BOARD OF HIGHER EDUCATION

REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs	**NO**.: AAC 11-40
	COMMITTEE DATE: May 31, 2011
	BOARD DATE: June 7, 2011

APPLICATION OF UNIVERSITY OF MASSACHUSETTS LOWELL TO AWARD THE DOCTOR OF PHILOSOPHY IN CRIMINAL JUSTICE AND CRIMINOLOGY

MOVED: The Board of Higher Education hereby approves the application of **University of Massachusetts Lowell** to award the **Doctor of Philosophy in Criminal Justice and Criminology**.

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Dr. Francesca Purcell, Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

University of Massachusetts Lowell

INTENT AND MISSION
The University of Massachusetts Lowell (UML) filed an expedited application to offer the Doctor of Philosophy in Criminal Justice and Criminology. The proposed doctoral degree will be an interdisciplinary, research-oriented degree that emphasizes a rigorous education in theory and methodology. The curriculum will include substantive courses addressing crime, criminals, victims, and the effectiveness of current strategies in the areas of crime prevention, policing, the courts, and the corrections system. The intent of the program is to produce graduates that are well prepared to conduct interdisciplinary research and to teach at both graduate and undergraduate levels in aspects of criminology and/or criminal justice depending upon areas of specialty. Graduates will also be well equipped for analytical and administrative leadership posts in international and domestic research and policy institutions.

The purpose and goals of the program are to train the next generation of faculty who will teach criminology and criminal justice in the state and region's community colleges and four-year institutions and who will be well positioned to develop productive research agendas in crime and justice. In addition, the program will similarly train policy analysts, managers, and administrators in criminal justice and community venues to help prevent crime in the first place, or alternatively, respond effectively to those who violate the law or who come into contact with the justice system.

The proposed program has been approved by the University's internal governance procedures and was approved by the University of Massachusetts Board of Trustees. The letter of intent was circulated on March 1, 2011. No responses were received.

Mission
The proposed doctoral program is in accord with UML's strategic plan, *UMASS Lowell 2020: A Strategic Plan for the Next Decade*. This plan includes a strategic goal that UMASS Lowell will become increasingly recognized nationally and internationally for the quality of its graduate programs by 2020. The institution realizes that in order to fulfill this strategic goal, three interrelated and specific goals must be achieved:
1. The university must attract and produce outstanding scholars across many disciplines.
2. Current graduate and research programs must be strengthened through increased interdisciplinary faculty collaboration and through enhanced experiential learning. It is also necessary to develop new distinctive, interdisciplinary programs in areas of state and national need.
3. The institution must increase graduate enrollment by expanding recruitment of both U.S. and international students.

The proposed Doctor of Philosophy in Criminal Justice and Criminology program fulfills all three of the specified goals. The proposed program is distinctive and will be the *only publicly supported* doctoral program in criminology/criminal justice in New England. It will also be only one half of such programs in New England that addresses criminology/criminal justice (Northeastern University is the other). The proposed program focuses on theory and research, justice system sectors and policy, and also features a Global/Comparative concentration that addresses international challenges and will

attract students across the United States and internationally. The proposed program builds on a strong faculty with national and international reputations in several core areas of criminology/criminal justice.

NEED AND DEMAND

The Bureau of Labor Statistics in its Occupational Projections Series estimates that between 2008 and 2018, the academic job market will expand by 15.1 percent with 256,900 new jobs and a total of 552,900 jobs due to growth and replacements. In part, this increase is due to the pending retirements of the baby boomers that entered the academic market place beginning 35 years ago.

Crime continues to be a key challenge nationally and internationally, and is also "recession proof." Consequently, the Bureau of Labor statistics projects an overall increase of 11.9 percent in the criminal justice field with 496,500 new jobs and 1,499,000 jobs due to growth and replacements. There were 273 university job vacancies for Ph.D.s in criminology and criminal justice posted in October, 2010; 19 were in the New England region.

Taken as a whole, the market analysis suggests that the academic job market will increase over the next decade; and the academic market in criminology/criminal justice will experience sustained growth because of the expansion of the underlying criminal justice market.

Criminal Justice Job Projections: 2008 - 2018

Category	% Increase	New Jobs	Jobs: Growth And Replacement
Supervisors: Corrections	**8.5**	**37,000**	**194,000**
Corrections: Line Staff	**9.4**	**42,900**	**143,600**
Supervisors: Police	**8.1**	**7,800**	**50,500**
Police: Patrol	**8.7**	**57,300**	**227,900**
Probation and Parole	**19.3**	**199,000**	**459,100**
Private Security	**14.2**	**152,500**	**373,900**
Total	**11.9**	**496,500**	**1,449,000**

Source: Bureau of Labor Statistics, Occupational Projections Data

UML intends to recruit students both nationally and internationally. From past experience, the University anticipates that approximately 50% of the applicants will be recruited from New England with another 25-33% resulting from working with colleagues in other programs throughout the nation. Lastly, UML will target it efforts to achieve 15-25% of the study body from the international student market.

There is one similar program, a doctoral degree in *Criminology & Justice Policy* at Northeastern University (NU). Last year, the NU program received 64 applications to the Ph.D. program and admitted only 5 full-time and 2 part-time students. Northeastern University is committed to keeping the program small in order to fund the full-time students for 3 years. There are a total of 46 students enrolled and active in the program.

ACADEMIC AND RELATED MATTERS

Admission

In order to be considered for the UML Doctor of Philosophy in Criminal Justice and Criminology program, applicants must meet the following requirements for admission to graduate study at UMASS Lowell:

- An earned baccalaureate degree or its U.S. equivalent from an accredited college or university.

- Applicants must have achieved a satisfactory score on the appropriate entrance examination required for admission. Unless otherwise stated under a specific program description, the required examination is the Graduate Record Examination general test.

- The Commonwealth of Massachusetts requires that all full-time graduate students (9 or more credits) must be immunized against measles, mumps, rubella, tetanus, and diphtheria. Students will not be permitted to register for courses at the University unless proof of immunization has been sent directly to the Director of Health Services, University of Massachusetts Lowell, Lowell, MA 01854 (978-934-4991).

In addition to these general requirements for admission, doctoral program applicants must demonstrate their ability to pursue doctoral level education as evidenced by:

- Minimum undergraduate GPA of 3.25; or graduate GPA of 3.5 for at least 24 credit hours of graduate study.

- Two copies of complete and official transcript from undergraduate and graduate institutions.

- Three letters of reference from individuals familiar with the educational [two letters minimum] and/or professional performance [maximum of one letter] of the applicant.

- A personal statement which indicates why the applicant wishes to pursue a doctoral degree in Criminology and Criminal Justice.

- A writing sample: theoretical paper, research paper, or literature review.

- An interview may be requested by the Graduate Admissions Committee.

- International applicants must provide official transcript of TOEFL scores.

- The Graduate Admissions Committee can accept transfer credit for graduate courses from an accredited university with a grade of "B" or better. Transfer credit can be awarded: (1) up to 24 credit hours if applicant has not completed a Masters degree; and (2) 30 hours for a completed Masters. Transfer credit will only be awarded for courses that are substantially similar to UML. Applicants are required to submit Course Descriptions and Course Syllabi for each course.

Enrollment

The proposed UML program intends to enroll full time students, and also to provide an opportunity for uniquely qualified professionals in the field who currently hold masters degrees or law degrees to attend the program on a part-time basis. There is a growing demand by many criminal justice and policy organizations for high-level personnel to have doctoral degrees.

The four-year enrollment projections for the PH.D Program in Criminal Justice and Criminology are outlined in Table 1.

Table 1. Program Enrollment Projections

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	9	9	12	12
Continuing Full Time		8	16	24
New Part Time	6	6	6	6
Continuing Part Time		6	12	18
Totals	15	29	46	60

Curriculum (Attachment A)

The proposed curriculum is a 60 credit-hour doctoral program that builds upon the current Master of Arts degree with a large number of the courses currently existing as part of the masters program. The curriculum contains three progressive tiers:

Tier I: Encompasses four core areas that provide crucial foundation knowledge on which the rest of the doctoral curriculum is based. These core areas are: (A) Theory; (B) Methodology and Statistical Analysis; (C) Crime & Justice Policy; and (D) Extent and Correlates of Crime. In addition, Tier I includes 2 elective courses. All students must complete Tier I and pass a doctoral examination before progressing to Tier II. The Tier I courses that have been available online will continue to be offered online. (The 33 hours in Tier I comprise the curriculum for the Master of Arts in Criminal Justice/Criminology for the doctoral students.)

Tier II: Contains advanced work in methodology and statistical analysis as well as the five areas of research and teaching concentration or specialization: (A) Justice System and Policy; (B) Crime, Criminals, and Community; (C) Victims, Crime and Justice; (D) Global Perspectives on Crime and Justice; and (E) Technology and Criminal Justice. A student will choose one of the five areas.

Tier III: Consists entirely of dissertation research, with a two-semester dissertation seminar and directed study with the dissertation advisor. The latter is designed to provide independent and focused study to facilitate steady progress toward completion of the doctoral dissertation.

Student Learning Outcomes

The curriculum has been developed to incorporate a theoretically grounded and methodologically sophisticated set of courses as a highly necessary foundation for the evidence driven and "best practices" approaches to the substantive concentration areas. In order to deliver this curriculum effectively, the coursework contains three progressive tiers. The three tiers are hierarchical and build upon one another. There are multiple measures to assess student learning throughout the three tiers. These tiers and the student outcomes are as follows.

Tier I Assessment. Tier I will encompass 33 credit hours of study and address four core areas that provide crucial foundation knowledge on which the rest of the doctoral curriculum is based.

Table 2. Tier I Core Areas and Assessment

Core Area	Courses	Assessment Method / Goal
A. Theory	1. Criminological Theory: Foundations 2. Criminological Theory: Advanced	Doctoral students are given exams and writing assignments to demonstrate mastery of theoretical underpinnings of the discipline.
B. Methodology and Statistical Analysis	1. Research Design 2. Descriptive and Inferential Statistics 3. Regression Analysis	Students are given multiple comprehensive exams to test their acquisition of the fundamental design and statistical analysis techniques that are needed to conduct doctoral level research leading to dissertation
C. Crime and Justice Policy	1. Admin. of Criminal Justice [Required] 2. Crime and Public Policy [Choice] 3. Law and Social Control [Choice]	Doctoral students are expected to write comprehensive research papers to show their mastery of the concepts and issues concerning the CJ system, policy, and the law.
D. Extent and Correlates of Crime	1. Nature and Extent of Crime/Criminals 2. Gender, Race, and Crime	Doctoral students are expected to write comprehensive research papers to show their mastery of the research literature on the incidence and prevalence of crime.

Student Learning Outcomes for Tier I will be assessed as follows:

Core Area A. Theory
The theory core area is crucial to the mastery of all aspects of the program. There are two core courses in theory and they are taken consecutively in the first two semesters of the curriculum. We will assess student outcomes in the mastery of the theoretical underpinnings of criminology through: (1) examinations in the two courses; (2) critical

analysis papers in the two courses; and (3) the theory section of the Doctoral Qualification Examination.

Core Area B. Methodology and Statistical Analysis
The Methodology and Statistical Analysis Core Area consists of three required courses. Like the theory courses, the three methodology classes are taken during the first two semesters of matriculation. These courses work with the theory courses to ground students in theory and the fundamental design and analysis techniques necessary to test theory. UML will assess student outcomes in the mastery of research methodology and statistical analysis through: (1) examinations in all three courses; (2) a research design proposal in the design class; (3) a quantitative analysis paper in the regression class; and (4) the methodology section of the Doctoral Qualification Examination.

Core Area C. Crime and Justice Policy
Since crime and criminals are public issues and are addressed by both the criminal law and the activities of the criminal justice system, the program includes two core courses in the area of policy. Doctoral students cannot properly pursue a substantive specialty area without having grasped the policy foundations of crime. The department will assess student outcomes in the mastery of the policy core area through: (1) examinations in the two courses; (2) critical analysis papers in the two courses; and (3) the policy section of the Doctoral Qualification Examination.

 Core Area D. Extent and Correlates of Crime
The final core area consists of two courses which address the nature and extent of crime [including the major crime measurement sources] and the correlates of crime which addresses the prevalence and profile of official and unofficial criminals through official data sources and survey methodology. UML will assess student outcomes in the mastery of the theoretical underpinnings of criminology through: (1) examinations in the two courses; (2) critical analysis papers in the two courses; and (3) the nature, extent, and correlates section of the Doctoral Qualification Examination.

Please note, that the department considers the Tier I courses to be so significant to the successful completions of Tiers II and III, that students will be tested on a Preliminary Doctoral Examination that covers the four core areas and students must pass this examination in order to progress to Tier II.

Tier II Assessment. Contains advanced work in methodology and statistical analysis as well as the five areas of research and teaching concentration or specialization: (A) Justice System and Policy; (B) Crime, Criminals, and Community; (C) Victims, Crime and Justice; (D) Global Perspectives on Crime and Justice; and (E) Technology and Criminal Justice. A student will choose one of the five areas.

Student learning in Tier II will be assessed in each course with examinations and/or comprehensive research papers. Most importantly, one of the Tier II courses, Advanced Research Design, requires students to submit a draft dissertation proposal. This is a crucial assessment instrument as it evaluates whether students have mastered all of the material to date and have submitted a mock dissertation proposal that is actually capable of becoming their final proposal.

Tier III Assessment. Tier III consists entirely of dissertation research, with a two-semester dissertation seminar and directed study with the dissertation advisor. The dissertation seminar is a two-semester course in which students conduct the actual analyses that later will be finalized in their actual doctoral thesis. Tier III assessment is an ongoing activity as students are monitored in the conduct of their analyses and the development of a draft dissertation. Students are formally assessed in the dissertation seminar and by their advisor in the dissertation research course.

Students are assessed course by course through all three tiers. When students approach the dissertation stage they will have available a portfolio which consists of the following:

1. Examinations in courses;
2. Research papers in the courses;
3. Qualifying Examination answers;
4. Draft of their doctoral dissertation.

The portfolio will provide evidence of the mastery of the knowledge base of the curriculum. Further, after completion of the dissertation, there will be formal evidence of student outcomes. UML further expects that students who complete the program will apply their knowledge, often in collaboration with faculty, by publishing scholarly articles and writing successful grant proposals to federal and state agencies and to private foundations to further work in this field. Finally, graduates will be successful in securing jobs in higher education and in policy planning, research and senior consultant positions in the criminology and criminal justice field. These accomplishments will indicate external recognition of the learning and further potential for professional contributions demonstrated by the graduates.

RESOURCES AND BUDGET (Attachment B)

Faculty and Administration
The Department of Criminal Justice and Criminology at UMASS Lowell has an interdisciplinary faculty who are trained in Sociology, Criminology, Criminal Justice, and Public Policy. There are fourteen tenured and tenure track faculty with a blending of senior and junior faculty. In addition to this core faculty group, the Department is currently recruiting two additional senior faculty as well as two non-tenure track lecturers. These additional faculty members are expected to be in place by fall 2011.

The doctoral program will be administered by a Program Director in consultation with an interdisciplinary graduate group. The Program Director will report to the Chair of the Department of Criminal Justice and Criminology. The Program Director will be responsible for administering the curriculum and scheduling classes. The Graduate Faculty Group is responsible for curriculum development and on-going review. Three faculty members (rotating terms) will be responsible for the advisement and supervision of students in the early years of study. Once a student selects a major professor and has an approved dissertation committee, advising and supervision would be guided by a dissertation supervisor.

Library and Information Technology

The current library and IT resources are sufficient to sustain the proposed program. The UML library has extensive electronic resources for journals. UMASS Lowell is a member of the Interuniversity Consortium for Political and Social Research [ICPSR]. ICPSR contains every major data set in Criminology and Criminal Justice. This is a very valuable resource for doctoral students.

The UMass Lowell Library has extensive Research Services available to students. The reference department at each library provides assistance for all levels of research needs and information literacy instruction to UML community.

Reference Assistance is provided every day the libraries are open. Reference librarians are also available until 9:00pm on nights when the libraries are open. Library hours are posted online. If the article you want is not available at UMass Lowell request a journal article using the InterLibrary Loan service. The ILL Request Form is available online.

Facilities and Equipment

Criminal Justice is currently located in facilities on South Campus but is scheduled to be moved in fall 2012 to a new building that will also house Psychology and Nursing. The new building will provide enhanced facilities for offices, classrooms, and seminars and the basement of the new building can accommodate secure storage of sensitive research documents often required for federal grants and/or IRB policies. All classrooms at UML are smart classrooms that are equipped with appropriate technology; 60 of these are also equipped with lecture-capture technology. All learning facilities have appropriate technology and workstations are replaced every four years for m a central budget.

Fiscal (Appendix B)

Costs for teaching assistantships have not been included in the budget projection because these are routinely funded by the Provost Office, to staff new sections, resulting from increases in undergraduate enrollments. Retention rates have been increasing at all undergraduate levels and the resulting higher undergraduate enrollments require additional teaching capacity. Rather than adding adjunct faculty, deploying doctoral teaching assistants will have nearly equal costs. If necessary, new teaching assistants can be funded through equivalent reductions in adjunct faculty. Once doctoral students complete the majority of their course work and focus on research projects, they will be partially or fully funded through externally funded research assistantships.

The amount of income for Tuition and Fees are based on the official table of Fees and Tuition expenses per semester / per credit hour maintained in the UML Bursar's Office. UML is planning for 4 new fulltime students each year, or a total of 20 full-time students in the program taking 9 hours of credits per semester by Year 4. UML is also planning for 6 new part-time students each year for a total of 24 part-time students in the program who will be taking 6 hours of credits per semester by Year 4.

PROGRAM EFFECTIVENESS

Goals and Objectives
UML intends to achieve the following goals and objectives for the Doctoral Program in Criminal Justice and Criminology (see Table 3):

- To operate a doctoral program for the best students with high potential for future success
- To ensure that the program retain a high percentage of students by mentoring and nurturing their development through graduation. Students will receive a Doctoral Program handbook outlining the curriculum policies with a detailed degree plan individualized for each student.
- To ensure that every graduate secures a position in academia or research and policy. This goal can be achieved through rigorous curriculum and targeted concentrations.
- Achieve a high national ranking for the program. In addition to the first three goals, it is imperative for the program to continue to attract and retain faculty that are productive scholars with national reputations. Moreover, UML intends to expand its funded research efforts to support graduate students and provide a fertile environment to pursue timely research projects.

Table 3. Goals and Objectives

Goal	Measurable Objective	Strategy for Achievement	Timetable
1. Enrollees	Attract high-quality applicants. Applicants with strong quantitative skills are especially encouraged to apply.	Market program through: 1. Posters and flyers to colleges. 2. Announce in academic newsletters and professional meetings. 3. Web presence 4. Alumni.	3-6 mos. before implementation, then ongoing
2. Retention and Graduation	1. High retention of enrollees [75-80%] 2. High graduation rate [80-90%]	1. Recruit high-quality applicants matched to program strengths	Ongoing
3. Job placement	100% job placement	1. Produce high-quality graduates with superior skill sets	Ongoing
4. National Ranking	Achieve ranking as one of Top 10 doctoral programs in criminology and criminal justice	1. Attract/retain productive faculty 2. Increase research funding	Ongoing

Program Assessment
In order to ensure that the program is moving towards goal attainment, the doctoral program will be assessed each year. In addition to tracking interim milestones for measurable objectives, the assessment will also address whether the curriculum and the areas of concentration are in concert with the "state of the art" in the field. By providing

for ongoing, systematic review and assessment, any necessary changes and improvements in the program can be identified and addressed in a timely fashion.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE
External Review
The proposed program was reviewed by Dr. Alan Lizotte, Dean of the School of Criminal Justice, State University of New York at Albany, and Dr. Alex Piquero, the Gordon Waldo Professor of Criminology at Florida State University. The team recognized the UML faculty as nationally regarded leaders in the field.   The curriculum was determined to be congruent with the program goals of delivering an effective and rigorous theoretical, empirical, and applied criminal justice doctoral education. Moreover, the interdisciplinary and global focus of the program placed it in line with the leading criminal justice programs in the Unites States. The team expressed confidence that a definitive case for the need and demand for the degree had been made and recommended that the proposal be approved.

Questions arose regarding the need to include a survey research course and it was also suggested that a class be added to the curriculum to prepare students for research and publishing. Admissions and degree requirements were thought to be adequate to attract and produce graduates able to compete in the academic and policy marketplace, however, to ensure an applicant pool of highly qualified students, it was advised that the GPA be raised and letters of recommendation included be required as part of the application process. One reviewer suggested UML reconsider enrolling part-time students given the difficulty with program completion for this population. The budget for the program was considered adequate but lean. To continue to support a growing program, the reviewers recommended aggressively pursuing additional sources of funding to attract and retain the additional faculty needed for the program, to support ample reward structures, and to fund 5 teaching assistants per year. It was recommended that the program effectiveness plan also include annual committee reviews of students as a measure to identify strengths and opportunities, and to troubleshooting where necessary.

Institutional response

UML agreed to clarify the expectations on specific syllabi to reflect the expectation that each student will produce a publishable paper on research design issues or data analysis. In addition, the survey design course will be offered as an elective and not required for degree completion.

In response to concerns about admission criteria and process, UML will revise its information to ensure that the letter of recommendation is clearly denoted as a primary requirement for consideration. In addition, the GPA requirement for undergraduates will be considered in two ways: the student must have an overall GPA of 3.25 and must also have a GPA of 3.5 in the major field of study.

With respect to the budget and academic implications related to admitting part time students, UML believes there are highly qualified applicants who are unable, for financial reasons to leave their jobs to attend full time. The department also concurs with the view that part time students often take longer and have to be monitored to ensure they do not languish and fail to finish degree requirements. The Graduate Studies Committee will be

charged with monitoring the progress of all program students, with special attention to part time students and the critical issues they face.

STAFF ANALYSIS AND RECOMMENDATION

Board staff thoroughly reviewed all documentation submitted by UML and external reviewers. Staff recommendation is for approval of the Doctor of Philosophy in Criminal Justice and Criminology.

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources and program effectiveness.

ATTACHMENT A: CURRICULUM OUTLINE

Course	Tier I: Core Courses = 27 hours + 6 hours of electives = 33	Credit Hours
	A. Theory [6 hrs]:	
CRIM 501	1. Criminological Theory: Foundations	3
CRIM 601	2. Criminological Theory: Advanced	3
	B. Extent and Correlates of Crime [6 hrs]:	
CRIM 602	1. Nature and Extent of Crime/Criminals	3
CRIM 603	2. Gender, Race, and Crime	3
	C. Methodology [9 hrs]:	
CRIM 590	1. Descriptive and Inferential Statistics	3
CRIM 591	2. Research Design	3
CRIM 690	3. Advanced Regression Analysis	3
	D. Crime and Justice Policy [6 hrs]:	
	Course D1 is required; Choice of D2 or D3 or D4	
CRIM 520	1. Criminal Justice System	3
CRIM 510	2. Crime and Public Policy	
CRIM 511	3. Law and Social Control	
CRIM 512	4. Drugs, Crime, and Justice	3
	E. Electives	

	1. Choice of any graduate class	3
	2. Choice of any graduate class	3
	Tier I Subtotals	
	8 required core courses; 3 choices; = 11 courses total	**33**
	Tier II: Advanced Methodology [9 hrs]:	
	A. Methodology	
	Course A1 is required; choose 2 others from among A2 – A8	
CRIM 691	1. Advanced Research Design	3
CRIM 692	2. Qualitative Methods	
CRIM 693	3. Survey Methods	
CRIM 790	4. Categorical Data Analysis	6
CRIM 791	5. Structural Equation Modeling	
CRIM 792	6. Survival Analysis and Longitudinal Data	
CRIM 793	7. Factor Analysis and Data Reduction	

Course	Tier II: Concentrations: Choose Two Courses From One Area: B1 – B5	Credit Hours
	B.1. Justice System and Policy	
CRIM 522	1. Issues in Policing	3
CRIM 523	2. Courts and Sentencing	3
CRIM 524	3. Issues in Corrections	3
CRIM 525	4. Juvenile Justice	3
CRIM 622	5. Seminar in Policing	3
CRIM 623	6. Seminar in Courts and Sentencing	3
CRIM 624	7. Seminar in Corrections	3

CRIM 625	8. Seminar in Juvenile Justice and Youth Crime	3
CRIM 626	9. Community-Based Corrections	3
CRIM 627	10. Technology, Crime and Social Control	3
CRIM 628	11. Innovation and Leadership in Criminal Justice	3
	B.2. Crime, Offenders and Community	
CRIM 550	1. Violence in America	3
CRIM 551	2. Homicide	3
CRIM 650	3. Social Ecology of Crime	3
CRIM 651	4. Gangs	3
CRIM 652	5. Elite Deviance and Economic Crime	3
CRIM 653	6. Substance Abuse and Crime	3
CRIM 654	7.Criminal Careers: Foundations	3
CRIM 655	8. Criminal Careers: Contemporary	3
CRIM 642	9. Sex Crimes and Offenders	3
	B.3. Victims, Crime and Justice	
CRIM 630	1. Victimology	3
CRIM 631	2. Intimate Partner Violence	3
CRIM 632	3. Responding to Child Mistreatment	3
	B.4. Global Perspectives on Crime and Justice	
CRIM 560	1. Comparative Criminal Justice	3
CRIM 660	2. International Perspective on Crime	3
CRIM 661	3. Global Issues on Human Rights and Justice	3
CRIM 568	4.Prisons: A Global Perspective on Punishment & Rehabilitation	3

Course	B.5. Technology and Criminal Justice	Credit Hours
CRIM 592	1. Crime Analysis and Mapping	3
CRIM 593	2. Program Evaluation	3
CRIM 627	3. Technology, Crime, and Social Control	3
	Tier II	
	A. Methodology	9
	B. Concentration	6
	Tier II Subtotal: 5 Courses	**15**
	Tier III: Dissertation Research	
CRIM 700	1. Dissertation Seminar	3
CRIM 701	2. Dissertation Seminar	3
CRIM 703	3. Dissertation Research and Supervision [minimum 6 credits]	6
	Tier III Subtotal: 4 Courses	**12**
	Doctoral Program Totals	
	Tier I: 11 Courses	**33**
	Tier II: 5 Courses	**15**
	Tier III: 4 Courses	**12**
	Total Credit Hours Required	**60**

ATTACHMENT B: BUDGET

NEW ACADEMIC PROGRAM BUDGET

One Time/ Start Up Costs		Annual Expenses			
	Cost Categories	Year 1	Year 2	Year 3	Year 4
	Full Time Faculty *(Salary & Fringe)*		120,000	120,000	240,000
	Part Time/Adjunct Faculty *(Salary & Fringe)*			10,000	10,000
	Staff	15,000	15,000	15,000	15,000
	General Administrative Costs	15,000	15,000	15,000	15,000
	Instructional Materials, Library Acquisitions	10,000			
	Facilities/Space/Equipment				
	Field & Clinical Resources				
	Marketing	5,000	5,000	5,000	5,000
	Other (Specify) Doctoral Teaching Assistants	75,000	150,000	150,000	150,000
	TOTALS	120,000	305,000	315,000	435,000

One Time/Start Up Support		Annual Income			
	Revenue Sources	Year 1	Year 2	Year 3	Year 4
	Grants		100,000	100,000	200,000
	Tuition	10,000	20,000	30,000	40,000
	Fees	20,000	40,000	60,000	80,000
	Departmental	5,000	5,000	10,000	10,000
	Reallocated Funds Masters TAs & Adjuncts	75,000	140,000	140,000	140,000
	Other (specify)				
	TOTALS	110,000	305,000	340,000	470,000