

## **INSTITUTIONAL EFFECTIVENESS REVIEW**

**~ CRIMINAL JUSTICE / 2008-2009 ~**

*The purpose of the review is to:*

Assess the currency, scope, strengths, weaknesses and needs of the criminal justice program.

*The process will involve the following steps:*

The criminal justice faculty met with the Dean to discuss the Program Review.

The Program Review document was completed based on data compiled by the Director of Institutional Research and the criminal justice program faculty.

The criminal justice faculty met again with the Dean to discuss the findings presented in the Program Review document.

The Institutional Effectiveness Review was submitted to the Dean of Arts and Science Education for review and feedback.

Additional follow-up meetings were scheduled as needed to assess the status of Learning Goals and Action Plans.

*Time frames/timeline for the review will be:*

The initial meeting with the Dean took place during the Fall 2008 semester.

The Program Review document was turned into the Dean by the end of January 2009.

The follow-up meeting with the Dean took place in February 2009.

Dean of Arts and Science Education review and feedback took place April 17, 2009.

Additional follow-up meetings were scheduled as needed.

**Program/Service:** Criminal justice  
**Date of Review:** January 2009  
**Review Participants:** Mark A. Byington

## **Overview**

*Purpose of the program and how it relates to college mission, values, vision:*

The vision and purpose of the Jefferson College criminal justice program is to provide students with a supportive learning environment that promotes intellectual, social, and personal growth. The faculty work as facilitators to encourage critical thinking, problem solving, and exploration in the field of criminal justice. Students are given the opportunity for hands-on experiences in all aspects of criminal justice, regardless of level of experience. The program provides students with a strong general criminal justice background, enabling them to enter the professional field or transfer to four-year institutions as juniors to successfully pursue a Bachelor of Science degree in criminal justice or a minor in a related field.

Part of the mission of Jefferson College is to train students to meet the employment needs of the community. The demand for quality education and training programs in the field of criminal justice remains strong within Jefferson County and throughout the country. The criminal justice degree program found in the A.A, A.A.S. (within the Law Enforcement Academy) and the criminal justice certificate prepares individuals to enter the profession in Law Enforcement, Corrections, the Courts, and the private security field.

## Institutional Effectiveness Review

### **Present Status**

*Learning/Service and Action from January 2002 Institutional Effectiveness Review:*

Students will:

<i>Learning/Service Goal</i>	<i>Assessment Measurement/ Action</i>	<i>Person(s) to Implement</i>	<i>Timeframe</i>	<i>Resource Implications</i>	<i>Use of results</i>
<b>Goal 1</b>	Review curriculum to stay current with four-year institutions	Brenda Bauch	By Spring 2004	None	Adopted to textbook and new courses as needed

### *Innovative Changes (in last 5 years):*

1. Based on current four-year colleges and curriculum, developed new courses to meet the degree requirements for transferability.
2. Created a criminal justice degree track within the Law Enforcement Academy.
3. Created web sections to allow the seven core classes to be taken online. Students may complete an online A.A. degree with emphasis in criminal justice.
4. Recruited adjunct faculty from the Jefferson County area who are leading professionals in their specific field of law enforcement, corrections, and the courts.
5. Hired full-time criminal justice faculty.

**Faculty** (Degree to which faculty/staff are qualified, effective, and supported.)

### *Faculty Qualifications and Professional Development:*

<b>Name</b>	<b>Title</b>	<b>Highest Degree</b>	<b>Institution</b>	<b>Graduate Hours</b>
Mark Byington	Assistant Professor	Masters	City University, Washington St.	48

Mark Byington, Assistant Professor of criminal justice, has been a full-time faculty member at Jefferson College since 2006. He earned an A.A. degree from Mineral Area College in 1985, his B.S. in Criminal Justice in 1987 from Southeast Missouri State University, and his M.P.A. from City University, Bellevue, Washington in 1998. He has over 20 years in the law enforcement profession as a commissioned law enforcement

officer, administrator, trainer, POST Commissioner, and criminal justice instructor. He continues to work on projects within the area of law enforcement education and training with major agencies including the Missouri Police Chiefs' Association and the Baltimore Police Department.

### *Faculty Data:*

#### **Faculty Indicators for Criminal Justice Instructional Program Review, 2004-2008 School Terms 200401 through 200803 (Summer 2003 through Spring 2008)**

Number of Terms Taught (Max = 15)	Number of Course Sections Taught	Total Students	Attrition Number ("W" Grades)	Attrition Percent	Graded Credit Hours (A to F grades)	Average Students	Average GPA	Annualized 5-Year Program FTE
35	72	1,253	104	8.3%	3,432	---	---	---
						17.4	2.92	22.9

Source: BANNER report WSHRGDST printed 26 September 2008.

Notes: Attrition is the number of "W" grades conferred.

Annualized Program FTE is the number of graded credit hours divided by 150 (30 hours/yr for 5 years).

Graded Credit Hours are "A to F" only, not "W, I, H, P/F, or Other")

The full-time faculty member completes a performance review and discusses performance goals and course-level assessment annually with the Dean or Division Chair. The full-time faculty member is non-tenured and is evaluated annually through classroom visitation by the Dean or Division Chair.

The criminal justice department has been fortunate to have twelve law enforcement professionals serve as adjuncts. Most of these instructors are members of the Criminal Justice Advisory Committee and contribute to keeping CRJ courses current and based on real-world events.

### **Students** (The degree to which student needs are met.)

1. As can be seen by the increase in credit hours below, the CRJ program growth is keeping up with student needs for variety in classes and locations. CRJ courses have been expanded to offer day, evening, online, and My Time, and at two sites, Hillsboro and Arnold.

2. The content of all CRJ courses is current. An active CRJ Advisory Committee made up of local law enforcement professionals guides the selection of course content and materials.

<b>Criminal justice by Discipline – Academic Year</b>						
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Hours	546	546	510	561	1524	2160

The CRJ credit hours generated has increased by 295.6% since 2004.

### *Student Satisfaction and Feedback:*

Evaluation comments over the past five years indicate that students are satisfied by the education provided by the criminal justice department. Each semester tenured faculty conduct student evaluations in one section, and all non-tenured and adjunct faculty conduct student evaluations in all sections. For review purposes, student evaluations were conducted in all sections during Fall 2008. The feedback from the student evaluations is used to modify current courses and helps determine if the program is meeting student needs. Current student feedback indicates that students are pleased with the education received in criminal justice courses.

Course evaluations are on file in the Arts and Science Division Chair Office, ASI 110.

### *Student Success:*

It has been determined that to serve students in the criminal justice program more flexibility in course sequencing is necessary. This allows for greater focus on students' area of interest and area of need. In an effort to meet the needs of student prerequisites were dropped from all courses, with the exception of CRJ220 Criminal justice Internship.

The full-time faculty documents the types of assessment methods implemented by adjuncts in each of their courses and the effectiveness of these assessment methods in promoting student success. One purpose of this documentation is to encourage faculty to perform ongoing critical evaluation of assessment techniques employed to achieve specific student outcomes, and to make revisions as necessary.

Documentation of course-level assessment is submitted during faculty annual performance review and is on file in the Arts and Science Division Chairs office, ASI 110.

**Curriculum** (The degree to which curriculum is thorough, current, and supported.)

*Curriculum (Scope, Currency, Changes):*

Official course syllabi have been revised for currency and scope. Copies of the official course syllabi are on file in ASI 110 and are on the Jefferson College website.

The Criminal justice program offers the following courses:

CRJ110	Introduction to Criminal justice
CRJ112	Criminal Law
CRJ114	Rules of Evidence
CRJ120	Juvenile Justice
CRJ130	Introduction to Corrections
CRJ135	Terrorism
CRJ140	Ethics in Criminal justice
CRJ220	Criminal justice Internship
CRJ222	Criminal Investigations
CRJ224	Criminal justice Organizational Leadership
CRJ230	Correctional Institutions

Additional criminal justice courses with emphasis in law enforcement are offered under the Career and Technical Education Division within the Jefferson College Law Enforcement Academy.

*Curriculum Issues (Support, Technology, Equipment)*

The curriculum is sound and supports the first two years of a criminal justice degree for degree seeking students. Criminal justice courses also provide an introduction to the criminal justice concepts for students pursuing many majors.

1. All classrooms used by criminal justice instructors are SMART.
2. All CRJ courses incorporate WebCT or STARS as a teaching and learning tool
3. The full-time and most adjunct faculty attend local, regional, and state conferences and training to stay current in the field.

**Community** (The degree to which the program contributes to the community and responds to community needs)

Mark Byington has served two terms as State POST Commissioner, as well as a past reserve officer for the Crystal City Police Department. As a training consultant, he has written and advised the Festus Police Department on training and promotional exams. In addition to his law enforcement assistance, he has worked with the area youth and the St. Louis Archdiocese with TEC (Teens Encounter Christ) weekends at St. Pius High School

in Festus, Missouri, as well as served as advisor for Catholic Campus Ministries. As a Knight of Columbus, he served as Youth Director and assisted in area programs encouraging kids to take active involvement in their communities. He also volunteers each year with the set up of the Mastodon Arts & Science Fair held on the campus of Jefferson College.

### **Cost**

A summary of the criminal justice program budget is on file with the Social Science Division Chair's office. The cost per FTE for criminal justice transfer classes during this period was \$2,196.50.

### **Summary (SWOT)**

<p style="text-align: center;"><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Development of online courses</li> <li>2. Development of new courses to meet the demands in the field</li> <li>3. Articulation agreements with Missouri Baptist University, UMSL, and Concordia University.</li> <li>4. Enrollment growth</li> <li>5. Adjunct instructors are leading subject matter experts</li> <li>6. Articulation agreement with the Department of Corrections</li> </ol>	<p style="text-align: center;"><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Low enrollment in the correction field</li> <li>2. Lack of marketing to create program awareness in the county and with transfer institutions</li> <li>3. Still considered a new program and thus unfamiliar to some (confusion between LEA &amp; CRJ transfer program)</li> <li>4. Still unfamiliar to major universities and four year institutions as being a full time CRJ program (versus LEA)</li> </ol>
<p style="text-align: center;"><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Articulation agreements with major universities with CRJ programs.</li> <li>2. Agreements with state recognized training academies</li> <li>3. Marketing targeted areas in Jefferson County and 4-year colleges/universities</li> </ol>	<p style="text-align: center;"><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Current economic situation</li> <li>2. Low pay for average start in the field of criminal justice</li> <li>3. Area competition for CRJ programs, some with major budgets in advertisement</li> </ol>

## **Future** (Proposed Learning and Service Goals and Action Plan)

<i>Proposed Learning/Service Goal</i>	<i>Proposed Assessment Measurement/Action</i>	<i>Person(s) to Implement</i>	<i>Timeframe</i>	<i>Resource Implications</i>
<b>Goal 1</b> Increase awareness of and development of articulation agreements	Increase in enrollment, development of new articulation agreements, offer a variety of CRJ courses	Full-time and adjunct instructors	On-going	Marketing & instructional budgets
<b>Goal 2</b> Continue to develop partnerships with JCLEA and state law enforcement officers for continuing education and college credit	Enrollment increases, a variety of sections offered for continuing education and college credit	Full-time, adjunct instructors and area law enforcement agencies	2009-2012	Instructional budget
<b>Goal 3</b> In collaboration with Business and Industry staff, develop a plan to address the needs of private corporations and businesses	Development of courses to address corporate security and dignitary protection	Full-time faculty, Business and Industry staff and area corporate security directors	2012	Instructional & marketing budgets
<b>Goal 4</b> Develop a plan to address the needs of private corporations and businesses	Develop and monitor tuition assistance and program funding in related area departments and agencies (i.e. Homeland Security education and training programs, target marketing of corrections offerings)	Full-time faculty, JCLEA and area law enforcement agencies	2009-2012	Budget, grants, initiatives, and overall tuition
<b>Goal 5</b> Increase online offerings	Enrollment increases online graduates with AA/CRJ emphasis	Faculty Division Chair	As enrollment warrants	Faculty
<b>Goal 6</b> Develop course guidelines and manual for adjuncts	Completion of guidelines and manual for adjuncts	Faculty Division Chair Assessment Committee	Fall 2011	Printing
<b>Goal 7</b> As the number of sections increase, develop assessment for multi-sections	Development of assessment, monitor and use of results	Faculty Division Chair Assessment Committee	On-going	Printing Data Analysis

## **DISCIPLINE STATUS**

☒ Satisfactory  
☐ Requires Immediate Attention  
☐ Unsatisfactory

*M.K. Selzer*

Dean

Date