



CENTER FOR CRIMINOLOGY AND PUBLIC POLICY RESEARCH

Strategic Plan



2015-2016



**COLLEGE OF CRIMINOLOGY
AND CRIMINAL JUSTICE**

Research Brought to Life.

Contents

- 1. Purpose..... 2
- 2. Background..... 2
 - 2.1 Early History..... 2
 - 2.2 The Center’s Establishment (1998-2010)..... 4
 - 2.3 Current State of the Center (2011-Present) 5
 - 2.4 National and University Context..... 6
- 3. Faculty Interviews..... 8
 - 3.1 Faculty Research Interests 8
 - 3.2 Center Support and Collaboration..... 9
 - 3.3 Center Development 10
- 4. Goals and Action Strategies 12
 - Goal 1: Development and Sustainability..... 12
 - Goal 2: Pursuing Funded Research 14
 - Goal 3: Conducting Research 15
 - Goal 4: Establishing and Maintaining Collaborative Partnerships 17
 - Goal 5: Impacting Criminal Justice Policy and Practice..... 19
 - Goal 6: Creating a Unique Learning Environment 22
 - Goal 7: Marketing and Outreach 23
- 5. Measured Progress 24

1. Purpose

A branch of the College of Criminology and Criminal Justice (College), the Florida State University (FSU) Center for Criminology and Public Policy Research (Center) focuses on expanding the influence of scholarship on public policy and promoting evidence-based criminal justice policymaking and practice at the local, state, and national levels. The Center is designated as a Type II Research Center by the FSU Office of the Provost and is able to secure and expend both public and private research funds. The Center's primary purpose is to support data collection and crime and justice policy research initiatives that promote social justice.

Specifically, the Center works to achieve the following objectives:

- Obtain and maintain external funding to support policy-relevant research,
- Conduct rigorous, policy-relevant empirical research,
- Disseminate and promote evidence-based policy and practice at the national, state, and local levels,
- Contribute to the field of criminology with theoretically relevant and methodologically rigorous research, and
- Provide opportunities for students to participate in research, publications, and policy related activities.

2. Background

2.1 Early History

The first offering of criminology courses at FSU began in the early 1950s in the School of Social Welfare. By 1973, the School of Criminology offered Bachelor's, Master's, and Doctoral degrees. Over the course of the College's history various research centers have been established and developed. In addition, there has been a history of individual professors pursuing

their own external research funding. Some of these projects operated in affiliation with the College and the University while others were conducted through outside consultation arrangements.

Beginning as early as the late 1960's and 1970's, the then School of Criminology successfully competed for several externally funded projects that were available through increased funding from federal agencies, such as the Law Enforcement Assistance Administration (LEAA). In 1968, the College received a Ford Foundation grant to establish the Southeastern Corrections and Criminological Research Center. The Southeastern Center was established to work with North Carolina, South Carolina, Georgia, and Florida's Departments of Corrections. Faculty involvement in the Center primarily involved Drs. Gordon Waldo and Ted Chiricos and was initially housed on campus in the Bellamy building. Supplemented by other funded research grants the Center grew to nearly 40 staff and moved to an off-campus location. The Center existed until approximately 1976. A few years later, under Dean Eugene Czajkoski, the College received a large LEAA training grant. This grant established the Southeastern Criminal Justice Training Center led by Drs. Thomas Blomberg and Fred Faust. The Training Center provided program evaluation training throughout the country to various criminal justice policy and practitioner groups. Although the College did not maintain an official research center during most of the 1980's and 1990's, various criminology faculty members conducted funded research as consultants. Based upon their individual areas of expertise the faculty offered a wide range of research related services including expert witness work, program evaluation, statistical analysis, forecasting training, and survey research.

2.2 The Center's Establishment (1998-2010)

The current Center (The Center for Criminology and Public Policy Research) was officially established in 2004 for the purpose of expanding the College's scholarship into the public policy arena. During the time of the Center's establishment the College was reorganized under new leadership, namely Thomas Blomberg upon his appointment as Dean. Prior to his appointment as Dean, the then Provost Larry Abele charged him with elevating the College into one of the top Criminology programs in the country. Blomberg felt that an important element of the College's quest to be among the top Criminology PhD programs would be a research and public policy focus. During this period the College was rebranded with the tagline "Research Brought to Life." This tagline embodies the establishment and purpose of the Center.

The official designation as a Center in 2004 was the result of an already active externally funded research agenda in the College. Beginning in 1998, the then Associate Dean, Thomas Blomberg was awarded a multi-year, multi-million dollar contract from the Florida Department of Education for the Juvenile Justice Educational Enhancement Program (JJEED). From 1998 to 2010, JJEED developed, implemented, and maintained a research-driven accountability system that monitored all of the juvenile justice educational programs in the State of Florida. Initially, the Center was housed off campus, employed over 30 full-time professional staff, supported numerous graduate students and interns, and was fully supported by external funding. Other major Center projects during this time period included the Florida Safe and Drug Free Data Quality Management Project, a Congressional Earmark titled the Juvenile Justice No Child Left Behind National Collaboration Project, a Consumer Fraud Institute, an Assessment of the Effectiveness of Electronic Monitoring on Supervision and Post-Supervision Outcomes, the

Agricultural Crime Initiative, Educational Policy Research, and the Palm Beach County Youth Violence Reduction Project. Total funding from 1998 through 2010 exceeded \$20 million.

2.3 Current State of the Center (2011-Present)

Today the Center is housed on the fourth floor of the historic Eppes Hall as part of the College. The Center's current administrative structure includes an Executive Director (the Dean of the College, Dr. Thomas Blomberg), a Director (Dr. Bill Bales, a tenured professor) and an Associate Director (Dr. George Pesta, a research faculty member). It is the vision of the Center that numerous "Institutes" will be supported under the Center's administrative umbrella. Current "Institutes" include the Institute for the Prevention of Financial Fraud (directed by Dr. Vic Vickers, Entrepreneur in Residence) and the Crime Victim Research and Policy Institute (directed by Krista Flannigan, J.D., an adjunct faculty member). The Center receives additional administrative support from College staff for accounting, management, and technical purposes. Importantly, the Center identifies external funding sources and works with College faculty to apply for funding that supports the faculty member's research agenda and fulfills the mission of the Center. Finally, the Center supports and employs graduate research assistants (GRAs) through its various funded projects.

Since moving to the College recent Center projects include federal, state, local, and privately funded research projects. Federally funded projects include two National Institute of Justice (NIJ) funded researcher-practitioner partnerships. The first is with the Florida Department of Corrections (DOC) and the second is with the Florida Department of Juvenile Justice (DJJ). Other federally funded projects include the Palm Beach County Domestic Violence Homicide Prevention Initiative (funded by the Office of Violence Against Women), the Developing

Knowledge about What Works to Make Schools Safe Initiative (funded by NIJ), the Translational Criminology: Research and Public Policy study (funded by NIJ), and a collaborative project with Penn State and Duke Universities titled Friendship Networks and the Emergence of Substance Use (funded by the National Institutes for Health). State funded projects include a Re-Validation of the Department of Corrections COTAS system (funded by DOC). Locally funded projects include an evaluation of the Palm Beach County Drug Court (funded by the Palm Beach County Courts), the Broward County Jail Alternatives Project (funded by the Broward Sheriff's Office), and an Evaluation of the Educational Services in the Polk County Jail (funded by the Polk County School District). In addition to these various government funded projects, the Center also has acquired private funding from Merrill Lynch to conduct research on Elder Financial Exploitation. Since 2011, the Center has received over \$2,650,000 in funding.

2.4 National and University Context

Given that the Center is largely supported by soft money, it is important to understand the context in which the Center operates. First, the Center serves as the research arm of the College by providing administrative structure and assistance to College faculty who wish to pursue research funding. More specifically, the Center can facilitate locating potential sources of research funding, assist with applying for funding, administratively manage research projects, and assist Principal Investigators (PI) with conducting their research. Center projects often provide opportunities for accessing typically unavailable criminal justice organizations and data, opportunities to publish using these data, and opportunities for graduate students to receive funding and conduct research. Moreover, cumulatively these various research projects have and will continue to provide opportunities for elevating the number and quality of faculty and

graduate student research and publications. As documented in Kleck et al.'s three prior studies of research/publication productivity over the past 14 years, FSU's College of Criminology and Criminal Justice's faculty rose nationally in research productivity from 7th (2000-2004) to 1st (2005-2009) and 2nd (2010-2014).

Additionally, the Center plays a vital role within the larger University context and aims to assist the university with meeting its goals and fulfilling its mission. In early 2013, then University President, Dr. Eric Baron announced the goal of being ranked within the top 25 National Public Universities by the US News & World Report university ranking system. Among numerous other items, universities are ranked based upon the amount of external research funding received, number of funded research projects, prestige, and number of peer reviewed research publications. Later in 2013, the Florida Legislature indicated the importance of establishing FSU as a top institution of higher learning and research by passing the Career and Professional Education Act which awarded FSU, along with the University of Florida, "preeminence" status within the State of Florida University System. Along with this status, the law provides FSU with \$15 million a year for the next five years to escalate research through faculty recruitment and retention. By promoting current, relevant, and innovative research, the Center attracts noteworthy government and industry partnerships and funding that contribute to advancing FSU's goal of being ranked as one of the top 25 National Public Universities.

Finally, the Center is also influenced by the national context within the field of criminal justice research. In the field of criminal justice today, perhaps more than ever, research is influencing policy and practice. Although the divide between academia and policy and practice still exists, questions of resource allocation, cost effectiveness, and "what works" have begun to bridge this traditional divide. This larger context is often influenced by the intersection of

research and public policy. For example, Center faculty have provided a number of state legislative and U.S. Congressional briefings on the policy applications of their research. Numerous scholars and researchers have called for criminal justice research to be more influential in federal, state, and local policy and practice. Other scholars, particularly in the field of juvenile and adult corrections, have discussed the emergence of an evidence-based movement in criminal justice. Furthermore, both public and private funders of research are encouraging research designs that include researcher-practitioner partnerships and multi-disciplinary collaborations. NIJ has embraced the publication of scientific peer-reviewed publications over a funded project's final technical report. Understanding these national trends and contexts is critical for the Center as research designs that employ researcher-practitioner partnerships, interdisciplinary collaborations, and mixed methods approaches become increasingly viewed as favorable to both public and private funders of research.

3. Faculty Interviews

In 2014, faculty interviews were conducted to assess faculty perceptions of how the Center can best assist with current and future faculty research projects. The interviews were semi-structured around questions regarding 1) the faculty member's research interests, 2) how the Center might assist faculty members with conducting their research, and 3) suggestions for the Center's growth and sustainability.

3.1 Faculty Research Interests

Understanding the research interests of the faculty is important for identifying funding sources relevant to the strengths of the faculty. Faculty members' research interests varied

widely across the various functions of the criminal justice system including corrections, courts, policing, and victim services. The faculty also have wide interests in theory, such as life course, self-control, social control, labeling, bio-social, social disorganization, and organizational theories being mentioned during the interviews. The majority of the faculty regularly employ quantitative methods and there are numerous faculty that possess a high degree of advanced knowledge of statistical methods. A much smaller number of faculty engage in qualitative, historical, or policy evaluation methods. Topical research interests include racial and social inequality, communities and crime, corrections, violence, reentry and recidivism, desistance, sentencing, gender, punishment and social control, and white collar crime. As a whole, the faculty have more research interests in communities and crime, corrections, and courts; with less collective expertise/interest in policing.

3.2 Center Support and Collaboration

Five primary themes emerged regarding how the Center could support faculty who are interested in applying for external funding and how the College and Center could become better integrated. First, the Center should provide administrative support for pursuing and managing funded research projects. Administrative support might include locating potential sources of funding, assisting with preparing and writing grant proposals, preparing budgets, coordinating with FSU Sponsored Research and the Human Subjects Committee (IRB), and managing projects post-award. Second, the Center could facilitate the development of unique datasets for research purposes. Datasets might include state agency administrative data from the Attorney General's Office, DOC, DJJ or the Florida Department of Law Enforcement (FDLE); local government administrative data such as jail or court data; and state or national survey data. At

the completion of the research project, after the sponsor's requirements have been met, specific datasets could then be made available to faculty and graduate students for additional research initiatives. Third, the Center could generate funding by identifying funding sources that are aligned with faculty research interests, and fund graduate students, post-docs, and visiting scholars to collaborate with faculty on research projects. Fourth, the Center could develop and maintain collaborative research partnerships with government agencies, private industry, community outreach initiatives, and colleges in other disciplines. Fifth, the Center could promote collaboration with external agencies and researchers by hosting guest speakers and supporting faculty by providing conference fellowships.

3.3 Center Development

Four primary themes emerged from the faculty interviews regarding the growth and development of the Center. The first involves obtaining permanent funding to provide a permanent foundation for the Center. Suggestions around permanent funding included 1) endowments, awards, or university research lines to support permanent Center positions, 2) obtaining 5-year start-up or establishment funding, and/or 3) external funding to support fellowships and post-docs, who in-turn can provide services for the Center. These base positions or funding would provide a foundation to support continuous growth and collaboration with faculty on a wide variety of future funded research initiatives. The second strategy involves faculty incentives to encourage their involvement with the Center and promote research proposal development. Summer funding or course buyout might be used in exchange for quality research proposals that have a high probability of funding. In addition, writing research proposals, receiving funded awards, and serving as PIs on research projects could count more toward tenure

and promotion. A third strategy cited by faculty to promote the Center's growth and development was marketing. Marketing the Center could involve promoting special skills such as jail and prison forecasting, program evaluation, and large dataset creation, management and analysis. The Center should market the faculty's strengths directly to professional/industry organizations (i.e., police, correctional, victim services), government agencies (federal, state, and local) and private industry (i.e., security, banking, and correctional providers). The fourth strategy, as discussed previously, involves the leveraging of collaborative partnerships which could become a viable source of growth and stability for the Center. Ideally, partnerships would result in long-term contracts or annual research services such as a G4S Security Management curriculum, annual Florida crime analyses and forecasting for the Florida Legislature, or long-term data management and reporting for government agencies. In employing these action strategies, the Center could be more integrated with the Development office where the Center could be used to promote development and the Development Office could solicit resources for the Center.

Overall discussion with the faculty revolved around the Center's role within the College and how the faculty might better interact with the Center. Several common themes emerged including the continued use of collaborative partnerships, building relevant datasets for faculty and graduate student research, strategies for developing general and sustainable funding, as well as ongoing administrative support for faculty regarding facilitating proposal development, working with FSU Sponsored Research, accounting, and Human Subjects (IRB) requirements. The Center was also noted as a recruiting tool for perspective faculty hires with interest in funded research, unique datasets, and agency partnerships.

4. Goals and Action Strategies

Overall, the mission of the Center, knowledge regarding the history of the Center, and the results of the faculty interviews were used to develop the following goals, action strategies, and measures. Some goals and action strategies necessarily overlap. For example, the goal of maintaining strong agency partnerships might result in meeting multiple Center objectives including funding for future research projects, internships for students, and avenues for the Center's research to impact policy and practice.

Goal 1: Development and Sustainability

Goal 1: Establish base of reoccurring funding to support overall development and sustainability and general budget needs of the Center.

Overview

Reoccurring funding is fundamental for establishing infrastructure and stability within the Center. As far back as the late 1960's, and for several years, Ford Foundation funding provided stable infrastructure to the Southeastern Corrections and Criminological Research Center. This base funding provided staff and offices that were used to pursue additional grants. More recently, from 1998 to 2010, the JJEEP project provided considerable stability for the Center. The annual contract from the Florida Department of Education (DOE) resulted in several benefits to the Center. First, it allowed the Center to support multiple faculty, Center staff, and graduate students. These staff were then available to pursue other research projects or to work on multiple projects as they were awarded. Secondly, this long-term contract allowed the Center to develop expertise in particular areas such as juvenile justice policy, correctional education, and delinquency interventions. This expertise eventually led to other funding awards from both

federal and state sources, namely the Juvenile Justice NCLB National Collaboration Project, the Florida Safe and Drug Free Data Quality Management Project, and a study of alternative education high schools in Volusia County, Florida. Finally, the multiple datasets that were created as a result of the annual JJEEP contract with DOE resulted in numerous published research reports, journal articles, research briefs, legislation and congressional briefings, professional conference presentations, dissertations and, as previously mentioned, helped elevate the College as one of the highest ranked PhD programs for faculty article productivity over the past 15 years.

Action Strategies

1.1 Obtain an endowment that would support a salaried position for the Center and/or support postdoctoral, fellowship, or visiting scholar positions within the Center. To obtain endowments the Center will work with the College's Development Officer. The Center's work can be used to market the College and to solicit donors for endowed research initiatives. Potential donors could choose to support general Center activities or they could support specific areas of research that are aligned with the donor's interest.

1.2 Acquire long-term and/or annual contracts with government agencies, professional organizations, or private industry. Long-term and/or annual contracts would help stabilize Center resources. A long-term contract might include regular data collection, data management, analyses, and annual reporting to meet the needs of the funder and research expertise/interest of the faculty.

1.3 Develop a Florida Criminal Justice Data Repository. By linking multiple state criminal justice agencies' data into a central repository, system-wide analyses and forecasts of

crime and criminal justice processing trends will be possible. By employing the best available empirical evidence, these simulated predictions can be used by Florida's policymakers and agencies to determine a given evidence-based policy's impact on crime, public safety, and cost-effectiveness.

Goal 2: Pursuing Funded Research

Goal 2: Pursue project specific funding that encourages faculty participation in funded research and fulfills the mission of the Center to conduct policy relevant research.

Overview

The Center has had success pursuing and obtaining project specific research funding. The majority of recent projects are funded by the National Institute of Justice (NIJ). As of 2015, the Center has four NIJ funded projects including two researcher-practitioner partnerships, a randomized controlled trial of a delinquency intervention in public high schools, and a qualitative study of translational criminology. Other recent federally awards include funding from the National Institutes of Health (NIH) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP). At the state level the Center has received funding from DOE, DJJ, DOC, and the Attorney General's Office. The Center has also been successful in receiving locally funded research projects throughout the state of Florida. For example, Palm Beach County has funded evaluations of its drug court, jail healthcare system, youth violence prevention programming, and its federal Weed & Seed initiative. More recently, Broward and Polk counties have also funded jail related projects for population forecasting and an educational services evaluation, respectively. Finally, in 2014, the Center received its first private industry funding.

Merrill Lynch provided Phase I funding for the study of elder financial fraud in The Villages, Florida to be followed by a national survey of elder citizens regarding financial fraud.

Action Strategies

2.1 Continue to annually submit collaborative research proposals to various research funding groups including federal, state, local, philanthropic, non-profit, and private agencies. College faculty should be recruited to serve as PIs and Co-PIs. To facilitate the collaboration among College faculty, the Center will maintain a list of faculty research interests and potential sources of public and private funding. To enhance the number of high quality research proposals submitted annually and encourage College faculty involvement, incentives could be provided for select faculty to develop proposals either through summer funding or course buy-out.

Goal 3: Conducting Research

Goal 3: Conduct research that is germane to the interests of the College and Center faculty and fulfills the mission of the Center to conduct policy relevant research.

Overview

Historically, the type of research conducted by the Center has varied. However, the Center has also conducted multiple research projects in some particular criminal justice areas such as juvenile justice, corrections, fraud, local jails, victim services, and others. Projects such as JJEEP, the Juvenile Justice NCLB Behind Collaboration Project, and the DJJ Researcher-Practitioner Partnership among others have focused on research related to juvenile justice. The DOC Researcher-Practitioner Partnership, the Effectiveness of Electronic Monitoring, and A Randomized Experimental Study of Prison-Based Substance Abuse Treatment Programs

demonstrates a Center concentration in the area of Corrections. Other projects have focused on research in local jails, fraud, and victim services. Currently the Center has established institutes for the Prevention of Financial Fraud and Victim Services. In addition, the Center has employed a myriad of research designs and methods such as qualitative studies, longitudinal research, survey research, program evaluation, and secondary data management and analysis. These various research projects have resulted in numerous research reports, professional conference presentations, peer-reviewed articles, as well as student theses and dissertations. In order to sustain policy-relevant research across the field of criminal justice and to employ state of the art methodological and analytical techniques, the Center must continue to collaborate with College faculty, faculty across the University, and other universities.

Action Strategies

3.1 Create, maintain, and make available unique datasets with original and/or secondary data sources that can be used to answer theoretical and policy-relevant research questions.

Funded Center projects should result in datasets that can be used for publications and dissertations beyond the life of the project. Once initial and primary publications are complete on a given research project, PIs should be encouraged to make project datasets available, through the Center, to other interested College faculty and graduate students.

3.2 Publish peer-reviewed articles generated from funded research projects that include collaborative authorship among professors, research faculty, and graduate students.

3.3 Present research papers/presentations to policy making audiences and at academic conferences that are generated from funded research projects that include collaborative authorship among professors, research faculty, and graduate students.

Goal 4: Establishing and Maintaining Collaborative Partnerships

Goal 4: Establish and maintain collaborative partnerships with government agencies, professional organizations, and private industry.

Overview

Partnerships, particularly with state agencies, have been the primary source of funding and research for the Center since 1998. Some of the Center's most successful partnerships have included JJEPP, the DOC Partnership, the DJJ Partnership, and various related projects with Palm Beach County. Partnerships have been beneficial in two succinct ways. First, the Center has experienced a greater likelihood of research findings impacting policy and practice as a result of the researcher-practitioner partnerships. Secondly, long-term and/or multiple funding opportunities have resulted from many of the Center's partnerships.

For example, JJEPP researchers worked directly with the Florida Departments of Education and Juvenile Justice and the Florida legislature. More importantly, this project assisted in building relationships with school districts and educational providers of juvenile justice education services throughout the state. Through these various agency and provider relationships, for more than 12 years, JJEPP was able to significantly impact the policies and practices that guided all of Florida's juvenile justice education programs. In addition, JJEPP's research led to the development of other research projects including the evaluation of alternative schools for at-risk and delinquent youth in Daytona, Florida, the Florida Safe and Drug Free Schools Data Quality Management Project, and the National Juvenile Justice and NCLB Collaboration Project (funding awarded by Congress to assist other states in their respective juvenile justice education systems). Another example of a long-term partnership is with Palm

Beach County. Since the mid 1990's the Center has worked with numerous institutions within Palm Beach County including the Criminal Justice Commission, the sheriff's office and county jail, the school district, and the court. These various projects have not only impacted local criminal justice policy, but have also developed into a long-term partnership with the county over the last 20 years.

Currently, the Center has two formal, NIJ funded, Researcher-Practitioner Partnerships, one with the Department of Corrections and one with the Department of Juvenile Justice. These partnerships were developed through relationships among College faculty and agency administrators. Collaborative partnerships between the Center and practitioner agencies and organizations have multiple benefits. Strong relationships, agency support, and trust are critical for gaining access to data, personnel, programs, and facilities. In addition, agency support is critical for obtaining grant funding. Trust and reciprocity between the research and practitioner organizations often results in research findings impacting policy and practice. Overall, the College has excellent relationships with these agencies which has resulted in multiple projects, joint presentations and publications. In addition, graduate students and alumni are employed in both agencies. The continuing development and fostering of partnerships with various agencies and organizations is critical to the Center's development and stability.

Action Strategies

4.1 Establish and maintain collaborative partnerships with state agencies (i.e., DJJ, DOC, FDLE, and the Attorney General's Office) that result in multiple funded research projects, joint presentations and publications, and most importantly, policy impact.

4.2 Establish and maintain collaborative partnerships with professional organizations (i.e., Florida Sheriffs Association, the Florida Police Chiefs Association, Florida Parole Board, American Jail Association, National Institute of Corrections, and the National Juvenile and Family Court Judges) that result in multiple funded research projects, joint presentations and publications, and most importantly, policy impact.

4.3 Establish and maintain collaborative partnerships with private industry (i.e., G4S, Merrill Lynch, CitiGroup) that result in multiple funded research projects, joint presentations and publications, and most importantly, policy impact. Further, these partnerships could result in private sector funding for endowed positions within the Center.

4.4 Establish and maintain a collaborative partnership with federal agencies (i.e., Bureau of Justice Administration, Homeland Security, Bureau of Indian Affairs, and Department of Defense) that result in multiple funded research projects, joint presentations and publications, and policy impact.

[Goal 5: Impacting Criminal Justice Policy and Practice](#)

Goal 5: Facilitate the use of research to impact criminal justice policy and practice at the federal, state, and local level.

Overview

Since its official establishment in 2004, the Center has, at its core, been concerned with conducting and disseminating criminal justice research to inform policy and practice. Further, the Center has become the research arm of the College. However, unlike pure academic research that may use national, publically available datasets to test theories of crime, the Center has often been more concerned with what some have termed “action-oriented research.” JJEEP, for example,

had established as one of its four primary objectives to impact juvenile justice educational policy and practice. As a result, the project provided annual recommendations to state agencies and the Florida Legislature, as well as shaped the practices of every juvenile justice education program in the state of Florida by incorporating research requirements into its annual program assessments. The Center has also performed numerous program evaluations. In each of these instances, the final report included written recommendations for program improvement, many of which have been embraced by the local agencies. No doubt, the Center has impacted criminal justice policy in Palm Beach County over the course of its numerous research projects in Palm Beach. Despite these direct efforts from the Center, it has been difficult to gage the impact the Center has had on policy and practice. And furthermore, the Center has yet to identify the most successful strategies for incorporating research into policy and practice.

Action Strategies

5.1 Publish research briefs, research reports with policy relevant recommendations, and policy oriented articles in trade publications. In addition to peer-reviewed research articles, the Center should publish research briefs through funding agencies and policy oriented articles in recognized trade journals such as OJJDP Research Briefs, BJS Research Briefs, *Corrections Today*, *Education Weekly*, and numerous other law enforcement and security related publications.

5.2 Present Center research activities at policy and practitioner conferences. In addition to presenting at conferences such as ASC and ACJS, the Center should regularly present at practitioner conferences that have a large practitioner and/or policymaker audience base with potential to influence policy and practice in their respective field. Appropriate venues might

include conferences hosted by professional organizations such as the American Correctional Association, the National Association of Juvenile and Family Court Judges, Florida Police Chiefs Association, and/or the Florida Sheriffs Association, to name a few.

5.3 Host, facilitate, and/or participate in an annual State of Florida Criminal Justice Research and Policy Summit. The purpose of the Summit would be to discuss, debate, and deliberate upon criminal justice related social problems currently facing the State of Florida. Participants might include legislative and executive level policymakers, key decision makers from state criminal justice agency staff, and criminal justice researchers from throughout the state of Florida. We would plan to include a presentation at the annual Summit of Florida Citizens' Perceptions Regarding Crime and its Control.

5.4 Establish graduate level internships with the Florida Legislature and state criminal justice agencies. Graduate students could be assigned each spring to the Florida House and Senate Criminal Justice Committee offices and the Legislative Affairs Offices of the DJJ, DOC, and FDLE to assist policy staff during the legislative session. Undergraduate internships have been available in the past. However, the purpose of having graduate level internships would be to provide a higher level of research related service to the policymakers. Graduate students would likely be afforded a higher level of responsibility and are more familiar with research methods. In addition, they are typically more adept at synthesizing large numbers of previous studies for the purpose of articulating clear problem formulations, potential solutions, and estimated results. The internship would provide firsthand experience in the criminal justice policymaking process and create future researchers who better understand their field from the policymaker and practitioner perspectives.

Goal 6: Creating a Unique Learning Environment

Goal 6: Provide unique learning opportunities for post-graduate, graduate, and undergraduate students.

Overview

Since 1998, the Center has provided opportunities for graduate students to gain financial support, research experience, publish, and complete their theses and dissertations. Through the Center graduate students have been provided research assistantships, summer funding, part-time employment, and directed individual studies. Many of these opportunities have propelled students into the beginnings of their academic careers post-graduation. In addition, the Center has offered undergraduate students opportunities to participate in research projects and earn credits through Directed Individual Studies (DIS) and internships. Although numerous students have benefited from their involvement with funded research projects, the Center endeavors to more formally establish learning opportunities for both graduate and undergraduate students.

Action Strategies

6.1 Continue to support graduate research assistantships (GRAs) through funded research projects. GRAs should be viewed as coveted positions among the pool of qualifying graduate students. GRAs should be recruited each fall as part of the College's assistantship appointment process. When GRA positions become available mid-year, the Center should work with the College's Graduate Program Director to identify the best available candidates for the position.

6.2 Provide opportunities for graduate and undergraduate students to participate in Center research activities through DIS. DIS students can be assigned to project specific PIs or the

Directors of the Center as appropriate. In the past, this practice has led to undergraduate students' decision to enter our PhD program.

6.3 Establish post-doctorate, fellowship, and visiting scholar positions to support and expand the Center's research agenda and activities. Post-doctorate level positions should support and expand Center research activities by assisting with proposal development and project specific research activities.

6.4 Facilitate a guest speaker series comprised of researchers, policymakers, practitioners, and Center project PIs. The guest speaker series would focus on current social problems faced by various aspects of the criminal justice system. The primary target audience for guest speakers is criminology faculty, graduate, and undergraduate students. However, the lecture series could be open to students and faculty in other departments across the University as well.

Goal 7: Marketing and Outreach

Goal 7: Market the Center's services and research through both traditional and social media sources.

Overview

Historically, the Center was often marketed separately from the College. From 1998 through 2010, during the years the Center was located off-campus, the Center maintained its own website and developed its own brochures and marketing materials. The current Center is, and endeavors to be, more fully integrated into the College. The Center is located on the fourth floor of Eppes Hall, research projects are more spread out among various faculty members, and most notably, the College and Center share a seamless website, logo, and marketing materials. Moving forward, the Center plans to work directly with both the College's Director of Development and Director of Marketing to ensure that alumni, potential donors, potential research partners,

policymakers, practitioners, and other interested parties are aware of the various research services, opportunities, and products at the Center.

Action Strategies

7.1 Maintain a Center presence on the College's website that provides Center contact information, a description of research services, project specific information, and policy relevant research reports and findings.

7.2 Develop press releases for newly funded grant projects, high profile publications, and other Center related activities.

7.3 Use social media to connect the Center with alumni, criminal justice policy organizations, practitioners, and researchers.

7.4 Conduct outreach to government agencies, professional organizations, and private industry for the purpose of establishing working relationships. Outreach could include Center presentations directed at potential partners, meetings with potential partners for the purpose of discussing mutually beneficial projects, or other means of solicitation.

5. Measured Progress

Progress toward the goals and action strategies detailed in Section 4 will be measured annually and documented in the Center's Annual Report. The report will capture all of the Center's major activities and accomplishments each year from July 1 through June 30. It is anticipated that the annual report will be approximately 10 pages in length. The report will be maintained on the College's website and will be disseminated to all College Faculty at the beginning of each academic year. The annual report outline will follow the same order of the

goals detailed in Section 4. The following is an outline of how the Center will measure progress made on each strategic plan goal. *See the attached Center Annual Report template for more details.*

Under Goal 1: Development. Measures include 1) meetings and outreach with organizations and companies regarding potential long-term contracts, 2) long-term contracts submitted, 3) long-term contracts awarded, and 4) endowments solicited and received. Funding sources, amounts and lengths of contracts will also be included.

Under Goal 2: Pursuing Funded Research. Measures include 1) research proposals submitted, and 2) research projects awarded. Details will include faculty involvement in proposal development, PI information, funding source, and amount.

Under Goal 3: Conducting Research. Measures include 1) presentations at academic conferences and 2) peer-reviewed publications submitted and accepted that were generated from Center research projects, 3) a summary description of the data sets created by Center research projects that can be used to produce research publications. Details will include faculty and graduate student authorships, numbers of authors, and conference and publication sources.

Under Goal 4: Establishing and Maintaining Collaborative Partnerships. Measures include 1) number of active partnerships, 2) joint activities performed under each partnership, and 3) products produced through the partnership including joint publications, policy and academic presentations and measures of policy impact.

Under Goal 5: Impacting Criminal Justice Policy and Practice. Measures include 1) listings of research reports, trade publications, and research briefs submitted and accepted, 2) presentations at policy and practitioner venues and conferences, 3) graduate student participation in internships with policymaking organizations, and 4) policy/practice changes resulting from the

research. Details will include faculty and graduate student authorships, numbers of authors, and conference and publication sources.

Under Goal 6: Creating a Unique Learning Environment. Measures include 1) number of graduate research assistantships funded through Center projects, 2) number of graduate and undergraduate Directed Individual Studies completed that are associated with the Center, 3) descriptions of any post-doctorate, fellowships, or visiting scholars affiliated with the Center, and 4) listings of guest speakers, their affiliations, topics, and audience participation.

Under Goal 7: Marketing and Outreach. Measures include 1) numbers of project award and research publication press releases, and 2) uses of social media to promote the Center, its research, and affiliated faculty.

After each annual report is reviewed by the Directors of the Center, the strategic plan will be revisited and revised as needed based upon Center performance, current College and University context, and emerging priorities.