentoring in their own applications for funding. We are particularly interested in scholars with a track record of successful doctoral mentoring. Senior faculty will serve to stabilize the staffing of advanced courses in criminal justice and criminology and allow the department to balance and serve the needs of both of its graduate programs (MS and PhD) as well as its undergraduate (BS) program. One of these senior faculty can be hired to fill the distinguished chair position to be vacated by Dr. Friedmann. For the others, our department intends to take advantage of Georgia State University’s Second Century Initiative as a possible outlet to fund the lines.

Objective 1.2 – Seek Opportunities to increase funding for the doctoral program: In becoming a top-ranked program, a need exists to provide more research support with graduate research assistantships. While the department is appreciative of the graduate assistantships that we have received in the past, most faculty do not have a research assistant or share an assistant with another faculty member. More importantly, there is national competition for the best students in criminal justice and criminology. As we will be contending with a number of top-ranked and established programs for these students, and as these programs provide sustained support (3 years or more) for their students at anywhere between $16 - $20,000 per year it is critical that we obtain similar or better funding to attract the best students to our program be competitive in the current market. Related to this, we will also be seeking to secure graduate teaching assistantships for those candidates who wish to prepare for a career in higher education. As noted earlier, we recognize the importance of funded research to the national reputation of the department. Obviously, this objective is congruent with objective 1.1 in a number of ways.

H2. Goal 2 – The Department of Criminal Justice at Georgia State University will increase the amount of external funding it receives over the next five years: Connected to the goals outlined in the University and College of Health and Human Sciences strategic plans, the Department is committed to developing strategies to increase the external funding it generates. Although we are pleased with the modest success that we have had, we acknowledge the need to focus more attention on tapping outside funding sources for our research endeavors. Part of the problem centers on the fact that we do not have a substantial core faculty with a consistent track record of securing outside funding (see objective 1.1 above). Some senior faculty have been, and
some junior faculty show a great deal of promise in this area. This should not be construed as a criticism of the current faculty, as they have managed to bring this department to its present standing with far less resources than our more established competitors. There is a need, however, to improve in this area and move to the next plateau in the development of the department (see Objective 1.1). We propose to do so through the objectives described below.

◊ **Objective 2.3 – The Department of Criminal Justice will launch the Center for Crime and Violence Prevention Policy:** The department is in the process of establishing the *Center for Crime and Violence Prevention Policy* at Georgia State University (Spring 2010) as a world-class resource and authority on the causes and prevention of crime and violence. Its mission is to make the application of scientific research and analysis key components of policy formulations on crime and violence prevention. Designed to coincide with the advent of the doctoral program in criminal justice and criminology, the Center, Under the direction of Dr. Volkan Topalli it will actively pursue the following activities: perform data warehousing and analysis; pursue “center level” grants; pursue research and grant application partnerships with academic and private research entities external to GSU; formulate and disseminate substantive and applicable policy geared toward short- and long-term reductions in crime and violence; publish an interdisciplinary peer-reviewed academic journal, *The Journal of Violence Prevention Policy*; engage in community education and outreach, and legislative advocacy; train and educate the next generation of crime and violence prevention professionals.

◊ **Objective 2.4 - Hire a Staff Person with expertise in grants management:** The department is fortunate to have two full-time staff members, but they are clearly overworked. A particular source of strain currently is the increased grant application activity of faculty members (see Appendix F). These activities are expected to significantly increase with the advent of the department’s new doctoral program, as will the variety and volume of graduate student related administrative tasks. They are also expected to increase as the department’s forthcoming Center for Crime and Violence Prevention Policy begins to engage in grant application and research activities. As such, there is a critical need to supplement the staff by hiring an individual with specific expertise and experience in grant writing, and pre- and post-award responsibilities.

H3. **Goal 3 – The Department of Criminal Justice at Georgia State University will continue to improve the quality of education it provides to undergraduate majors:** In his Investiture address, President Becker indicated that his vision for Georgia State University included GSU being “known for the quality and impact of its graduates.” Our past graduates have gone on to positions of leadership in local, state, and national businesses, agencies, or institutions. Our program and its graduates are well regarded across the state and nation. Responding to current and future needs, the department will continue to be “known for the quality and impact of its graduates.” Advancing the graduate program will require some changes in the undergraduate program to continue to foster excellence in all programs. We will do this through working towards the objectives listed below.

◊ **Objective 3.5 - Increase the Number of Full-Time Non-Tenure Track Faculty:** Over the past two years, the department has come to rely on temporary full-time non-tenure track faculty to assist in course delivery. With the anticipated reduced teaching loads for some faculty participating in the PhD program, a need exists to balance departmental teaching loads. Hiring additional non-tenure track faculty will help in this way. We propose that the standard teaching load for these faculty be a 5/5, with reductions given if the non-tenure track faculty member is performing administrative or service-oriented duties as part of their workload.
Objective 3.6 – Develop a New Advising System: An advising system will be developed in response to students’ concerns about advising. This system will be formulated and proposed by the undergraduate committee. Once it is developed, it will be clearly communicated to students and faculty. A culture of advising will be promoted in the department, with an eye toward issues of retention (a key strategic issue for the University), improvement in performance, and placement post-graduation. In doing so, connections between students and faculty will be improved. In addition, the advising system will be routinely evaluated to determine its success.

Objective 3.7 - Acquire More Space: While space is a problem for a number of units throughout the University, our department has a serious problem. The general office area is inadequate for our two staff members with file and supply cabinets dominating the space. If we were able to hire additional staff, as suggested above, we would have a difficult time finding an appropriate work station for them. We have no office space for part-time faculty who play an important role in the delivery of courses to our students. They generally meet with students before or after class at the classroom or out in the hallway. There is no office space for our graduate assistants. In the ETS surveys, both students and faculty reported a low level of student-faculty interaction. Also, the criminal justice faculty have expressed a general concern about the lack of cohesion among students. While a number of factors are probably at work here (e.g., urban university with a large number of part-time working students), clearly the fact that there is no common area for graduate students or undergraduate students to interact with one another and faculty contributes to this situation. It is difficult to establish a sense of community among the students when they have no place to congregate and interact. Assuming the addition of new faculty, staff, and doctoral students we will need at least 6 new offices and large graduate student cubicle area (able to accommodate 15 to 20 graduate students).

H4. Goal 4 – The Department of Criminal Justice will enhance its emphasis on international issues related to criminal justice: In his Investiture address, President Becker stressed that “GSU must be globally oriented, to achieve the highest levels of education and research and to serve Atlanta and Georgia.” Our department has a long history of promoting an international focus to address issues related to crime and justice. We must maintain and build on those efforts. We will do so by working towards the objectives outlined below.

Objective 4.8 – Expand and enhance the Department’s “international footprint” through research and pedagogical activities: We intend to expand the international participation of students and faculty in research and pedagogy that promotes learning, research, and the reputation of the University. The costs of participating in such activities are often substantial and we believe it is the responsibility of the Department and its faculty to identify funding for such activities. We will do this in a number of ways. For example, study abroad programs are common in other criminal justice programs. Similar opportunities should be developed here. Very few of our students have participated in such opportunities due to a lack of emphasis and infrastructural support. The Department will explore ways to promote study abroad for our majors through the office for international studies as well as through partnerships with program at other Universities. The department will also work with the international studies office to attract international students to its graduate programs. Plans are currently under way to establish a relationship with the Turkish government to solicit applications from students in their Turkish International Policing Studies program for our new PhD program.

With regard to faculty, a small number have participated in international conferences and the Department currently houses the very successful GILEE program, which has received
numerous state, national, and international awards for its successful development of international partnerships. Expanding the participation of our faculty in international research and international conferences will enhance the reputation of the Department and the University. It will also increase opportunities for faculty to partner with international colleagues on grants and research activities. Various funding sources will be solicited to encourage participation in international conferences.

◊ **Objective 4.9 – Increase the impact and reputation of ICJR:** *The International Criminal Justice Review* is the premier scholarly journal focused on international issues related to criminal justice. ICJR has grown significantly in terms of the quality of its articles and its readership base since its inception here at GSU in 1990. A key goal in this regard is to obtain ISI status for the journal within a year and a corresponding impact factor rating before the next review.

**H5. Goal 5 – The Department of Criminal Justice will continue to develop local, state, national, and international partnerships:** The College’s Strategic Plan and Dr. Becker’s vision for the future outlined in his Investiture address emphasized the need to develop and foster partnerships with various agencies. The Department has a long history of maintaining relationships with agencies through its internship program and the GILEE. As noted above, we have partnerships with more than 200 agencies allowing our students to intern with them. More recently we have begun to develop a strong relationship with the Governor’s Criminal Justice Coordinating Council through our establishment of the Center for Crime and Violence Prevention Policy. It is important, though, that we enhance these partnerships where possible. The objectives discussed below outline ways these partnerships can be enhanced.

◊ **Objective 5.10 – Develop an Alumni Advisory Board:** The CHHS Strategic Plan calls for departments to develop advisory boards. We are in the early stages of this effort and will develop such a board before the next review.

◊ **Objective 5.11 – Develop MOUs and Data Sharing Agreements with Agencies:** The Department developed a data sharing agreement with the Atlanta Police Department in Spring 2008. Similar agreements are being explored with other agencies. Such agreements foster continued partnerships between our department and the other agencies. A key conduit for such agreements will be the newly established Center for Crime and Violence Prevention Policy.