



## **ACADEMIC PROGRAM PROPOSAL FORM**

**DIRECTIONS:** Use this form when proposing a new major or primary field of study, new emphasis, new degree program, or new certificate of achievement.

**DATE SUBMITTED:** 6/16/14

*Date of AAC Approval:*

Sept 3, 2014

**INSTITUTION:** University of Nevada, Las Vegas

**REQUEST TYPE:**

- New Degree  
 New Major or Primary Field of Study  
 New Emphasis  
 New Certificate of Achievement (AAC approval only)

*Date of Board Approval:*

**DEGREE** (i.e. Bachelor of Science): Ph.D.

**MAJOR** (i.e. Animal Science): Criminology and Criminal Justice

**EMPHASIS** (i.e. Equine Studies):

**CREDITS TO DEGREE:** 90

**CERTIFICATE OF ACHIEVEMENT:**

**PROPOSED SEMESTER OF IMPLEMENTATION:** Fall 2015

---

---

**Action requested:**

Approval of a Ph.D. in Criminology and Criminal Justice

---

**A. Brief description and purpose of proposed program**

The proposed Ph.D. program will provide students with advanced knowledge and training in criminology and criminal justice. Criminology and criminal justice refers to the scientific study of criminality and the social systems and organizations designed to deter, apprehend, prosecute, and punish criminal offenders. The field is inherently interdisciplinary, with theoretical and empirical contributions from fields such as sociology, psychology, public administration, political science, and social work. As such, a Ph.D. program will reflect this interdisciplinary nature and provide students with a substantive background in these given areas.

The program will prepare students for research, teaching and professional employment at universities, research institutes, criminal justice related agencies, and governmental agencies. Aside from offering traditional Criminal Justice doctoral training, the program will build from the existing

strengths of the faculty and resources within the department, and offer training in unique areas including: comparative criminal justice, crowd management, surveillance studies, human trafficking, and forensic testimony. These areas will allow the department to produce graduates who are nationally and internationally recognized scholars and experts in innovative and entrepreneurial areas of growth. In addition, we will offer training in more traditional areas of criminology and criminal justice, including policing, corrections, juvenile delinquency, gender and crime, and white collar/corporate crime.

The curriculum will draw on the expertise of the Criminal Justice faculty and primarily focus on issues related to crime and criminal justice. Currently, the Department of Criminal Justice has 12 full time faculty members conducting research in areas such as criminological theory and policy, crime data analysis, juvenile delinquency, women and crime, policing, courts, jury decision making, corrections, victimology, law and society, white collar crime, and comparative criminology.

Students will be admitted into the program either after completion of a B.A. or B.S. degree, or after completing a M.A. or M.S. degree. Students entering after obtaining a Bachelor's degree would obtain their Master's degree as part of the Ph.D. program.

The proposed Ph.D. program allows for an important addition to the existing programs offered by the Department of Criminal Justice. Currently the department offers 2 Master's program (a Traditional Program and a Professional Program). The Ph.D. program will allow outstanding students to continue their education at UNLV beyond this level. In addition, it would provide an in-state Ph.D. option to undergraduate Criminal Justice students. Criminal Justice is the 5<sup>th</sup> largest major at UNLV, with over 1,100 students.

A Criminology and Criminal Justice Ph.D. program will provide training to individuals interested in teaching Criminal Justice in the state's community colleges and four-year institutions (as well as nationally). In southern Nevada alone, both the College of Southern Nevada and Nevada State College offer Criminal Justice undergraduate programs. In addition, there is a strong national academic market for criminal justice faculty. The growing number of undergraduate programs continues to increase demand for faculty.

Graduates of the Ph.D. program will be well-trained in advanced theoretical and methodological skills and will become important resources for implementing and evaluating criminal justice policies within the state. Effective crime reduction policies and programs produced by Ph.D. graduates will contribute to the economic stability and quality of life in the state of Nevada. In addition, the program will prepare graduates for employment at private research firms, as well as in public and private social service agencies.

The Ph.D. program will facilitate increased research productivity of faculty in the Criminal Justice Department. This will contribute to UNLV's goal of achieving Tier-1 status. Finally, as we explain in this document, the Ph.D. program can be launched on existing resources allocated to the Criminal Justice Department.

## **B. Statement of degree or program objectives**

The proposed Ph.D. degree in Criminology and Criminal Justice will provide an interdisciplinary, research oriented perspective for advanced understanding of the nature and causes of crime, consequences of crime and crime control, and society's reaction to these phenomena.

Students will be trained to conduct research and teach at the undergraduate and graduate levels in a wide range of criminal justice areas. In addition, students will be trained to assume advanced

administrative positions in criminal justice agencies, related non-profit agencies, public policy institutes, or the private sector.

Upon completing the program, graduates will be able to:

1. Demonstrate advanced theoretical knowledge of the nature of crime, and understanding regarding patterns of criminal activity.
2. Demonstrate advanced knowledge and understanding of the law and the legal system, as well as decision-making in the criminal justice process, the social and political context of the legal system, important constitutional issues, and how criminal law differs from other forms of law.
3. Demonstrate advanced knowledge and understanding of criminal justice institutions and processes, and current criminal justice policy.
4. Demonstrate the ability to develop a research question, conduct research using primary data collection, and employ appropriate research methods and statistical analysis techniques.
5. Demonstrate advanced knowledge regarding major sources of data used to assess crime and criminal justice processing, and the ability to conduct research using secondary data analysis and sophisticated statistical analysis techniques.
6. Demonstrate advanced knowledge and skills necessary to effectively conduct program evaluation and/or social policy evaluation research in criminal justice related organizations or government.
7. Demonstrate the basic theoretical, empirical, and substantive knowledge and skills required for teaching at the university level, or for research and social policy positions in criminal justice related fields.

### **C. Plan for assessment of degree or program objectives**

Program learning outcomes will be measured through various program curricula assessments: course examinations, research papers, white papers, qualifying and comprehensive examinations, teaching activities, and the completion of a thesis/dissertation.

All program curricula will be designed to support one or more program learning objective. Students will achieve all learning outcomes upon successful completion of core (i.e., required) courses and required professional activities. Core courses include:

- CRJ 700 - Proseminar in Criminal Justice
- CRJ 701 - Proseminar on Theory
- CRJ 7XX - Advanced Theory (to be developed)
- CRJ 702 - Proseminar on Research Methods
- CRJ 7XX - Advanced Research Methods (to be developed)
- CRJ 703 - Proseminar on Research Methods

- CRJ 7XX - Advanced Statistics (to be developed)
- Qualifying Examinations
- CRJ 704 - Proseminar on Law and Social Control
- CRJ 705 - Proseminar on the Administration of Justice
- CRJ 715 - Criminal Justice Policy
- CRJ 7XX - Research Practicum (to be developed)
- CRJ 7XX - Teaching Practicum (to be developed) and independent teaching of undergraduate courses
- Comprehensive Examinations
- Thesis/Dissertation

**D. Plan for assessment of student learning outcomes and the use of this data for program improvement**

The following procedures will be implemented for assessment review, review frequency, review dissemination, and program improvement.

Assessment Review

Curricula outcomes will be used to assess Criminology and Criminal Justice doctoral student learning. The following information will be collected and used to evaluate program effectiveness:

- Pass/fail rate for core courses
- Qualifying examination outcomes
- Comprehensive examination outcomes
- Assessments of student professional activities (e.g., course evaluations for student teaching, white paper publications, conference presentations)
- Completion of theses/dissertations
- Doctoral student exit survey

The Criminology and Criminal Justice doctoral program will offer a 5-year course of study for students directly admitted from an undergraduate program. Regular evaluations of individual student and cohort progress will be conducted to ensure timely program completion.

Review Frequency and Persons Responsible

Students will complete yearly self-assessment forms to document assessment outcomes and progress toward their degrees. These forms will be submitted to the Graduate Director for verification. The

Graduate Director will use the information to compile data concerning program effectiveness (as described above).

#### Review Dissemination

The outcomes of yearly assessments will be reviewed annually by:

- The Departmental Graduate Committee
- Graduate faculty
- Students, concerning their individual progress toward completion

#### Program Improvement

Annual reviews of program assessments will provide a formal mechanism for program improvement and successful program completion by students.

- The Departmental Graduate Committee will review the assessment outcomes to determine if changes are needed to improve program effectiveness. Changes to admission criteria, program curricula, course sequencing, and qualifying/comprehensive examination structure and content will be considered to ensure satisfactory student progression, retention, and completion of the program.
- Graduate faculty will review course outcome assessments and progress toward completion of theses/dissertations to determine if curricular or pedagogical changes are needed to improve student learning.
- Students who submit a self-assessment not reflecting satisfactory professional development or progress toward degree completion will meet with the Graduate Director to develop a individualized plan for future progress.

Although an assessment has not occurred yet for the proposed Ph.D. program, the department considered current Criminal Justice M.A. program assessment outcomes when designing the proposed doctoral curriculum. For example, the (1) comprehensive examination preparation courses are proposed to improve student pass rates, (2) qualifying examinations are proposed to provide more meaningful assessments of student learning in core courses, and (3) teaching and research practicum courses are proposed to provide a structured mechanism for professional development beyond informal faculty mentoring.

### **E. Contribution and relationship of program objectives to**

#### **i. NSHE Master Plan**

The proposed Criminology and Criminal Justice Ph.D. program supports the NSHE Master Plan Goals (see <http://www.nevada.edu/ir/Documents/Presentations/MasterPlan/A-Master-Plan-for-Higher-Education-i.pdf>) and the 2013 - 2016 NSHE Planning Report Update ([http://www.nevada.edu/ir/Documents/Planning/Planning\\_Report\\_2013-2016.pdf](http://www.nevada.edu/ir/Documents/Planning/Planning_Report_2013-2016.pdf)). For example, the proposed program supports "mission differentiation" among the NSHE institutions by enhancing the research strengths of UNLV. In addition, as described below, it provides for a

student focused system, a reputation for excellence, quality education, a prosperous economy, and opportunity and accessible education for all.

Student Focused System - The NSHE Master Plan emphasizes student opportunities to participate and succeed at "every level of higher education." However, under the current programs in the state, it is not possible for students to obtain the highest level of education in Criminal Justice within Nevada. Students interested in obtaining a Ph.D. must either leave the state, pursue a degree they are less interested in, or not pursue the degree at all. Many of the graduates of the current Criminal Justice Master's program at UNLV have left the university for top Ph.D. programs at other institutions, including Arizona State University, University of California, Irvine, Rutgers University and John Jay College of Criminal Justice. All of these students have indicated that they would have preferred to stay at UNLV if a Criminology and Criminal Justice Ph.D. program existed. More recently, students who have completed the Criminal Justice Master's program have enrolled in the Public Affairs Ph.D. program, which Criminal Justice faculty members participate in. In the Fall semester, we expect 8 Criminal Justice students in the program (based on projected admission decisions). All 8 of these doctoral students have strongly indicated they would rather pursue a Ph.D. in Criminal Justice. In addition, within the local community there are many Criminal Justice Master's graduates who wish to pursue a Criminology and Criminal Justice Ph.D. but, because of family ties or other obligations, are unable to leave the state. A Ph.D. in Criminology and Criminal Justice at UNLV would be highly beneficial to all of these types of students. In addition, a Ph.D. program will allow us to offer a greater number of courses with higher quality instruction at the undergraduate level by allowing advanced Ph.D. students to teach courses or to provide more rigorous teaching support to faculty than current Master's students can provide, which will in turn increase student retention and success, consistent with the goals of Initiative #1 (Increasing Student Retention and Success) in the NSHE Planning Report.

Reputation for Excellence - A Criminology and Criminal Justice Ph.D. will enhance the Reputation for Excellence of Nevada's Institutions of higher education. A Ph.D. program will attract and help retain high quality faculty to the university, as well as strong graduate students. In addition, a Ph.D. program will facilitate the research productivity of faculty, who will be able to work closely with students who can provide important research support. Greater research productivity should ultimately lead to an increased rate of publications and external funding activity. As the Las Vegas Chamber of Commerce has noted "53 percent of basic research in the United States is completed at research universities...[and] without a Tier 1 designation to attract and support this type of research, Las Vegas and Nevada will not be destinations for these highly competitive funds of research, innovation and enterprise and the people who comprise them" (<https://www.lvchamber.com/news/head-class-why-we-need-tier-1-university-and-how-unlv-will-get-us-there>).

Quality Education - As noted above, a Criminology and Criminal Justice Ph.D. program will be an important asset in attracting high quality faculty to the university from top programs throughout the country. This, in turn, will facilitate the department's ability to provide quality education to students through instruction, research, and community service activities. In addition, a Ph.D. program will allow us to replace many current part-time instructors with Ph.D. student instructors under direct faculty supervision. This will allow us to offer a greater number of courses with higher quality instruction, which will, in turn, increase student retention and success, consistent with the goals of Initiative #1 (Increasing Student Retention and Success) in the NSHE Planning Report.

Building Quality of Life - A Criminology and Criminal Justice Ph.D. program will produce graduates who are effective at designing and implementing strategies that lower crime rates, increase police and correctional effectiveness, and increase procedural fairness within the court system. These outcomes will increase the safety and overall quality of life for Nevada's residents as well as tourists.

A Prosperous Economy - The programs implemented by UNLV-educated Criminal Justice professionals can have an important impact on economic activity within the state. Crime and disorder in neighborhoods can have a strong negative economic impact on businesses and local housing markets (Skogan, 1986: 1990). It is essential to produce graduates and attract faculty who can design and supervise effective strategies for reducing crime in Nevada. In addition, the Ph.D. program will allow us to grow our Crowd Management Research Council (CMRC), and staff it with multiple Ph.D. students. The CMRC is an important resource in the state for venue managers, hotels, and law enforcement agencies that must provide safe conditions for large-scale activities that draw hundreds of thousands of tourists each year. In addition, a Ph.D. program will strengthen the Criminal Justice Unmanned Aerial Systems working group. This group is conducting research to support the effective commercial implementation of drones in the United States, which is a top priority of the Governor's Office of Economic Development. Further, a Criminology and Criminal Justice Ph.D. program will contribute to the university goal of becoming a Tier 1 University, through enhanced research and external funding productivity facilitated by doctoral student support on faculty research activities. In a 2011, Brookings/Brookings Mountain West/SRI study "identified the lack of Carnegie Tier One Research University in Nevada as a "threat" to the economic prosperity of the region" (<http://facultysenate.unlv.edu/sites/default/files/ResolutionTierOne.pdf>). Finally, doctoral students will receive training in grant writing which will provide them with a valuable tool that can help contribute to the development of a stronger economy, should they obtain employment in many state and local agencies.

Opportunity and Accessible Education for All - This goal focuses on addressing the unique educational needs of highly diverse and non-traditional population. The faculty of the Criminal Justice Department is currently supervising a diverse group of doctoral students in the Public Affairs program. Of the 6 students currently enrolled in the program, 4 are female, including 1 African American student, 1 Asian student, and 2 students of Native American heritage. It is reasonable to assume that this diversity would be maintained, or increased if a Criminal Justice Ph.D. program was created. The existing Criminal Justice programs are quite diverse at both the graduate (69% females and 56% minorities) and undergraduate (57% females and 64% minorities) levels. A Criminology and Criminal Justice Ph.D. program would provide an opportunity for these diverse individuals to achieve the highest level of education, and in turn, contribute to increasing diversity within the field of Criminal Justice.

## **ii. Institutional mission**

The proposed Criminology and Criminal Justice Ph.D. program supports the UNLV mission, which states that the university is a research institution committed to rigorous educational programs and the highest standards of a liberal education. The university seeks to produce accomplished graduates who are well prepared to enter the work force and to confront the challenges of economic and cultural diversification, urban growth, social justice, and sustainability, while serving our dynamic region and state.

As noted above, the Ph.D. program will produce graduates who can obtain professional employment at universities, research institutes, criminal justice related agencies, and governmental agencies. The program will build from the existing strengths of the faculty and resources within the department, and offer unique training in substantive areas including: comparative criminal justice, crowd management, surveillance studies, and forensic testimony. A variety of resources in the department allow us to be national leaders in this area. For example, in the area of crowd management, the Criminal Justice Department currently houses the Crowd Management Research Council, an organization that is nationally recognized for its expertise. Its partners include Major League Soccer (MLS), the National Football League (NFL), and the International Association of Venue Managers (IAVM). In the area of comparative criminal justice, we have a strong internationally focused faculty that delivers presentations to a wide range of international groups. Our most notable faculty member in this area is Dr. Karu Hangawatte who currently serves as the Sri Lankan Ambassador to France and Portugal, and Permanent Delegate to UNESCO. In surveillance studies, the Criminal Justice department houses the Criminal Justice Unmanned Aerial Systems Working Group. This group is conducting research to support the effective commercial implementation of drones in the United States, which is a top priority of the Governor's Office of Economic Development. Finally, the Criminal Justice Department is a member of the Forensic and Crime Scene Investigation Consortium, which will provide training, and engage in research, relevant to the development of best practices for crime scene investigation and forensic analysis conducted by state and local police departments throughout the United States.

The Ph.D. program will also allow us to address “challenges of economic and cultural diversification, urban growth, social justice” by producing graduates who are effective at designing and implementing strategies that lower crime rates, and increase police and correctional effectiveness. This will serve to help stabilize the economic conditions within the state, which can be impacted by crime rates as well as citizens' overall levels of fear of crime. In addition, the program’s emphasis on understanding the social and political context of the legal system and important constitutional issues, as well as and society's reaction to crime control policies, have important social justice implications. It is important to produce leaders within the state who have strong formal education in these areas. Further, a Ph.D. program will allow us to draw students from the rapidly growing culturally diverse population in the state. Recruiting doctoral students from this pool is critical in order to produce graduates who have a personal understanding of the specific legal issues and challenges faced by culturally diverse individuals. In addition, the research productivity of the Criminal Justice faculty will be enhanced by the addition of a Ph.D. program, because the faculty will be able to mentor students who are strongly engaged in research activities over a much longer time period than master's students.

In addition, a Ph.D. program will also increase the research activity of the Center for Crime and Justice Policy and the Crowd Management Research Council, which serve as important resources for both public organizations and private businesses within the state of Nevada. Further, many of the faculty members in the department have research partnerships with a variety of agencies that serve the local community in the Las Vegas area and the state of Nevada (e.g., Nevada Department of Public Safety, Nevada Department of Corrections, Clark County Court, Nevada Partners, the Las Vegas Metropolitan Police Department, and the Henderson Police Department). The Ph.D. program will support the research activities of individual faculty members who partner with these organizations, because faculty members will be able to integrate advanced graduate students into their community-oriented research agendas.



### **iii. Campus strategic plan and/or academic master plan**

The proposed program fits with the University general strategic plan in the Focus 50 to 100: planning document, and the more recent specific goals of becoming a Tier 1 University and increasing Retention, Progression, and Completion Rates. "The Tier 1 initiative is an extension of the university's longstanding strategic plan objective of entering the top 100 American research universities by attaining a Carnegie Foundation designation as a 'research University/Very High'" (<http://www.unlv.edu/tier1>). Among the performance targets relevant to this goal are undergraduate and graduate student success (including completion rates), degree productivity and efficiency, and overall research expenditures. A Ph.D. program will facilitate these objectives.

1. A Ph.D. program will allow the Criminal Justice department to offer more sections of undergraduate courses that will reduce "bottle-necks" and increase retention, progression, and completion rates. It should be noted that Ph.D. students will primarily facilitate the teaching of on-line courses (that have been developed by the Criminal Justice faculty), so that instructional quality to undergraduates will be maintained as Ph.D. students develop their pedagogical skills and in-depth knowledge of substantive areas. Unless exceptional circumstances exist, only the most senior Ph.D. students at an ABD level (and in their final year in the program) will teach in traditional classroom settings. This will ensure that the highest quality education is provided to our undergraduate students, as faculty members transition to teaching a greater number of graduate courses.
2. It will allow the Criminal Justice Department to provide more in-depth pedagogical training (i.e., training over an extended period of time) to high caliber students that serve as Graduate Assistants. This will facilitate faculty members' ability to effectively use such students in the classroom and to assist with grading purposes, which will allow faculty members to implement more challenging assignments, including exercises requiring more extensive writing and critical thinking components. This will support broad curricular goals, and as well as specific requirements associated with the Milestone Experience in the new General Education Core Requirements.
3. Faculty will offer a broad array of new graduate level courses that will contribute to graduate student success. The new course offerings will include advanced classes in statistics and research methods that will be useful to graduate students in a variety of disciplines. A number of elective courses that reflect faculty expertise will also be developed. In addition, the department will offer a teaching practicum that will prepare graduate students for academic teaching skills, and refine presentation skills for those students who will not pursue an academic career. This course will also be highly useful to graduate programs throughout the university, and will support the efforts of Instructional Development and Research initiative recently launched at UNLV (<http://www.unlv.edu/provost/idr>). A research practicum course will prepare students to write and publish research papers, develop a curriculum vita, and seek professional opportunities.

A Ph.D. program is a critical component to the Criminal Justice Department contributing to the university Tier 1 Research Status goals, and to making UNLV an institution with an excellent national reputation for research productivity, and for increasing research expenses. In a review of Doctoral Programs in Criminal Justice and Criminology, Davis and Sorensen (2010) noted "Because of their role in training scholars and producing knowledge, institutions housing doctoral programs are often looked to as 'significant others' in their discipline (Greene, Bynum & Webb, 1985)...It is not surprising when general studies of productivity, peer reviews, or citation

analyses are conducted, that doctoral programs and their faculty often come out on top. Given their place in the field, it is also not surprising that most studies of program quality have focused on doctorate-granting programs." In short, it will be difficult, if not impossible, for the Criminal Justice Department to realistically achieve a productivity level and national reputation commensurate with Tier 1 status, without the addition of a Ph.D. program.

Finally, it should be noted that the potential Criminal Justice Ph.D. program was highlighted in the UNLV section of the 2013 - 2016 NSHE Planning Report. The report noted that the program reflected a "logical expansions of degree offerings" (p. 10) and that the program could "reduce PTI costs at the university" (p. 12). Consequently, the proposed Ph.D. program is consistent in multiple ways with the university strategic plan.

#### **iv. Department and college plan**

The proposed program fits with the Greenspun College of Urban Affairs strategic plan of becoming a national leader in "[d]eveloping research and community-based solutions to societal issues," building "graduate and certificate programs that serve the community to add in the university's goal of becoming a research extensive institution," and "broaden[ing] and build[ing] collaboration and cooperation with the community, especially to address pressing local social and environmental issues through the strategic maintenance and development of centers and institutes.

As noted above, the Ph.D. program will increase research productivity. Many faculty research projects involve examinations of state and local Criminal Justice issues. For example, faculty have recently been involved with projects examining school violence reduction programs in Clark County, a needs assessment focused on juvenile girls for the Department of Juvenile Justice Services, Nevada resident receptivity to unmanned aerial systems (i.e., drones), an evaluation of body worn cameras used by the Las Vegas Metropolitan Police Department, an examination of financial costs associated with the death penalty in Nevada, and a study on the relationships between mortgage foreclosures and crime in Las Vegas. The Ph.D. program will facilitate a greater number of research collaborations with state and local Criminal Justice agencies, and will serve to train students to conduct studies of this nature, providing them with advanced research skills that will benefit them if they choose to pursue careers working in these types of agencies within the state. In addition, all Ph.D. students will participate in a Research Practicum, where students will produce "Research in Brief" reports that are published by the Center for Crime and Justice Policy. These reports address state level criminal justice issues and are designed to be informative to policy makers in the state of Nevada.

In terms of the department plan, the Criminal Justice mission is to produce students who will become regional and national leaders in policy making, crime analysis, and generating knowledge effectuating community crime prevention and control. As noted above, the Ph.D. program will help accomplish all of these goals. Further, Ph.D. students will provide support for the department 's community oriented centers and programs (e.g., the Crowd Management Research Council, and the Crime and Justice Policy Center).

#### **v. Other programs in the institution**

Advanced courses in research methods (including qualitative research methods), statistics, criminological theory, and other substantive areas, will be developed. These new courses will be of interest to other graduate programs on campus. In particular, students in the Public Affairs

Ph.D. program and the Sociology Ph.D. program should find the new course offerings particularly attractive.

**vi. Other related programs in the System**

No other programs similar to the proposed Criminology and Criminal Justice Ph.D. exist at UNR, or at any other NSHE institution. We would provide a Ph.D. opportunity to students graduating from other Master's programs at the university, or throughout the state, who are interested in pursuing a Ph.D. The program would also produce well-qualified instructors for other institutions within the state.

**F. Evaluation of need for the program**

**i. Intrinsic academic value of program within the discipline**

Criminal Justice has undergone a significant period of development and growth as an academic field over the past forty years. The field has transformed from a sub-discipline of sociology, through a "cop shop" period, and has become an independent and established discipline addressing pressing social issues that have meaningful impacts on the quality of life of communities (Clear, 2001; Davis & Sorenson, 2010). Criminal Justice issues dominate media and popular culture. The growth of interest in Criminal Justice issues is reflected in the size of the massive undergraduate program at UNLV, which is the 5th largest at the university. Universities have responded to the increased public desire for academic training in Criminal Justice. Consequently, the number of Criminal Justice doctoral programs "has increased throughout this period to train the growing body of matriculating doctoral students" (Davis & Sorenson, 2010, p. 18; Frost & Clear, 2007). A 2013 survey by the Association of Doctoral Programs in Criminology and Criminal Justice (ADPCCJ) based on data from the 2012-2013 academic year, indicated there were 1,429 total applications to the 31 existing CRJ doctoral programs (an increase of 18% since 2010), with only 31% accepted.

**ii. Evidence of existing or projected local, state, regional, national and/or international need for program**

In addition to the national/international need identified in the previous section, there is a strong regional, state, and local need for the program. There are no comparable programs in the Mountain West region. Of the 31 Criminal Justice doctoral programs in the United States, only 3 are located in the western half of the country, suggesting a strong need for more programs in this geographic area. The only Criminal Justice Ph.D. programs in the west are at Arizona State University, the University of California, Irvine, and Washington State University. Thus, there is an important geographic need for the program. Given the rapid growth of the population in the Mountain West region, it is critically important to produce highly trained Criminal Justice professionals in this area. The program is being brought forward at this time because the current lack of criminal justice Ph.D. programs in the western half of the United States affords UNLV a unique opportunity to become a leader in graduate education in this area.

A Ph.D. program in this region would also allow important academic work to be conducted on issues relevant to the Mountain West area, including research relevant to the rapidly growing Latino population in this region, Native American criminal justice issues, the gaming industry, and research focused on public receptivity and constitutional issues relevant to law enforcements' use of unmanned aerial systems (i.e., drones), which we have the unique ability to study in Nevada, as we are a designated test site for research on unmanned aerial systems.

A strong local need is evident. Individuals working in local agencies, such as the Las Vegas Metropolitan Police department, Public Defender's Office, Cannon Survey Center, and the Youth Advocate Program have expressed a strong desire to attend a Criminal Justice Ph.D. program at UNLV. Further, in the past ten years, 16 graduating master's students have gone on to other Ph.D. programs. Eight of these students went to other departments at UNLV, and the remaining students went to other programs in the country. Many of these students have indicated that they would have preferred to attend a UNLV Criminology and Criminal Justice Ph.D. program if one existed.

**iii. If this or a similar program already exists within the System, what is the justification for this addition**

There is no similar program within the NSHE system.

**iv. Evidence of employment opportunities for graduates (state and national)**

There is currently very high employment demand in the Criminal Justice field. A review of the American Society of Criminology employment page in late Fall, 2013 (during the peak of the hiring season) indicated that there were 133 posted jobs and only 35 active applicants. Further, the 2013 ADPCCJ report indicated that for the most recent doctoral program graduates for which data is available (2011-2012 graduates), 87% were employed in a tenure-track academic position, a local state, or federal research agency, or a private research firm. In fact, a recent article in the Chronicle of Higher Education (Jerde, 2014) discussed the strong job prospects for students who obtain doctorates in Criminology and Criminal Justice, and stated that "[w]hen a Ph.D. holder in a field like criminal justice does enter the academic job market, it becomes a race among institutions to grab that person before he or she is offered a job elsewhere." Further "[s]ince there are so few Ph.D.s in criminal justice, the degree nearly guarantees an offer for a tenure-track position, probably several offers."

The Bureau of Labor Statistics projects an 18% increase in employment for social scientists from 2010 to 2020, and an increase in postsecondary teachers by 17% during that time frame. Further, employment for Criminal Justice teachers increased by 23% from 2007 (11,110) to 2012 (14,020).

Although the program will focus on producing students who are able to compete for positions at a national level, it will also produce graduates who can be employed locally. This will benefit institutions such as the College of Southern Nevada, Nevada State College, and the University of Nevada, Reno. In addition, due to the interdisciplinary nature of the training Criminal Justice students receive, graduates may pursue employment opportunities in other fields, such as sociology, public administration, and law-psychology, both nationally, and in the state of Nevada.

Finally, doctoral level students will be able to obtain high-level employment in positions such as research analysts and program directors, within various criminal justice agencies. The programs include police departments, courts, correctional agencies, and a wide-range of non-profit agencies that provide services to victims and offenders.

**v. Student clientele to be served (Explain how the student clientele is identified)**

Students from UNLV undergraduate and Masters programs, the state of the Nevada, and the western region of the U.S. will be served by the Criminology and Criminal Justice doctoral program. Applications will come from both current and former students. At least three students graduating from the Criminal Justice MA program in Spring 2014 and many former graduates

have expressed a strong interest in pursuing a Criminal Justice doctorate at UNLV. Several community partners have expressed similar interest (see previous section F.ii.). The proposed program would be the only criminal justice doctoral program offered within Nevada and serve students from other state institutions. The Criminology and Criminal Justice doctoral program will also serve a broad pool of students from the western region of the U.S., as the only other universities with criminal justice doctoral programs in the west/southwest are Arizona State University, University of California, Irvine, and Washington State University.

## **G. Detailed curriculum proposal**

### **i. Representative course of study by year (options, courses to be used with/without modification; new courses to be developed)**

Five-Year Curriculum Plan for Direct Admit Students (prior to obtaining M.A.)

( ) denotes credit hours

Program total = 90 credit hours

CRJ 7XX denotes new course development

Year 1

Fall

CRJ 700 Proseminar in CRJ (3)

CRJ 701 Proseminar on Theory (3)

CRJ 705 Proseminar on Administration of Justice (3)

Spring

CRJ 702 Proseminar on Research Methods (3)

CRJ 703 Proseminar on Statistics (3)

CRJ 7XX Advanced Theory (3)

Year 2

Fall

CRJ 715 Criminal Justice Policy (3)

CRJ 7XX Advanced Research Methods (3)

CRJ 797 Masters Thesis in CRJ (3) or CRJ 799 Comp Prep (3)

Spring

CRJ 704 Proseminar on Law & Social Control (3)

CRJ 7XX Advanced Statistics (3)

CRJ 797 Masters Thesis in CRJ (3) or CRJ 796 Comprehensive Examination (3)

(M.A. would be earned after successful completion of first and second year curriculum)

Year 3

Fall

CRJ 7XX Teaching Practicum (3)

CRJ Approved Elective (3)

CRJ Approved Elective (3)

Spring

CRJ 7XX Research Practicum (3)

CRJ Approved Elective (3)

CRJ Approved Elective (3)

Summer

Statistical techniques - approved external course (3)

Year 4

Fall

CRJ Approved Elective (3)

CRJ 7XX Doctoral Comprehensive Examination Preparation (6)

Spring

CRJ 7XX Doctoral Comprehensive Examination (6)

Summer

CRJ 716 Graduate Readings (6)

Year 5

Fall

CRJ 7XX Dissertation (6)

Spring

CRJ 7XX Dissertation (6)

New Course Development (CRJ 7XX)

Five new substantive courses will developed.

1. Advanced Theory - This course will build upon CRJ 701 Proseminar on Theory. Students will examine empirical evidence for competing paradigms to interpret observed patterns of crime and criminality.

2. Advanced Research Methods - This course will build upon CRJ 702 Proseminar on Research Methods. Students will learn complex study designs and data collection techniques, and articulate the advantages and disadvantages of particular research methodologies. In addition, the class will focus on qualitative research techniques.

3. Advanced Statistics - This course will build upon CRJ 703 Proseminar on Statistics. Students will learn to manage, analyze, and interpret scientific data through the use of statistical software packages and advanced statistical techniques.

4. Teaching Practicum - This course will prepare students to develop professional presentations and teach independent courses at the university level. Dr. Tamara D. Madensen, UNLV Spanos Distinguished Teaching Award recipient, will develop this course to help students design meaningful course objectives, content, and assessments.

5. Research Practicum - This course will prepare students to write and publish research papers, develop a curriculum vita, and seek professional opportunities. As part of this course, students will prepare a research brief for publication through the Center for Crime and Justice Policy.

Doctoral Comprehensive Examination Preparation

In the fall semester of the fourth year, students will prepare for their comprehensive examination by completing the following:

- (a) Select a general area of expertise within criminal justice (e.g., police operations, human trafficking, jury decision-making)
- (b) Write and submit an abstract defining this area
- (c) Develop a comprehensive reading list of publications relevant to the selected area
- (d) Form an exam committee

(e) Obtain approval of abstract and reading list from exam committee

#### Doctoral Comprehensive Examination

This examination will be based on the area defined by the student in the Doctoral Comprehensive Examination Preparation course and taken during the spring semester of the fourth year.

#### Dissertation

In the fifth year, students will defend their prospectus in the fall semester and final dissertation in the spring semester.

### **ii. Program entrance requirements**

Qualified applicants must complete a bachelor's degree, earn a final minimum cumulative undergraduate GPA of 3.0 or graduate GPA of 3.5 (on a 4.0 scale), and submit GRE scores. Competitive minimum GRE scores are 153 (53rd Percentile) for Quantitative Reasoning, 155 (66th Percentile) for Verbal Reasoning, and 4.5 for Analytical Writing. Competitive GPA scores are expected to be 3.5 or higher.

### **iii. Program completion requirements (credit hours, grade point average; subject matter distribution, preprogram requirements)**

90 credit hours. All core courses must be completed with a grade of "B" or better. 3.20 minimum GPA for graduation. Students who have completed a terminal master's degree may be eligible to waive the first 36 credit hours.

### **iv. Accreditation consideration (organization (if any) which accredits program, requirements for accreditation, plan for attaining accreditation - include costs and time frame)**

No accreditation is necessary for the Criminology and Criminal Justice program.

### **v. Evidence of approval by appropriate committees of the institution**

Pre-proposal approved by the Vice Provost of Academic Affairs and the Executive Vice President and Provost in Fall, 2013.

## **H. Readiness to begin program**

### **i. Faculty strengths (specializations, teaching, research, and creative accomplishments)**

The Department of Criminal Justice has 12 full time faculty members conducting research in a wide range of criminology and criminal justice areas, such as criminological theory and policy, crime data analysis, juvenile delinquency, women and crime, policing, courts, jury decision making, corrections, victimology, law and society, white collar crime, and comparative criminology. The faculty in the Criminal Justice department are very productive in terms of research. Faculty members have produced over 80 publications in the past 4 years. In addition, faculty have recently secured 14 grants in the amount of \$840,978 from a variety of sources including the National Institute of Justice, US Department of Justice, Bureau of Justice Statistics, Nevada Department of Public Safety, Nevada Department of Corrections, Clark County Court, and Nevada Partners. In terms of course development, faculty are also quite active, typically adding 1-2 new courses to our curriculum each year. Faculty have also been actively engaged in mentoring students, as evidenced by collaborative research presented at professional conferences and published in academic journals.

**ii. Contribution of new program to department's existing programs (both graduate and undergraduate) and contribution to existing programs throughout the college or university**

The Ph.D. program builds upon the existing master's programs in the department of Criminal Justice. In addition, the Ph.D. program will allow us to retain students who have completed their master's degrees and have had to pursue Ph.Ds. at other institutions.

The current programs offered by the department are quite robust. The undergraduate Criminal Justice program is the 5th largest undergraduate major at UNLV with 1,100 students. At the graduate level, we have 2 graduate programs (Traditional Criminal Justice M.A., and

Professional Criminal Justice M.A.). Currently, 32 students are enrolled at the graduate level. These numbers reflect strong demand for academic offerings in Criminal Justice. We expect this level of demand to be demonstrated for the Ph.D. program.

**iii. Completed prior planning for the development of the program (recent hires, plans for future hires, securing of space, curricular changes, and reallocation of faculty lines)**

The Criminal Justice Department has hired 4 new faculty members in the past 2 years. With all of the hires we have selected individuals who can assist us in developing a high quality Ph.D. program. For example, this year, we hired Dr. Emily Salisbury, at the Associate Professor level. Professor Salisbury was an important part of a Ph.D. program in Public Affairs at Portland State University, and the editor of Criminal Justice and Behavior, a major journal in the field of Criminal Justice. The journal provides a stipend for a Ph.D. student. In addition, we have expanded the activities of the Center for Crime and Justice Policy in recent years. The Center provides funding for several graduate students. We also established the Crowd Management Research Council in 2012, and the Forensic Testimony Laboratory, which is part of the national Forensic and Crime Scene Investigation Consortium in 2013. We anticipate that both of these entities will bring in substantial funding in upcoming years, which will support at least 2 Ph.D. graduate students in the new program.

**iv. Recommendations from prior program review and/or accreditation review teams**

Our plan for the development of a Ph.D. program are consistent with and supported by the conclusions of the most recent program review for our Professional Master's program.

In 2009, we completed an external review of our Professional M.A. program. The external reviewers noted "Overall, the committee was very impressed with the Department and its faculty including their research productivity and commitment to teaching, the degrees offered, the apparent popularity of the major on campus (over 750 majors), the diverse course offerings, and the general culture and "feel" of the unit, which was very positive, supportive and collegial. The university administration also holds the Department in high regard as well they should; the unit has performed extremely well throughout the years, and has an upward trajectory in terms of research. A critical mass of productive faculty in a collegial and supportive environment represents an ideal situation for continued growth and development, and both the unit and the university are to be highly commended for this."

**v. Organizational arrangements that must be made within the institution to accommodate the program**

No organizational arrangements must be made. The Ph.D. program will only admit students seeking a doctoral degree. En route to doctoral candidacy, students who do not possess a



master's degree must complete the requirements associated with our existing Criminal Justice Traditional Master's degree, including 6 thesis credits (students who have completed a terminal master's degree may be eligible to waive the first 36 credit hours associated with the program). The Criminal Justice Department will continue to offer the Professional Master's Program, which will accommodate students only interested in a terminal master's degree.

## **I. Resource Analysis**

### **i. Proposed source of funds (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)**

The program can be implemented with existing faculty and GA lines. In future years, an additional 1 - 2 faculty members would serve to increase the offerings available, though this is not critical to the initial implementation of the program.

Our goal is to develop a small, high quality Ph.D. program with 1 - 2 students per faculty member. This can be done with existing resources, as our current budget of state-funded Master's level graduate assistantships would be converted to Ph.D. assistantships. We will also continue to support 5 Ph.D. students that are currently funded through a combination of internal and external funding sources. Thus, even though the Criminal Justice Department does not currently have a Ph.D. program, we are already involved with funding a sizeable number of Ph.D. students who have interest in Criminal Justice, and can support at least 11 GA lines on existing resources. We will seek to expand the number of funded graduate students by requesting Ph.D. GA lines on all future external funding applications, and by working with the college Development Officer to pursue fundraising opportunities from donors.

### **ii. Each new program approved must be reviewed for adequate full-time equivalent (FTE) to support the program in the fifth year. Indicate if enrollments represent 1) students formally admitted to the program, 2) declared majors in the program, or 3) course enrollments in the program.**

#### **a. (1) Full-time equivalent (FTE) enrollment in the Fall semester of the first, third, and fifth year.**

**1st Fall semester 6**

**3rd Fall semester 14**

**5th Fall semester 18**

#### **(2) Explain the methodology/assumptions used in determining projected FTE figures.**

We anticipate a strong initial applicant pool and an admitted initial cohort of approximately 6 students based on the level of interest expressed by current students, former students, and community members (see previous sections F.ii. and F.v.). For subsequent cohorts, the number of students admitted will be limited to approximately 4 per year - to ensure adequate funding and mentorship with a current Criminal Justice faculty size of 12. Since many students in the initial cohort will be scheduled to graduate in approximately 3 years (many of these students will have completed the Criminal Justice M.A. program), we anticipate that the program will grow to approximately 16 full-time enrolled students by the 5th fall semester.

**b. (1) Unduplicated headcount in the Fall semester of the first, third, and fifth year.**

**1st Fall semester** 6

**3rd Fall semester** 8 (4 admitted in both 2nd and 3rd fall semesters)

**5th Fall semester** 10 (6 admitted in both 4th and 5th fall semesters)

**(2) Explain the methodology/assumptions used in determining projected headcount figures.**

These figures are based on the assumptions outlined in section I.ii.a.2. above.

**iii. Budget Projections – Complete and attach the Five-Year Budget Projection Table.**

See attached Five-Year Budget Projection Table

**J. Facilities and equipment required**

**i. Existing facilities: type of space required, number of assignable square feet, space utilization assumptions, special requirements, modifications, effect on present programs**

The Criminal Justice Department currently has a total of 5,363 square feet of space, used in 23 offices for faculty, graduate assistants, and part-time instructors, 12 research oriented areas (i.e., labs, Center for Crime and Justice Policy, Crowd Management Research Council) and 5 office services areas. As we are already providing space for 5 students in the Public Affairs Ph.D. program and 8 students in the Criminal Justice Master's Program, the space is adequate for our current faculty and student needs, and will be suitable for the proposed Ph.D. program.

**ii. Additional facilities required: number of assignable square feet, description of space required, special requirements, time sequence assumed for securing required space**

Because GA lines in our Master's program would be converted to Ph.D. lines, the office space currently assigned to our GAs would be sufficient to accommodate students in the program. If 1 - 2 additional faculty were hired to support the program, PTI office space would be reassigned to the new faculty members. Overall, the number of PTIs the department relies upon would be substantially reduced by additional classes offered by senior Ph.D. GA students assigned to teach classes, or any additional faculty hires.

**iii. Existing and additional equipment required**

No other additional equipment is required.

**K. Student services required – Plans to provide student services, including advisement, to accommodate the program, including its implications for services to the rest of the student body**

No new student services are required. Advising will be conducted by the Graduate Director, and by individual faculty mentors for each of the graduate students. All Ph.D. students will be assigned a faculty mentor.

**L. Consultant Reports – If a consultant was hired to assist in the development of the program, please complete subsections A through C. A copy of the consultant’s final report must be on record at the requesting institution.**

**i. Names, qualifications and affiliations of consultant(s) used**

No consultants were used to assist in program development.

**ii. Consultant’s summary comments and recommendations**

No consultants were used to assist in program development.

**iii. Summary of proposer’s response to consultants**

No consultants were used to assist in program development.

**M. Articulation Agreements**

**i. Articulation agreements were successfully completed with the following NSHE institutions. (Attach copies of agreements)**

N/A

**ii. Articulation agreements have not yet been established with the following NSHE institutions. (Indicate status)**

N/A

**iii. Articulation agreements are not applicable for the following institutions. (Indicate reasons)**

Articulation agreements are not applicable because no other Ph.D. Criminal Justice programs exist in the NSHE system.

**N. Summary Statement**

There is a strong academic and regional need for a Ph.D. program in Criminology and Criminal Justice at UNLV. Creating a Ph.D. program will support primary university goals of achieving Tier 1 Research Status and increased Retention, Progression, and Completion (RPC) rates. The program will be an important asset to Nevada, in terms of producing graduates who can teach at institutions throughout the state, and assist with criminal justice research and policy decisions.

The faculty of the UNLV Criminal Justice Department is well prepared to start the program. The department is widely recognized as a strong and well-run academic unit that effectively manages its resources. Faculty members maintain active research agendas, while educating one of the largest academic majors on campus. A Ph.D. program will increase the research productivity of the faculty, the RPC rates of students, and the national and international reputation of the university.

Strong student demand exists for a Ph.D. program in Criminology and Criminal Justice. For example, of the 12 applicants this year to the Public Affairs Ph.D. program, 5 have interest in Criminal Justice, and 4 have clearly indicated they would prefer to be in a Criminal Justice Ph.D. program, but are unable to do so because one does not exist, and they are not able to move from the state due to family or professional obligations.

The Criminal Justice Department will be able to implement the program with existing resources. Criminal Justice resources are already funding 4 Ph.D. Graduate Assistants in the Public Affairs Program, through a combination of state funds, DGRA awards, and editorial stipends. In addition,

we are currently looking to fund a 5th Ph.D. student through a research grant recently obtained by the National Institute of Justice.

Thus, with no additional investment from the university, and simply relying on what the Criminal Justice Department is already receiving for its Master's program, we anticipate being able to support a Ph.D. program with approximately 16 students. Additional sources of revenue brought in by the Center for Crime and Justice Policy, Crowd Management Research Council, the Forensic Testimony Laboratory (which is currently part of a group seeking a \$20 million appropriation from Congress to support the development of a national crime scene investigation program), individual faculty research grants and contracts, or increased GA support from the Graduate College would allow us to increase the size of the Ph.D. program. Additional GAs or faculty lines could, of course, be added if any additional funds were available from the university. However, these resources are not necessary to start the program.

Thus, the Criminal Justice Department has the motivation, the faculty strength, and the resources to launch a high-quality Ph.D. program that will be an asset to the Mountain West region, the state of Nevada, and to the University's goals of achieving Tier 1 status. The proposed Ph.D. program will allow the Criminal Justice Department to recruit and retain top faculty, and ultimately help move UNLV and Nevada forward.

## New Academic Program Proposal Five-Year Budget Projection

Institution: UNLV      Program: Ph.D. Criminology & Criminal Justice      Semester of Implementation: Fall 2015

**DIRECTIONS:** Complete the following cost estimates for the first, third, and fifth year budget projections for the proposed new program in Section A. If the total budget for the program is not reflected in the "Existing" or "New" categories, please provide further explanation in the space provided below (EXPLANATION). Any "new" costs must be noted by source in Section B.

Section A.	Year 1: <u>6</u>				Year 3: <u>14</u>				Year 5: <u>18</u>			
	Year 1/Start-up				Year 3				Year 5			
	Existing <sup>1</sup>	New <sup>2</sup>	Total	FTE	Existing <sup>1</sup>	New <sup>2</sup>	Total	FTE	Existing <sup>1</sup>	New <sup>2</sup>	Total	FTE
<b>PERSONNEL</b>												
Faculty ( <i>salaries/benefits</i> ) <sup>3</sup>	106,000	0	106,000	1.5	106,002	0	106,002	1.5	106,003	0	106,003	1.5
Graduate Assistants	79,000	0	79,000	6.0	160,000	30,000	190,000	14.0	190,000	30,000	220,000	18.0
Support Staff	35,535	0	35,535	1.0	35,535	0	35,535	1.0	35,535	0	35,535	1.0
Fellowships/Scholarships	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0
<b>Personnel Total</b>	<b>\$220,535</b>	<b>\$0</b>	<b>\$220,535</b>	<b>8.5</b>	<b>\$301,537</b>	<b>\$30,000</b>	<b>\$331,537</b>	<b>16.5</b>	<b>\$331,538</b>	<b>\$30,000</b>	<b>\$361,538</b>	<b>20.5</b>
<b>OTHER RESOURCES</b>												
Library Materials ( <i>printed</i> )	2,000	0	2,000		2,000	0	2,000		2,000	0	2,000	
Library Materials ( <i>electronic</i> )	5,000	0	5,000		5,000	0	5,000		5,000	0	5,000	
Supplies/Operating Expenses	30,000	0	30,000		30,000	0	30,000		30,000	0	30,000	
Equipment	5,000	0	5,000		5,000	0	5,000		5,000	0	5,000	
Other Expenses	0	0	0		0	0	0		0	0	0	
<b>Other Resources Total</b>	<b>\$42,000</b>	<b>\$0</b>	<b>\$42,000</b>		<b>\$42,000</b>	<b>\$0</b>	<b>\$42,000</b>		<b>\$42,000</b>	<b>\$0</b>	<b>\$42,000</b>	
<b>PHYSICAL FACILITIES</b>												
Construction	0	0	0		0	0	0		0	0	0	
Major Renovation	0	0	0		0	0	0		0	0	0	
Other Facility-Related Expenses	0	0	0		0	0	0		0	0	0	
<b>Physical Facilities Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL</b>	<b>\$262,535</b>	<b>\$0</b>	<b>\$262,535</b>		<b>\$343,537</b>	<b>\$30,000</b>	<b>\$373,537</b>		<b>\$373,538</b>	<b>\$30,000</b>	<b>\$403,538</b>	
<div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> </div> <div style="text-align: center;"> </div> <div style="text-align: center;"> </div> </div>												
<b>Section B.</b>	Amount		%		Amount		%		Amount		%	
<b>EXPLANATION OF "NEW" SOURCES<sup>2</sup></b>												
State Support	0		0.0%		0		0.0%		0		0.0%	
Federal Grants/Contracts	0		0.0%		15,000		50.0%		30,000		100.0%	
State Grants/Contracts	0		0.0%		0		0.0%		0		0.0%	
Private Grants/Contracts	0		0.0%		15,000		50.0%		0		0.0%	
Private Gifts	0		0.0%		0		0.0%		0		0.0%	
Other ( <i>please specify</i> )	0		0.0%		0		0.0%		0		0.0%	
<b>TOTAL</b>	<b>\$0</b>		<b>0.0%</b>		<b>\$30,000</b>		<b>100.0%</b>		<b>\$30,000</b>		<b>100.0%</b>	

<sup>1</sup>Resources re-allocated from existing programs in Year 1 should be noted in the "Existing" column. In addition, "New" costs from Year 1 that will continue in the third and fifth year should also be noted in the third and fifth year as "Existing."

<sup>2</sup>Any "New" resource utilized to fund a new program must include the source to be provided in the "Explanation of New Sources" section. Total "New" sources for each year must equal the total for each year under "Explanation of New Sources."

<sup>3</sup>Budget estimates for faculty salaries and benefits must include estimated merit and COLA increases in Year 3 and Year 5.

**EXPLANATION** (*Please provide any additional information pertinent to the budget projection, including for example, explain for any new funding sources that are not guaranteed receipt by the institutions how the program will make-up for the potential loss in expected new funding.*):

**Graduate Assistantship projections are based on converting existing state and externally funded M.A. level GA lines in the department to Ph.D. lines over a several year period.**

**There are no specific Library Materials associated (and thus, no expenses) with the proposed Ph.D. program, beyond materials used by the existing CRJ undergraduate and Master's Programs.**

**By Year 3, we expect the Crowd Management Research Council and the Forensic Testimony Laboratory to each be able to fund 1 Ph.D. GA though Federal and/or Private Grants. In addition, by Year 5, we expect at least 2 additional GAs to be funded though increased faculty research productivity in terms of pursuing external funding. 10.6.2014**