

AY 2016-2017 Strategic Operational Plan College of Criminal Justice

Vision

The College of Criminal Justice will be a national and international leader in providing high quality teaching, research and service in criminal justice and criminology, forensic science, and security studies.

Mission

Through teaching, research, and service, the College of Criminal Justice strives to enhance the quality of life by improving the safety and security of communities in Texas and throughout the nation. Students majoring in the programs of the College are educated about the problem of crime and the challenges of providing safe and secure communities. As future professionals, these students will provide the leadership necessary for improving the quality of life in our communities. The College's research and service endeavors are directed at improving the effectiveness of policy and practice in criminal justice and other agencies responsible for the administration of justice and the provision of safety and security for the community.

Phase I (November, 2015): New Initiatives Progress Narrative

The College of Criminal Justice made considerable progress in implementing the previous year's new initiatives and in achieving several of the goals and objectives of that year's strategic plan. Last year's Strategic Operational Plan focused extensively on shoring up our financial operations as we continued our process of decentralization in keeping with our newly-established department structure. This year we *completely paid down* the \$400K debt we incurred by rolling over into the 2015-2016 academic year into the red. This put us a year ahead of schedule. A hiring freeze for FY15 allowed the college to repurpose nearly \$500,000 to other shortfalls, including pool faculty, assistantships, and DTFs. We relied on our distance learning fund balance to the extent of nearly \$300,000 to help balance the budget in FY16. We also relied on around \$200,000 in Hotel and Café auxiliary funding for that purpose.

We emphasized training faculty and staff on budget and other operational activities, holding approximately five training sessions per semester. We continued de-centralization of operational activities including payroll, timesheets, and procurement. We implemented strategic, zero-based budgeting for FY17 Budget. We streamlined fleet and room reservations as well as printer use. We transferred oversight of our CJ Store to Hotel Operations and adopted a sponsorship model for our large catering events (e.g., graduation ceremonies). We also moved STAFS personnel costs to STAFS revenue funding, repurposing the former to cover instructional shortfalls. These changes have saved us tens of thousands of dollars and have allowed us to reduce our CJ Business Office staff by one FTE.

With regard to *the delivery of a rigorous, contemporary curriculum*, the College did implement a new minor in Homeland Security Studies. The Ph.D. in Forensic Science was successfully launched in the Fall of 2015 with five Ph.D. students enrolling in the program. One of our goals for last year was to expand our offerings at the Woodlands Center and online because we are outgrowing our CJ Center classroom facilities. Unfortunately, we did not have sufficient resources to expand both simultaneously. Our analysis revealed that the expansion of our online offerings maximized benefits over expansion to the Woodlands Center, so we expanded our online offerings considerably.

The College addressed its goal *to recruit, develop and retain highly qualified faculty* by recruiting for highly qualified faculty members in the Department of Criminal Justice and Criminology (2), the Department of Security Studies (1, Chair), and the Department of Forensic Science (1). Offers of employment were made and accepted to two candidates in the Department of Criminal Justice and Criminology, and searches continue in the other two departments, with the Department of Security Studies planning to start bringing in candidates in January, 2016.

As for our student success, recruitment, and retention; we have reviewed our current approach which relies heavily on: (a) our full-time advisement center, (b) a Criminal Justice Career Counselor, (c) the Criminal Justice learning community house, (d) the Real Talk lecture series, which brings practitioners to campus to talk to students about prospective job opportunities, and (e) two career fairs. Our analysis revealed that, in order to move forward, we need to fill a student advisor position that has been vacant for more than a year. Student enrollment continues to increase. For example, our Fall, 2015 enrollments were up nearly six percent over Fall, 2014.

The College achieved several of its objectives related to the goal of *promoting increased research and scholarly activity*. The Associate Dean for Research and Program Development supported efforts to secure externally funded research projects through research proposals totaling \$8 million. This compares with \$12.1, 7.7, and 6.7 million in proposal submissions in FYs 2014, 2013, and 2012, respectively. We have been informed that \$3 of that \$8 million in proposals is being funded. This compares with \$4.6, 2.7, and \$2.6 million in funded projects in FYs 2014, 2013, and 2012, respectively. Faculty in the College of Criminal Justice continue to publish peer-reviewed journal articles at a very high rate. Indeed, a forthcoming journal article will report SHSU Department of Criminal Justice and Criminology are the most productive researchers nationally. In FY 15 the College was also able to support \$48,000.00 in internal grants that had been submitted, but not funded by the University through the Faculty Research Grant and Enhancement Research Grant programs; thereby ensuring that all COCJ faculty who submitted proposals which were reviewed favorably were funded.

With regard to *implementing a comprehensive global studies initiative*, the College continues to advance. International student applications and admissions are up over last year. We expanded our Zhejiang Police College (ZPC) Dual Degree Program from 20-28 students (this outpaced our

level of scholarship support, so we may scale back next year). We also met with ZPC President Fu to discuss strengthening the student exchange and dual degree programs as well as changing the International Policing Cooperation from a “major” to an actual college at ZPC. Dr. Gerber, the director of our college-wide international efforts presented at a digital forensics conference sponsored by the National Police University of China and, while there, made progress in discussions pursuing a dual degree. Likewise, Dean Phillip Lyons, faculty member Dr. Solomon Zhao, and Correctional Management Institute of Texas Executive Director, Doug Dretke presented at a conference on policing innovation at the Shanghai Police College and continued discussions around increasing our collaboration. We have also been in discussions with the Central Police College in Taiwan—which is home to many of our Ph.D. graduates—about collaboration. It seems likely that our relationships with CPC and ZPC will result in our hosting of the Asia Association of Police Studies in 2016. As evidenced by the foregoing, we have a very substantial presence in Asia. Although we intend to nurture and expand that presence, we also intend to expand our presence in Central and South America; not only because the region, in many ways, affects us more directly, but also because the needs of the region are so great.

The College also moved forward with its goal of promoting community engagement. Faculty approved the addition of a fourth faculty excellence category, namely Academic Community Engagement, to be awarded at the college level annually alongside faculty excellence awards in Teaching, Research, and Service.

New Initiatives & Budgetary Implications for 2016-2017

As noted in last year’s plan, the expansion of our graduate and undergraduate programs and, therefore, our funding base; is an ongoing goal and the potential for online and Woodlands-area students remains largely untapped. The implementation of expanded minors and majors is another way of broadening the student base by increasing offerings which might attract them. Analysis of the student services we provide at the college level reveals we need to fill a full-time student advisor position that has been unfilled for about one year. This position will focus primarily on our online students.

In addition to the college-wide need for a full-time advisor, our three departments, of course, have needs as well. Each of those is detailed in the pages which follow, but the table below captures the needs and budget implications.

New Initiative: Hire full-time student advisor (\$30,000)

Supported Goal: Provide appropriate resources to promote student recruitment, success, and retention.

Rationale: Cost-saving measures put in place at the beginning of the last academic year have resulted in shifting responsibilities among staff. Our three full-time advisors were cut down to

two. Moreover, this happened on the heels of expansion of our student population without expansion of staff (and such expansion has continued). Moreover, we also have been targeting our online programs for growth and online students consume advising resources disproportionately. Accordingly, the loss of one full-time advisor must be remedied as soon as possible in order to avoid a significant decrease in the quality of the College's student services.

College of Criminal Justice: AY 2016-2017 Goals

1. Promote and support the development of a rigorous, contemporary curriculum

[Supports Office of the Provost Goal: Promote and support the development and delivery of a rigorous, contemporary curriculum.]

- a. Hire one tenure-track Assistant Professor in the Department of Criminal Justice and Criminology to meet the growing needs of our increasing student population
- b. Hire one tenure-track Assistant Professor in the Department of Forensic Science to meet the growing needs of their increasing student population, especially Ph.D. students
- c. Hire one tenure-track Associate Professor to Chair the Department of Security Studies to meet the growing needs of their increasing student population, especially Ph.D. students
- d. Hire Staff Associate I for the Department of Criminal Justice and Criminology
- e. Establish Coordinator positions with accompanying stipends for each of the three online Master's degree programs in the Department of Criminal Justice and Criminology
- f. Significantly expand resources available to hire lecture pool faculty and doctoral teaching fellows in the Department of Criminal Justice and Criminology
- g. Establish mechanism to fund equipment repair costs in the Department of Forensic Science
- h. Establish model and mechanism to fund equipment replacement in the Department of Forensic Science
- i. Populate the college-wide Faculty Evaluation System in the Department of Security Studies with appropriate criteria
- j. Develop an undergraduate major in Homeland Security Studies in the Department of Security Studies
- k. Develop and implement a branding strategy for the Department of Security Studies
- l. Implement targeted recruitment of undergraduates for the Department of Security Studies

2. Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members

[Supports Office of the Provost Goal: Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members.]

- a. Establish a mechanism to fund start-up money for new faculty in the Department of Forensic Science
- b. Establish mechanism to fund equipment repair costs in the Department of Forensic Science
- c. Establish model and mechanism to fund equipment replacement in the Department of Forensic Science

3. Provide appropriate resources to promote student recruitment, success, and retention

[Supports Office of the Provost Goal: Provide appropriate resources to promote student recruitment, success, and retention.]

- a. Hire a full-time student advisor
- b. Hire one tenure-track Assistant Professor in the Department of Criminal Justice and Criminology to meet the growing needs of our increasing student population
- c. Hire one tenure-track Assistant Professor in the Department of Forensic Science to meet the growing needs of their increasing student population, especially Ph.D. students
- d. Hire one tenure-track Associate Professor to Chair the Department of Security Studies to meet the growing needs of their increasing student population, especially Ph.D. students
- e. Hire Staff Associate I for the Department of Criminal Justice and Criminology
- f. Establish Coordinator positions with accompanying stipends for each of the three online Master's degree programs in the Department of Criminal Justice and Criminology
- g. Significantly expand resources available to hire lecture pool faculty and doctoral teaching fellows in the Department of Criminal Justice and Criminology
- h. Purchase laptop computers for doctoral students in the Department of Forensic Science
- i. Increase the number of assistantships and scholarships for Department of Security Studies from four to ten
- j. Increase the amount of support available for Department of Security Studies graduate student travel to conferences

Office of the Dean		
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	Full time advisor	31,800.00
	Office of the Dean Total	31,800.00
Dept. of Crim. Just. & Crim.	Prog. Coord. Stipends	10,500.00
	Growth Asst. Prof	70,020.00
	Growth Asst. Prof	70,020.00
	Instructional Support (lecture & DTFs)	200,000.00
	Admin. Assoc.	35,000.00
	Crim. Just./Crim. Total	385,540.00
Dept. of Forensic Science	New Faculty Start-up Funds	15,000.00
	Growth Asst. Prof	70,020.00
	Populate repair cost fund	25,000.00
	Laptops for doctoral students	18,264.00
	IT coverage of laptops	-18,264.00
	Populate equipment fund	100,000.00
	HEAF	-100,000.00
	Forensic Science Total	110,020.00
Dept. of Security Studies	Student Assistantships (6@12k)	72,000.00
	Department Chair	80,000.00
	Grad Studies coverage of Asst.	-72,000.00
	Student Travel Funds	6,000.00
	Grad Studies coverage of Travel	-6,000.00
	Security Studies Total	80,000.00
	College of Crim. Just. Total	607,360.00

Process/Effectiveness Obstacles

1. **Funding.** As noted throughout the College's Strategic Operational Plan for last year, securing adequate funding to support operations is essential to the ongoing sustainability of the College. Cost-saving measures have already proved to be effective and we are resuming strategic growth in ways that align with our core mission.
2. **Facilities.** The college continues to outgrow available facilities. Nine faculty already office in converted hotel rooms and we are down to two available offices in the Criminal Justice Center. The needs of the Forensic Science Department are even more pressing. Faculty lack research laboratories and the department has access to only one large teaching laboratory.

Strategic Operational Plan 2016-2017

Department of Criminal Justice and Criminology, College of Criminal Justice

Phase I (November, 2015): New Initiatives Progress Narrative

As a result of new initiative funding provided during the 2014-2015 and 2015-2016 cycles, the Department of Criminal Justice and Criminology was able to hire four outstanding faculty members: Dr. Sparks Veasey (.75 FTE), Dr. Brandy Blasko, and for the upcoming year Dr. Eryn O'Neal and H. Daniel Butler. The addition of these faculty members is expected to broaden the discipline specific expertise available to students, faculty and community/agency partners in teaching, research, and service realms. We appreciate the support of the College and the University on this matter.

New Initiatives & Budgetary Implications for 2016-2017

New Initiative: Develop Program Coordinator Stipends for each of our three online Master's programs (\$10,500)

Supported Goal: Promote and support the development of a rigorous, contemporary curriculum.

Rationale: Provision of a \$3,500.00 stipend to a designated faculty member (distinct stipend and faculty member to oversee each of our 3 online Master's programs) will increase the level of support for the programs and encourage program growth and development. To date, programs have been led by committee structure with rotating leadership (Committee Chair). Appointment of a term-based program director will strengthen leadership within each program and enable stability in review and improvement in various program components and processes, review of program content, improvement in student development and retention as well as assist in the development of marketing plans and program promotion. Further, a designated program coordination that is supported by a stipend will ensure programs benefit from leadership stability in program assessment and coordination efforts.

New Initiative: Hiring two new Assistant Professors to serve the growing CJC student population and as part of a thawing of the hiring freeze in place (\$140,040)

Supported Goals: Sustain a high level of criminal justice and criminology research and scholarly activity; Provide high quality, graduate level education to develop the next generation of scholars in criminal justice and criminology; Promote and support the development and delivery of a rigorous, contemporary curriculum; Promote student recruitment, success and retention; and Recruit, develop and retain highly qualified faculty members.

Rationale: Additional faculty resources will allow the Department to promote and support the delivery of a rigorous, contemporary curriculum while also meeting our growing student enrollments. These positions had been frozen during the hiring freeze currently in place.

New Initiative: Increased instructional funds (\$200,000)

Supported Goal: Promote and support the development and delivery of a rigorous, contemporary curriculum; and, Promote student recruitment, success and retention.

Rationale: Additional instructional resources will allow the Department to promote and support the delivery of a rigorous, contemporary curriculum while also meeting our growing student enrollments.

New Initiative: Request to hire an additional Administrative Associate I within the Department of Criminal Justice and Criminology (\$32,000)

Supported Goals: Provide high quality, graduate level education to develop the next generation of scholars in criminal justice and criminology; Promote and support the development and delivery of a rigorous, contemporary curriculum; and, Recruit, develop and retain highly qualified faculty members.

Rationale: Continued decentralization of responsibilities within the College of Criminal Justice has significantly increased the workload for department staff. To maintain an adequate level of faculty and student support, it is critical that an additional staff member be added. In conjunction with the Graduate Academic Advisor, the new Administrative Associate would be responsible in part for assisting with processing graduate student applications and advising current graduate students, providing program and departmental information to students, faculty, and staff, handling routine and special correspondence, attending meetings and taking notes, assisting with compiling statistical data and preparing various written reports and other duties as assigned.

Dept. of Criminal Justice and Criminology: AY 2016-2017 Goals

(New Goals in Boldface, Prior Goals in Italics)

- 1. Sustain a high level of criminal justice and criminology research and scholarly activity.**
[Supports College of Criminal Justice Goal: Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise.]
 - a. Hire two tenure-track Assistant Professors to meet the growing needs of our increasing student population**
 - b. Improve the communication of research accomplishments with internal and external constituencies.*
 - c. Explore the “branding” of our program.*
 - d. Continue to develop new research initiatives and relationships that will encourage and promote research activities.*
 - e. Increase our integrative efforts with the Criminal Justice Center Institutes (LEMIT, CMIT, CVI).*
 - f. Expand the use of market adjustments and other mechanisms, which aim to retain research productive faculty members.*
- 2. Provide high quality, graduate level education to develop the next generation of scholars in criminal justice and criminology.**
[Supports College of Criminal Justice Goal: Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise.]
 - a. Hire two tenure-track Assistant Professors to meet the growing needs of our increasing student population**
 - b. Hire Staff Associate I**
- 3. Promote and support the development and delivery of a rigorous, contemporary curriculum.**
[Supports College of Criminal Justice Goal: Promote and support the development and delivery of a rigorous, contemporary curriculum.]
 - a. Establish Coordinator positions with accompanying stipends of \$3,000 for each of the three online Master’s degree programs.**
 - b. Hire two tenure-track Assistant Professors to meet the growing needs of our increasing student population**
 - c. Significantly expand instructional resources available to hire lecture pool faculty and Doctoral Teaching Fellows**
 - d. Hire Staff Associate I**
 - e. Implement a recommend course sequence for the BA/BS in Victim Studies degree plan.*
 - f. Increase involvement with the Honors College through offering a greater number of designated Honors coursework.*
 - g. Continue to develop and deliver curriculum mindful of technological advancements and new teaching modalities.*

- h. Expand internship opportunities for students to increase student employability and networking with external constituencies.*

4. Promote student recruitment, success and retention.

[Supports College of Criminal Justice Goal: Provide appropriate resources to promote student recruitment, success, and retention.]

- a. Hire two tenure-track Assistant Professors to meet the growing needs of our increasing student population**
- b. Significantly expand resources available to hire lecture pool faculty**
- c. Increase recruitment of high quality students by increasing the breadth and quality of online and Woodlands campus course offerings and collaboration with community college partners.*
- d. Increase involvement with McNair Scholars program to promote diversity among our community of scholars.*
- e. Work with the College of Criminal Justice to determine unmet needs of our student population through targeted focus group meetings with students.*
- f. Continue to develop and expand course offerings online and, especially, at The Woodlands Center.*

5. Recruit, develop and retain highly qualified faculty members.

[Supports College of Criminal Justice Goal: Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members.]

- a. Hire two tenure-track Assistant Professors to meet the growing needs of our increasing student population**
- b. Hire Staff Associate I**
- c. Institutionalize and systematize faculty development through the establishment of a professional development fund.*
- d. Seek funding to support current statistical and analytical software.*
- e. Explore the need for additional faculty members to meet the needs of the increasing student population.*

6. *Develop a targeted strategy (model) for our International research and teaching efforts.*

[Supports College of Criminal Justice Goals: Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise. Promote the importance of service, civic engagement, and exposure to diverse cultures in the education of our students.]

- a. *Review international marketing strategies.*
- b. *Review goals of study abroad programs including faculty and student exchanges.*
- c. *Coordinate with the Center for International Education to explore partnership opportunities, if feasible.*

Process/Effectiveness Obstacles

1. **Funding.** Securing adequate funding to support operations is essential to the ongoing sustainability of our programs. Cost-efficiency and cost-saving measures are being employed. At this time, we are unable to adequately sustain our core mission without further instructional and organizational support.
2. **Facilities.** The Department continues to outgrow available facilities. Nine departmental faculty have offices outside of the Criminal Justice Center.

Strategic Operational Plan 2016-2017

Department of Forensic Science, College of Criminal Justice

Vision

The Department of Forensic Science at SHSU envisions a future where institutes of higher education and forensic science service providers work in partnership to improve and strengthen forensic science and the criminal justice system as a whole.

Mission

Our mission is to continuously improve and enhance the practice of forensic science through innovative teaching, research, and service.

Phase I (November, 2015): New Initiatives Progress Narrative

During FY 15-16, the Department of Forensic Science was able to successfully *implement the PhD in forensic science*. In accordance with our proposed enrollment projections for the Texas Higher Education Coordinating Board (THECB), five full-time PhD students were accepted into the program. The department also was successful recruiting a new faculty member to support the doctoral program (effective Fall 2015).

The Department of Forensic Science benefited considerably from the *purchase of scientific equipment*. In FY 2016 there were two major instrument purchases, one anticipated (high resolution mass spectrometer) and one unanticipated purchase (DNA sequencer) due to instrument failure. These purchases were funded using Higher Education Assistance Funds (HEAF) allocated to the college, with considerable additional institutional support from both the Office of Research and Sponsored Programs (ORSP) and the Office of Graduate Studies. The department has been less successful addressing the repair and replacement costs associated with its inventory of capital equipment (which now exceeds \$2M). As may be expected with aging equipment without maintenance contracts in place, repair costs increased from \$46K in FY14 to \$79K in FY15. Without additional support, the department cannot assume the responsibility of these costs. The department relies on scientific equipment to be effective instructionally (teaching and research), to meet research deliverables mandated by externally funding partners (e.g. National Institute of Justice), and to attract and retain highly qualified students and faculty.

No progress has been made with respect to long-term *physical infrastructure* needs. The Department has been housed in a facility that it outgrew four to five years ago and the newly implemented doctoral program has compounded the issue. Faculty do not have research laboratories, there is only one teaching laboratory in the department, and we have been unable to offer our doctoral students offices or computers. A closet outside of the department office suite was converted to accommodate the most recent faculty hire. The Department does not have sufficient space to accommodate the existing thirty-five full-time graduate students and is expected to accept an additional seven new doctoral students this year.

Considerable progress was made with respect to *marketing*. In addition to its usual marketing efforts and participation in Education Fairs, we were able to host a high visibility marketing event to promote the doctoral program at the American Academy of Forensic Sciences Annual Meeting. This is the largest meeting of its kind and was an unprecedented success. Additionally, a short (30-second) video was developed by SHSU Online/DELTA and the college supported the development of departmental brochures which significantly enhanced our exposure in the forensic community and recruitment efforts.

The Department of Forensic Science has been successful *developing new courses* to support its doctoral program and online minor in forensic science. Doctoral courses in Research Methods (FORS 7331) and Scientific Communications (FORS 7332) have been approved and developed. Other doctoral-level courses that have received approval will be delivered as faculty schedules allow. A new growth position anticipated next year will provide significant relief in terms of the competing needs of teaching, research and associated workload issues. The department was also successful transferring face-to-face courses for the forensic science minor into online courses, to the extent that the minor can be delivered entirely in a distance-learning format. With enrollment in this relatively new program doubling over the last academic year alone, the department requires resources to support its growing needs, particularly PC or laptop support for doctoral students that serve as online facilitators.

Commitment to academic-industrial partnerships and collaborations with a broader audience of forensic science stakeholders is critical to the success of the Department of Forensic Science. The *Institute for Forensic Research, Training and Innovation (IFRTI)* formalizes this commitment and provides a high visibility vehicle to promote those activities. Although the IFRTI is unfunded and still in its infancy, it has generated independent funds from training efforts, attracted in-kind support in the form of scientific consumables and access to novel research technologies, and supported memoranda of understanding with a diverse group of partners, ranging from the United States Department of Homeland Security to private corporations (Life Technologies, Inc.). Although considerable success has been made, IFRTI activities are capacity-limited and much progress could be made with additional personnel.

No progress has been made in terms of *technical support* within the Department of Forensic Science. The absence of full-time laboratory personnel to support scientific and laboratory operations continues to present a formidable challenge. These issues are compounded by the fiscal limitations associated with equipment repairs (addressed earlier). Although the Department of Forensic Science does have one staff member who can provide laboratory support, this individual also bears a heavy administrative burden.

New Initiatives & Budgetary Implications for 2016-2017

The department must continue its efforts toward meeting the goals and objectives identified in 2015-2016. Additional initiatives will include:

New Initiative: Competitive Faculty Start-up (\$15,000+/new faculty)

Supported Goal: Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members

Rationale: Failure to provide competitive faculty start-up packages is a severe limitation in terms of faculty recruitment and retention. The new doctoral program will not flourish unless we can attract and retain research productive faculty. Previously, new faculty were provided \$20,000 in start-up funds for each of the first three years of their contracts. Although easier on the budget, the staggered funding model does not allow faculty to make significant equipment purchases to support their research programs because purchasing options within \$20,000 are severely limited. This could be alleviated somewhat by a more traditional approach of one-time funding of \$60,000. Setting aside \$15,000 each year should provide the resources necessary to allow for \$60,000 in start-up funds every four years.

New Initiative: Hire one new Assistant Professor to serve the growing needs of the student population, especially Ph.D. students (\$70,020)

Supported Goals: Sustain a high level of research and scholarly activity; Promote and support the development and delivery of a rigorous, contemporary curriculum; Promote student recruitment, success and retention; and Recruit, develop and retain highly qualified faculty members.

Rationale: Additional faculty resources will allow the Department to promote and support the delivery of a rigorous, contemporary curriculum while meeting our growing student enrollments, especially of Ph.D. students, the number of which is expected to double next year alone.

New Initiative: Repair Costs (\$25,000)

Supported Goals: Promote and support the development of a rigorous, contemporary curriculum; Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members

Rationale: Repair costs previously covered by the College cannot be absorbed into the department budget without additional funding. The department undertakes significant in-house repairs to limit the financial burden to the institution. While the department evaluates the cost repair contracts for its inventory of \$2M+ scientific equipment, interim funding for repairs must be reinstated. Operational scientific equipment is critical in order for the department to deliver laboratory-based instruction required for student success, and maintain research effectiveness for externally funded research grants.

New Initiative: IT needs for doctoral students (\$18,264) (Offset by IT request)

Supported Goal: Provide appropriate resources to promote student recruitment, success, and retention

Rationale: Doctoral students in forensic science do not have office space or personal computers. Students require access to networked PCs for instrumental and data analysis functions, online course facilitation, and to fulfil their role as doctoral teaching fellows. Resources should be allocated so that each student has access to a personal computer or laptop that can access the SHSU network. IT estimates the cost to be \$1522 x 12 doctoral students (5 current students – Fall 2015; 7 anticipated students – Fall 2016).

New Initiative: Scientific Equipment (\$100,000) (Offset by HEAF request)

Supported Goals: Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members; Promote and support the development and delivery of a rigorous, contemporary curriculum

Rationale: The department maintains an aging-inventory of scientific equipment. Additional funds are necessary to enhance our capability with respect to scientific research at the doctoral-level, maintain (or potentially improve) our potential for external funding, retain high caliber research faculty and maintain the quality of the hands-on and intensive laboratory-based teaching that has made our graduates highly sought after.

Dept. of Forensic Science: AY 2016-2017 Goals

(New Goals in Boldface, Prior Goals in Italics)

1. Promote and support the development and delivery of a rigorous, contemporary curriculum.

[Supports College of Criminal Justice Goal: Promote and support the development and delivery of a rigorous, contemporary curriculum.]

- a. Establish mechanism to fund equipment repair costs.**
- b. Establish model and mechanism to fund equipment replacement.**
- c. Hire one tenure-track Assistant Professor to meet the growing needs of the increasing student population, especially Ph.D. students.**
- d. Expand faculty resources in forensic science to support and sustain masters and doctoral-level research and teaching.*
- e. Annually review the graduate program curriculum to assess student learning, development and outcomes.*
- f. Deliver a scientifically rigorous curriculum that is responsive to both student and program accreditation needs.*
- g. Expand offerings of highly specialized electives in forensic science.*

- h. Expand distance learning opportunities in forensic science at the undergraduate level.*
- i. Expand non-traditional (revenue generating) course offerings to meet the needs of the forensic community through the Institute for Forensic Research, Training and Innovation (IFRTI).*

2. Promote student recruitment, success and retention.

[Supports College of Criminal Justice Goal: Provide appropriate resources to promote student recruitment, success, and retention.]

- a. Purchase laptop computers for doctoral students.**
- b. Hire one tenure-track Assistant Professor to meet the growing needs of the increasing student population, especially Ph.D. students.**
- c. Increase recruitment of high quality students and provide opportunities and incentives that are competitive with other FEPAC-accredited programs.**
- d. Place additional emphasis on in-person recruitment efforts and high visibility efforts (off campus) at national conferences.*
- e. Develop a strategic marketing plan to promote academic programs and highlight the diversity of forensic science activities and resources including STAFS.*
- f. Develop new marketing materials and a departmental brochure to promote academic programs, research opportunities and resources including STAFS.*
- g. Monitor and evaluate postgraduate success with respect to employment within the field of forensic science or advanced graduate study.*
- h. Enhance the admissions process to improve outcomes from student inquiries to final admission.*
- i. Continue to enhance the department website.*

3. Recruit, develop and retain highly qualified faculty members.

[Supports College of Criminal Justice Goal: Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members.]

- a. Hire one tenure-track Assistant Professor to meet the growing needs of the increasing student population, especially Ph.D. students.**
- b. Attract high-caliber, research-oriented faculty with significant potential for external funding.**
- c. Provide support to new faculty in the form of start-up funding that is competitive with other FEPAC-accredited programs and doctoral programs in the related sciences.**
- d. Establish start-up funding mechanism for new faculty.**
- e. Establish mechanism to fund equipment repair costs.**
- f. Establish model and mechanism to fund equipment replacement.**

4. Provide high quality, graduate level education to develop the next generation of scholars in forensic science

[Supports College of Criminal Justice Goal: Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise.]

- a. Provide financial support to sustain high quality masters and doctoral-level teaching and research.
- b. Provide sufficient support in terms of scientific and laboratory consumables and equipment to meet increasing needs of the graduate programs.
- c. Provide sufficient resources to support repairs and replacement of scientific equipment and operational costs associated with the laboratory.
- d. Increase computing resources available to graduate students including hardware and software.

5. Promote increased research and scholarly activity

[Supports College of Criminal Justice Goal: Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise.]

- a. Continue to promote and engage in interdisciplinary research between colleges.
- b. Expand academic-industrial partnerships to broaden opportunities for collaborative research, internships and scholarly inquiry via the Institute for Forensic Research, Training and Innovation (IFRTI).
- c. Identify and secure institutional funding to promote, implement, and sustain the new doctoral program in forensic science.
- d. Provide financial support for student presentations at national conferences or professional meetings.
- e. Invest in capital equipment to support teaching and competitiveness with respect to externally funded scientific research.
- f. Increase opportunities for graduate student research at STAFS.
- g. Prioritize publications in peer-reviewed scientific journals rather than conference proceedings.

Process/Effectiveness Obstacles

1. Physical facility and resources. The department does not have sufficient space to attract tenure-track faculty or fulfil its instructional and research needs.

2. Funding. Expenses including operational costs, faculty costs, start-ups, repair costs and IT deficits have placed a significant burden on the department. Decentralization has left “gaps” in operational needs. Additional resources are necessary to meet current and future needs associated with the MS and doctoral programs.

Strategic Operational Plan 2016-2017

Department of Security Studies, College of Criminal Justice

Vision

To be a national and international leader in Homeland Security Education, Research, and Service.

Mission

The Department of Security Studies is committed to providing students with a comprehensive and quality education in the homeland security enterprise disciplines. Students will gain an understanding of the challenges of providing services to ensure safe and secure communities and of various sub-disciplines making up the homeland security enterprise. They will be prepared to assume critical roles as security professionals. The Department of Security Studies is strongly committed to advancing research and scholarship and providing public service.

Phase I (November, 2015): New Initiatives Progress Narrative

Consistent with the goals of preceding strategic operational plans, the Department of Security Studies successfully sought approval for an undergraduate minor in Homeland Security Studies. That minor will be launched in Fall, 2016. For this coming academic year we will continue to explore the value of an undergraduate major in Homeland Security Studies.

One of our goals for this past year was to establish a DPTAC committee composed of faculty from other departments to serve the Department of Security Studies. We were successful in that regard and have that committee in place. We were not successful in security additional funding for our graduate student stipends and conference travel, so we are renewing that request.

New Initiatives & Budgetary Implications for 2016-2017

New Initiative: Increase the Number of Graduate Student Stipends from four to ten (\$72,000)

Supported Goal: Promote student recruitment, success and retention.

Rationale: At the time of the development of the M.S. program in Homeland Security Studies, we expected the typical student to be someone employed full-time in one of the public safety sectors who had advanced to a managerial or administrative position. Experience has shown us, however, that our typical student is more like a traditional M.A. student in the College (i.e., someone who has just received her baccalaureate degree and is starting graduate school). Accordingly, these students require a level of financial support that we had not anticipated.

New Initiative: Hire one new Assistant Professor to serve the growing needs of the student population (\$80,000)

Supported Goals: Sustain a high level of research and scholarly activity; Promote and support the development and delivery of a rigorous, contemporary curriculum; Promote student recruitment, success and retention; and Recruit, develop and retain highly qualified faculty members.

Rationale: The Department of Security Studies is currently operating without a Department Chair. Dr. Jurg Gerber, a faculty member in the Department of Criminal Justice and Criminology is serving in an interim capacity, but the program needs a permanent Chair with the relevant academic and experiential backgrounds.

New Initiative: Increase the Funding Available for Graduate Student Travel (\$6,000)

Supported Goal: Promote student recruitment, success and retention.

Rationale: As reported above, at the time of the development of the M.S. program in Homeland Security Studies, we expected the typical student to be someone employed full-time in one of the public safety sectors who had advanced to a managerial or administrative position. Experience has shown us, however, that our typical student is more like a traditional M.A. student in the College (i.e., someone who has just received her baccalaureate degree and is starting graduate school). Accordingly, these students are more likely to require financial support to attend academic and professional conferences than we had anticipated.

Dept. of Security Studies: AY 2016-2017 Goals

(New Goals in Boldface, Prior Goals in Italics)

1. Promote and support the development and delivery of a rigorous, contemporary curriculum.

[Supports College of Criminal Justice Goal: Promote and support the development and delivery of a rigorous, contemporary curriculum.]

- a. Hire a tenure-track Department Chair to meet the growing needs of the increasing student population**
- b. Develop an undergraduate major in Homeland Security Studies**
- c. Develop and implement a branding strategy*
- d. Implement targeted recruitment of undergraduates*

2. Continue the Organizational Development of the Department to ensure the effective and efficient delivery of instructional, research, and service programs.

[Supports College of Criminal Justice Goals: Promote and support the development and delivery of a rigorous, contemporary curriculum. Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members. Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise. Promote the importance of service, civic engagement, and exposure to diverse cultures in the education of our students.]

- a. *Populate the college-wide Faculty Evaluation System with criteria appropriate for Security Studies faculty evaluation*

3. Sustain a high level of research and scholarly activity.

[Supports College of Criminal Justice Goal: Promote the pursuit and awareness of scholarly activities, creative endeavors, and faculty/staff accomplishments and expertise.]

- a. **Hire a tenure-track Department Chair to meet the growing needs of the increasing student population**
- b. *Attract high caliber, research-oriented faculty with significant potential for external funding.*
- c. *Continue to promote and engage in interdisciplinary research between colleges.*
- d. *Expand academic-industrial partnerships to broaden opportunities for collaborative research, internships and scholarly inquiry.*
- e. *Provide financial support for student presentations at national conferences or professional meetings.*
- f. *Invest in capital equipment to support teaching and competitiveness with respect to externally funded scientific research.*
- g. *Increase opportunities for graduate student research at STAFS.*
- h. *Prioritize publications in peer-reviewed scientific journals rather than conference proceedings.*

4. Promote student recruitment, success and retention

[Supports College of Criminal Justice Goal: Provide appropriate resources to promote student recruitment, success, and retention.]

- i. **Hire a tenure-track Department Chair to meet the growing needs of the increasing student population**
- j. **Increase the number of assistantships and scholarships from four to ten.**
- k. **Increase the amount of support available for graduate student travel to conferences.**
- l. **Implement a comprehensive student evaluation system for Security Studies students.**

6. Recruit, develop and retain highly qualified faculty members.

[Supports College of Criminal Justice Goal: Provide an enriching environment and appropriate resources to recruit, retain, and develop highly qualified and successful faculty and staff members.]

- a. Hire a tenure-track Department Chair to meet the growing needs of the increasing student population
- b. Establish start-up funding mechanism for new faculty
- c. Establish mechanism to fund equipment repair costs
- d. Establish model and mechanism to fund equipment replacement
- e. *Institutionalize and systematize faculty development through the establishment of a professional development fund.*
- f. *Seek funding to support current statistical and analytical software.*
- g. *Explore the need for additional faculty members to meet the needs of the increasing student population.*

Process/Effectiveness Obstacles

1. **Funding.** The availability of funds is likely to be our chief obstacle.