

# Eastern Wyoming College

## **Instructional Program Review 2014 - 2015**

**Program: Criminal Justice  
Associate of Arts  
Associate of Applied Science  
Certificate--Corrections**

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## EASTERN WYOMING COLLEGE Instructional Program Review 2011-2012

**Program Name:** Criminal Justice

**Part I: Statistical Data from the past three years:**

	2011-2012	2012-2013	2013-2014	Average
Annualized FTE Enrollment	25.4	22.7	17.5	21.9
Annualized FTE Faculty	2.9	3.2	2.7	2.9
# Students	75	73	54	67
# Graduated	6	7	6	6

FTE = Full-time equivalent

**Modes of Delivery:**

Online       compressed video       face-to-face

**Advisory Committee Member Agencies and Organizations:**

Wyoming Department of Corrections: Wyoming Medium Correctional Institution  
Torrington Police Department  
Goshen County Sheriff's Department  
Lingle Police Department  
Ft. Laramie Police Department

**Community Partners or Internships:**

Wyoming Department of Corrections:  Wyoming Medium Correctional Institution Torrington Probation and Parole, Torrington Wyoming Honor Conservation Camp, Newcastle Wyoming Boot Camp, Newcastle Wyoming Women's Center, Lusk Wyoming State Penitentiary, Rawlins	Department of Family Services, Torrington
	Wyoming Game and Fish Department
	Lingle Police Department
	Ft. Laramie Police Department
	Goshen County Attorney's Office, Torrington
	Converse County Sheriff's Department, Douglas
Wyoming Law Enforcement Academy, Douglas	Torrington City Attorney's Office
Goshen County Sheriff's Department, Torrington	Niobrara County Sheriff's Office
Campbell County Probation and Parole Office, Gillette	
St. Josephs Children's Home, Torrington	

### **Revisions in CJ Curriculum since last review:**

The changes made in the past ten years have been significant. Particularly those outlined in the last Review 2011-2012. The period since then has been a time for implementation and assessment of those reforms as well as continued modifications to the Criminal Justice Program. The most recent and significant curriculum changes have been instigated by University of Wyoming and the Complete College Wyoming group. To improve graduation rates the EWC Criminal Justice Program adopted the UW 2 plus 2 framework and reduced the number of total credits required to attain a diploma. To support this change necessitated revisions in the general education requirements of the Program. These changes also caused a review and updating of course sequencing and offerings. However through coordination with UW and the community college system we maintained our extensive online delivery program and our ongoing articulation of programs and courses with Chadron State College, WLEA and the other community colleges. One specific change included adding PSYC 2000 Research Psychological Methods as an elective taught here at EWC and accepted by the UW Criminal Justice Program.

### **Part II Narrative Analysis:**

#### **Description of Community Need:**

The largest criminal justice employer in our area is WMCI, the Wyoming Medium Correctional Institution. As of May 27<sup>th</sup>, 2015 the inmate count was 661. WMCI employs over 198 uniformed staff and over 171 non-uniformed and professional staff. The current vacancies among corrections officers is 35. In addition to WMCI, our EWC service area also contains two other DOC locations, the Wyoming Women's Center in Lusk and the Boot Camp and Honor Conservation Camp in Newcastle. Probation and Parole offices are located in most service area counties.

Integrated within the Wyoming Department of Corrections agency culture is education. During the hiring process education, training and experience are highly valued qualities to possess. Then after hiring promotions are based on similar values which include education in the form of college degrees and classroom work at the forefront.

Law Enforcement continues its trend toward the need for more education to supplement their training requirements. This is particularly true in the area of administration where graduate degrees are the norm rather than the exception. The new Torrington Police Chief is an EWC graduate who went on to obtain his MA. To that end it is a priority in the EWC Criminal Justice Program to develop within the student the personal value of continuing education rather than simply accumulating credits, hours or awards. We therefore advise students to consider continuing their education and obtain a BA and then an MA once they have obtained a degree from EWC.

A strong partnership with the Wyoming Law Enforcement Academy in Douglas continues to provide participants with credit for their classes which are articulated and reviewed on a regular basis with EWC faculty and administration.

#### **Description of State and National Trends:**

Several job classifications exist for criminal justice areas. The following two are representative of common classifications.

## Police and Sheriff's Patrol Officers 2014 Wage Table

Location	Pay Period	Low	Median	High
United States	Hourly	\$15.88	\$27.31	\$44.45
	Annual	\$33,000	\$56,800	\$92,400
Wyoming	Hourly	\$18.78	\$24.83	\$32.01
	Annual	\$39,100	\$51,600	\$66,600

### State and National Trends

United States	Employment		Percent Change	Projected Annual Job Openings <sup>1</sup>
	2012	2022		
Police and Sheriff's Patrol Officers	653,800	692,700	+6%	24,390
Wyoming	Employment		Percent Change	Projected Annual Job Openings <sup>1</sup>
	2012	2022		
Police and Sheriff's Patrol Officers	980	1,060	+8%	40

<sup>1</sup>Projected Annual Job Openings refers to the average annual job openings due to growth and net replacement.

## Correctional Officers & Jailers 2014 Wage Table

Location	Pay Period	Low	Median	High
United States	Hourly	\$13.12	\$19.12	\$34.99
	Annual	\$27,300	\$39,800	\$72,800
Wyoming	Hourly	\$15.87	\$18.85	\$25.58
	Annual	\$33,000	\$39,200	\$53,200

### State and National Trends

United States	Employment		Percent Change	Projected Annual Job Openings <sup>1</sup>
	2012	2022		
Correctional Officers and Jailers	452,800	474,900	+5%	14,240
Wyoming	Employment		Percent Change	Projected Annual Job Openings <sup>1</sup>
	2012	2022		
Correctional Officers and Jailers	1,010	1,050	+4%	30

<sup>1</sup>Projected Annual Job Openings refers to the average annual job openings due to growth and net replacement.

### Activities in Support of Student Recruitment and Retention:

1. Reduce the number of credits required to graduate.
2. Participate in early registration days.
3. Technology Days presentations to high school students.

4. Collaboration with EWC student recruiters so as to be available for tours and one-one meetings with students and parents.
5. Regional high school student visitation days.
6. Participation in design of Criminal Justice Program poster for distribution.
7. Group presentations to WLEA student police officers, sheriff's deputies, highway patrol officers, game and fish officers and communication dispatchers.
8. Student participation in facility tours whether as a class member or an invitee. This to include WMCI and other major Wyoming state DOC facilities, the old Wyoming State Penitentiary, area jails and law enforcement facilities and the WLEA.
9. By request or invitation arranged activities to include police ride a longs, court case visits, prison tours and interviews with juvenile justice professionals.
10. Active advising role by instructors. Rather than divide and direct the students toward one instructor or the other duties are shared and students can meet with either instructor for a consultation.

All of these activities are done with the intention of increasing the visibility and knowledge of EWC and the Criminal Justice Program and the field of Criminal Justice, thereby, attracting future students and retaining current students.

### **Assessment of Student Learning:**

Degree seeking students arrive at the EWC Criminal Justice Program either having taken the ACT or complete Compass testing. This testing provides placement information for Math, Reading and Writing. Then along with traditional classroom grading and evaluation rubrics used to measure knowledge, various classroom assessment techniques are used to improve student's learning.

At the conclusion of the Program the student is required to complete a Capstone paper. This provides them with an opportunity to write the story of their learning from the beginning of their classes through the last semester. Finally if enrolled in an Associate of Arts program, the students are asked to take the CAAP test to measure their education upon graduation as compared to their level when they enrolled.

### **Strengths of the Program and Faculty:**

The Program is currently short one fulltime Corrections instructor while the Law Enforcement instructor is teaching ½ semester credit load due to Division Chair duties. This has necessitated the use of Social Science and adjunct faculty for over a year now. Maintaining close professional relationships with the Torrington Police Department, WMCI, WLEA and the Wyoming Department of Corrections has been an important advantage to the EWC Criminal Justice Program. Instructor's involvement with these agencies also brought them into contact, for professional reasons, with all other areas of the criminal justice system in Goshen County along with many state and area law enforcement agencies, social service and mental health agencies, DOC departments and court systems in the EWC service area and other parts of the state. The loss of fulltime instructors committed to the Program rather than individual classes does not benefit the college. However the community partnerships are still there as evidenced this past spring by students interning at the Torrington Police Dept., St. Joseph's Children's Home, Converse County Sheriff's Office and Campbell County Probation and Parole. It is unclear how well continued use of adjunct instructors will maintain those partnerships.

### **Part III Recommendations**

#### **Faculty Recommendations:**

My recommendations for continuous improvement include:

1. Returning to having on staff two fulltime Criminal Justice instructors, one Law Enforcement and one Corrections, before the next Program Review.
2. Integrate EWC marketing and recruiting strategies with our partnership efforts among service area and other criminal justice and social service agencies. Currently students at the end of their program enroll in a class called Supervised Lab Experience commonly known as an internship. We will search for a recruiting activity that demonstrates how our relationships with partnering agencies are a part of a student's education.
3. Attend articulation meetings with the Wyoming community colleges, the University of Wyoming and Chadron State College.
4. Meet with WLEA staff to review articulation agreement and make changes as appropriate.
5. Review the course offerings and distance education offerings to ensure we have timely rotations of all required classes for the Associate of Arts degrees and the Corrections Certificate.
6. Promote EWC as a regional center for educational opportunities for Criminal Justice students and practitioners to study or teach Law Enforcement, Corrections, Probation Parole, Juvenile Justice, Social Work and other city, county, state and federal enforcement functions or special topics within each discipline.

#### **Action Plans - Year One through Year Three (attached)**

#### **Advisory Committee Recommendations:**

Advisory Group members requested the Criminal Justice Program examine the potential offering of Homeland Security classes. The rise in federal and state positions since 9/11 including a renewed focus on emergency management and first responders suggests this area may be a logical opportunity.

Members describe POST (Wyoming Peace Officers and Standards) for Correctional and Law Enforcement Officers and Communications Specialists as requiring a certain number of hours per year or every other year to maintain their state certifications. However educational or training course offerings are generally ad hoc and do not come along in a planned or considered way or are recommendations of supervisory staff.

The Group recognizes that the officer/employee by enrolling at EWC in a program or class is directing their own studies and working on their own goal of a degree or certificate or maintaining state certification. And so in addition to maintaining their POST certification and education they are developing the agency and personal value of lifelong learning. To that end the Group wants to maintain a robust collaboration with the EWC Criminal Justice Program staff through meetings between all concerned parties.

### **Division Chair Recommendations:**

The Criminal Justice Program remains an important part of the Arts, Humanities, Social and Behavioral Sciences Division and EWC. It has also been a successful program for many years. However it no longer has two fulltime instructors focused exclusively on its success. And while adjunct instructors have filled in to teach various classes, there is a natural consequence to not having personnel giving fulltime attention to the Program. A return to a fulltime Corrections instructor and a fulltime Law Enforcement instructor should be the goal to be achieved before the next program review.

We also need to remind ourselves that virtually every important element of the State of Wyoming Criminal Justice System is represented in Torrington in a significant way---Law Enforcement, Corrections, the Courts and Juvenile Justice. Within our service area, additional facilities include WLEA, the Wyoming Women's Center and the Wyoming Honor Farm and Boot Camp. This presents a nearby educational opportunity of practical experience for our students that no other college in the state possesses. To benefit from this opportunity requires maintaining relationships with these agencies and entities that can help us support student learning not just in the Criminal Justice Program but other programs in the Division.

Additionally EWC will be able to support employee education within these agencies in particular correctional officers and law enforcement officers. These relationships will also help identify courses of value to these partners. Therefore the Program needs to be flexible and creative, this to include online, outreach, campus and special topics classes. To repeat maintenance of these relationships between EWC and other agencies requires personal attention.

The final component along with strong relationships, support for student learning and new courses will be identifying the new criminal justice student. There is the graduating high school student, the non-traditional student who is changing careers and the practitioner--either a currently serving police officer or correctional officer who is usually doing shift work. These are distinct marketing and recruiting challenges and their enrollment along with their progress towards a degree or culmination will not be neatly categorized. The recommendations by faculty, advisors and EWC staff address these concerns, and I would encourage their endorsement and support.

### **Vice President's Recommendations:**

The Criminal Justice program represents a cluster of programs with different emphasis areas. We are fortunate to have such strong partnerships throughout our service area with the Department of Corrections, Wyoming Law Enforcement Agency, and all of the various state, county and city law enforcement or related agencies and offices. It is always interesting to note where students participate in internships. Our full-time and part-time faculty members are well-qualified and dedicated to student success. I would emphasize the following recommendations:

- Hire a second full-time criminal justice instructor for the 2016-2017 academic year. This program has so much potential for growth; however, it really needs to have the attention of two full-time instructors.
- Continue to mentor and recruit qualified adjunct faculty members as well. Oftentimes, the real world experience these adjuncts bring with them lends great expertise to the content of the courses.

- Continue working closely with the recruiters and marketing personnel to promote both the face-to-face and the online programs.
- Study the enrollment patterns of the required courses and revise as necessary the distance learning and/or face-to-face rotation of offerings of the courses. What we have seen in recent years is that the distance courses are more likely to make, leaving some of the face-to-face courses with small numbers. Yet, in order to satisfy the more traditional students, the on-site section may need to run as well. Small numbers in the sections put a strain on the human and fiscal resources.
- Update the WLEA agreement. This is an important partnership to maintain and any changes in their curriculum need to be reviewed and aligned with our own courses. The Higher Learning Commission reviews third party agreements very closely and this agreement must be up to date at all times.