



**Centre for  
Criminology**

**University of Oxford**

**Centre for Criminology**

Strategic Plan 2019 - 2021

February 2019

## Foreword

This document outlines the strategic direction of the Centre for Criminology for the next three years, and the steps that are required to be taken if the objectives set out in the document are to be realized. The plan builds upon and extends the previous one prepared for the period 2012-2017. Since then, we have developed two part-time teaching programs (in our MSc and DPhil), attracted one large philanthropic donation for our teaching programme and smaller donations for a specific research program, moved buildings, integrated some of our administration into the law faculty, and appointed a new, sixth, permanent post-holder. In addition to an expanded graduate programme, we have also witnessed a significant growth in our community of postdoctoral research fellows. Along with the rest of the university we are trying to manage the uncertainties created by the 2016 referendum on leaving the European Union.

Our primary goal continues to be to promote the Centre for Criminology as an internationally renowned site of excellence in criminological research and teaching. As part of that, one of the key aspirations set out in this document is to widen access to our teaching programmes via the creation of needs-based bursaries and at least one studentship earmarked for Home/EU BAME DPhil candidates.

The Strategic Plan is a working document that offers a 'guide to progress' for members of the Centre and its stakeholders in the Law Faculty, Social Sciences Division and the wider University, as well as a basis for promoting its activities to the external world. It will be revisited and revised on a tri-annual basis.

*Professor Mary Bosworth  
January 2019*

## **Overview of the Centre for Criminology**

The Centre for Criminology is made up of six full-time academic staff and Lucia Zedner (Senior Research Fellow at All Souls College and Professor of Criminal Justice). We currently have seven postdoctoral research fellows working on independent projects and a number of research associates and research visitors.

We run a graduate program that consists of an MSc in Criminology & Criminal Justice (full time and part time), a one-year MPhil in Criminology & Criminal Justice (open only to those who have completed the MSc), and a DPhil in Criminology (full time and part time). The Centre convenes a final honours year option in the undergraduate law program 'criminology & criminal justice', while our members teach across an array of other undergraduate and BCL/MJur options and in other degree programs in the social science division.

Our teaching and research activities are supported by two administrators (one full-time, one part-time) located in the Centre for Criminology and by the wider law administration team. We also benefit from a steady flow of academic visitors and recognised students, from research associates and from our Advisory Board.

## **Research profile and strategy**

- 1. The Centre seeks to foster excellent research and scholarly publications by all of its members, with policy impact where relevant.***

The Centre for Criminology organises its teaching and research around *seven substantive areas*: Security, rights and justice; Penal culture, policy and practice; Politics, legitimacy and criminal justice; Crime and the family; Psychology, criminal justice and law; Victims and victimisation; and Criminal justice, citizenship and migration. These topics are further reinforced and intersected by *four lateral themes* which connect the work conducted across different substantive areas of enquiry. The four themes are:

- Exploring the connections between the study of crime and its control and the larger concerns of the contemporary social sciences with such ideas as risk, globalization, race, gender, citizenship, governance and culture;
- The theory and practice of comparative criminological enquiry;
- Bringing together sociological and critical normative analyses of crime, victimisation, and crime control practices;
- Understanding and working upon the intersections between criminological research and public policy.

## ***We support research excellence by:***

- *Seeking external funding for projects from a range of sources.* Staff and students in the Centre have had considerable success in securing internal and external research funding for their work. Recent grants have come from the

Economic and Social Research Council, the Leverhulme Trust, the British Academy, the European Commission, the Independent Social Research Foundation, the Open Society Foundations, the Royal Society, and the University of Oxford John Fell Fund. Our research is also supported through the Law Faculty Research Support fund.

It remains an important strategic priority of the Centre to increase the external income it generates to support its research agenda – for intellectual and financial reasons. It is committed, however, to pursuing this without making the generation of research income the *de facto* research strategy. The Centre will continue to do all it can to encourage and support staff in making applications for external research income, in collaboration with the Law Faculty and Social Science Division. It will also actively look for ways of diversifying its potential sources of research funding through fundraising and development. In recognition of the laborious nature of this kind of work, the Centre has created a research ‘incentives scheme’, in which individuals receive a small proportion of the grant overheads towards a research support fund.

- *Fostering and sustaining a lively and supportive research culture* for all Centre staff and research students. The initiatives sustained or developed in support of this end have included the All Souls Criminology Seminars and the informal research seminars which provide an opportunity for staff, research students and visitors to present their current research to one another. The centre hosts Border Criminologies, an international research network that focuses on the intersections between criminal justice and immigration, which runs a regular series of seminars and conferences, while also hosting and attracting visiting academics and students to the Centre. Other staff initiatives include the Prisoners’ Families research network, established by Rachel Condry. Finally, the Centre hosts the following student-lead discussion groups: the Policing discussion group, the DPhil discussion group, the Sentencing discussion group, and the Oxford Transitional Research Group (OTJR), while our students participate in many others as well.
- *Developing research and other collaborations across the Social Sciences Division.* Centre members have established links and collaborations with various other individuals and groupings within the Law Faculty and Social Sciences Division. Within the Faculty, for instance, many members of Centre, including doctoral students and post-docs regularly attend Law Faculty Discussion groups. We have also partnered with the Bonavero Institute of Human Rights on a number of initiatives. Elsewhere in the division we have collaborated with the Department of Sociology; the Centre for Migration Studies and the Refugee Studies Centre; African Studies; and Psychology. The Centre remains committed to developing and supporting links of these kinds as part of our contribution to the research agenda and public profile of the social sciences in Oxford.

- *Seeking external collaboration, intellectual exchange and where appropriate joint ventures* with other individuals and sites of criminological activity in Britain and abroad. In 2016, as part of its 50<sup>th</sup> anniversary celebrations the Centre created the Global Criminal Justice Hub, to develop and support ties between Oxford and colleagues elsewhere. In June 2018, we held an early career conference with partners from Monash and Hong Kong Universities, and in 2019 will host the first of a series of Global Criminal Justice Fellows. Within Oxford, the Centre has partnered with the Bonavero Institute of Human Rights, local law firm Turpin & Miller and HMP Huntercombe, an all-foreign national prison, to create a legal clinic to assist prisoners facing deportation access legal advice. We have also partnered with the Death Penalty Project in London, creating a set of research student internships.
- *Raising the national and international profile of the Centre* through a regular programme of lectures, workshops and conferences aimed at academics, strategic policy-makers and practitioners. The Roger Hood Annual Public Lecture is a high-profile event. In addition, each year staff are encouraged to organise themed workshops which, where possible, involve public engagement. In 2019, Julian Roberts will be holding a seminar on African Sentencing, while Rachel Condry will convene a workshop on prisoner families. Centre events involve national and international speakers and, often, policy-makers. The Global Criminal Justice Hub provides an obvious mechanism to further our international profile, and in 2018 we held an inaugural early career event under this rubric. In 2019, the event will travel to the University of Hong Kong, where a small number of staff and doctoral students will have the opportunity to travel to share their research with peers. Since 2017, our DPhil students have had the opportunity to participate in an annual master class and writing workshop hosted by Monash University in Prato, Italy, together with doctoral students from around the world. In 2019, one member of the Centre staff will attend.
- *Attracting early career scholars:* Over the past five years, the Centre for Criminology has attracted a steady stream of British Academy, ESRC and Leverhulme-funded postdoctoral research fellows. These posts have added significantly to the life and activity of the Centre, as well as to developing the careers of the post-holders. Their presence bolsters the Centre's wider impact on the academic field. It remains a strategic priority of the Centre to continue to make active efforts to attract and find means of funding the best post-doctoral researchers in the field.

### **Teaching profile and strategy**

2. ***The Centre seek to develop and deliver excellent undergraduate, PGT and PGR courses in Criminology, Law and elsewhere in the division. As part of this goal we recognise the importance of widening access and facilitating relevant work experience for our students.***

The Centre attracts the highest calibre of national and international students, and provides teaching of the highest standard at undergraduate, graduate and postgraduate level. As elsewhere in the university, however, we have seen a drop-off in EU applicants to our graduate programs. For now, those places have been taken up by non-EU applicants, yet, the longer-term impact of Brexit on recruitment remains unclear, particularly for doctoral students, some of whom may be unsure about their fee liability. So, too, we face on-going challenges in enabling all of those who wish to study in Oxford to be able to come. One of our main goals over the period 2019 - 2021 is to attract funding for up to 5 MSc and DPhil bursaries, perhaps in particular research areas. To achieve this goal, we hope to develop our connections with law firms and criminal justice organisations to secure funded studentships, perhaps with a commitment from the chosen student to provide pro bono work over a limited period for the funding organisation during or after their degree or postdoctoral training, as appropriate. We are also actively looking for benefactors and are working closely with the law Development office. Finally, we aim to increase student opportunity to engage with professional partners outside the academy.

#### *Msc in Criminology & Criminal Justice*

The allocated number of places for the MSc programme is set by the Division at 26, a recruitment cap that is to be frozen for the foreseeable future but one we would like to see raised to 28. The Centre is confident that it will continue to be able to recruit top quality students at these levels.

Since 2016 we have been fortunate to offer one Kalisher Trust-Wadham MSc studentship per year, of £9000 towards fees for those intending to practise at the Criminal Bar who demonstrate 'exceptional promise but modest means.' From October 2019 we will, in addition, be offering a small number of needs-based bursaries, for which special consideration will be given to applicants normally resident in low and middle-income countries. UK and EU students may also apply for an ESRC 1+3 studentship through the Grand Union Doctoral Training Partnership (Criminology has been very successful in securing these grants). However, to ensure we are able to attract a wider range of applicants and to ensure that there are no barriers to the very best students coming to Oxford, we need to diversify our funding for bursaries. We would also like to investigate the possibility of attracting funding for the part-time MSc applicants.

#### *MPhil in Criminology*

We have no specific ring-fenced funding for the MPhil degree pathway, and while students may apply to the law faculty for support, we would like to investigate the possibility of fund-raising for one MPhil bursary per year.

#### *DPhil Criminology*

Criminology operates a part-time and full-time DPhil program of its own, while also attracting some DPhil applicants to law. Our current numbers on the DPhil in Criminology are capped at 3 full-time and 4 part-time students, which makes it hard to develop our program. We would very much like to expand our full time DPhil

admission numbers to at least 5 full-time per year. Alongside any expansion we would also like to explore fundraising for doctoral study as we currently have no ability to support DPhil students, other than scholarships awarded to Home/EU students under the DTP. We are currently planning the creation of one three-year bursary for a home/EU BAME applicant, using some of our annual operating surplus. In order to make this a regular scholarship, however, we will need to secure an external source of income to pay for it.

### **Teaching Elsewhere in the Law Faculty**

The Centre contributes to both FHS and BCL/MJur teaching in the Law Faculty and is committed to continuing to do so. The Centre convenes the FHS in Criminology and Criminal Justice. A number of our doctoral students teach Criminal Law mods or on other options, including an FHS Jurisprudence mini-option in 'Philosophy of Punishment' and a new FHS option in 'Advanced Criminal Law'. Faculty also offer seminars in the law faculty research methods training course, CLRM. Dr Mueller-Johnson will offer instruction in quantitative methodologies to law students, while spaces on our qualitative methods and quantitative methods courses are now offered to interested law students.

#### *FHS*

The Centre for Criminology currently contributes to the Law Faculty FHS curriculum through the provision of the 'Criminology and Criminal Justice' option. This currently attracts between 20 and 30 students each year. The course has 22 lectures, four classes, and four tutorials. All members of the Centre offer lectures on this course and a smaller selection run classes and/or tutorials as well. The course is convened by a member of the Criminology teaching group. The Centre anticipates that this involvement will continue for the foreseeable future. In order to deliver this teaching, and as part of our commitment to developing the careers of our doctoral students, we offer the opportunity each year for a small number of our DPhil students to deliver some of the tutorials as a means of obtaining teaching experience. These doctoral students are mentored by the course Convenor and are required to attend training offered by the division. In addition to this course, some of our DPhil students and our postdoctoral researchers teach other undergraduate law options, eg in jurisprudence and criminal law. We remain committed to supporting our doctoral students acquire teaching experience and the faculty in covering their teaching needs.

#### *BCL/MJur*

Members of the Centre run a BCL option, 'Punishment, Security and the State'. The course is taught by 12 seminars and 4 tutorials spread across Michaelmas and Hilary Terms, with 2 further summative seminars in Trinity term. This course has run since 2009/10 and attracts about 10 students a year. Due to our teaching commitments elsewhere, this BCL option has been in abeyance for the last two years, although commitment remains to revive it. Subject to maintaining coverage in the MSc and FHS, Mary Bosworth would like to design a new option on 'Crimmigration'.

## Teaching Elsewhere in the Social Sciences Division

Members of the Centre have often co-supervised doctoral students elsewhere in the social sciences division, in, for example, politics, sociology, migration studies and through the Department of Continuing Education. Members have also taught on the Bonavero Human Rights Seminar series, and on an option on 'Police and Policing' to the Master of Public Policy (MPP), the flagship degree of the Oxford Blavatnik School of Government. Mary Bosworth and Lucia Zedner's MSc option on Criminal Justice, Migration and Citizenship has been open to students in Refugee Studies while from 2019 Qualitative Methods is open to Law DPhil students. It is anticipated that a new option, Psychology, law and Criminal Justice will be interest to Psychology students. Criminology MSc students have taken classes offered by Sociology and African studies.

## Engagement and Impact

- 3. The Centre for Criminology is committed to understanding and addressing global and local contemporary public policy dilemmas through knowledge exchange and impact activities. This includes activities for our students.***

Staff and students are committed to connecting criminological work to the broader concerns of the social sciences: to thinking comparatively about crime and punishment; to bringing together sociological and normative approaches to the analysis of crime and justice; and to working at the intersections between criminology and public policy at the local and at the global level. The Centre works closely with partners in the criminal justice system and beyond to ensure its research informs, and is informed by, policy and practice. Our research is cited and used by local, national and international governments, NGOs, lawyers and other civil society actors, while many key fields of criminology have been pioneered at the Centre, particularly in security studies, border criminology, family violence, sentencing and international comparative work on the death penalty. In the last Research Excellence Framework exercise, Criminology faculty provided 3 of the 12 Law Faculty impact case studies and a similar number will be provided for the 2021 exercise. In 2018, Rachel Condry won the Impact Champion and Excellence in Impact Awards for her ground-breaking research on adolescent to parent violence and its effect on policing and other responses. In the same event, Dr Shona Minson, a research associate and former doctoral student at the Centre, won the O2RB Excellence in Impact Early Career Impact Champion award.

As part of our impact strategy we hold regular policy events at the Centre and have a number of senior policy makers on our advisory board and/or as research fellows. In 2016 we created the Global Criminal Justice Hub. Part of that initiative engages with policy makers around the world. In 2019 we will welcome the first visiting Global Criminal Justice Fellow, from a leading human rights NGO in Jakarta, Indonesia. We have also begun a series of new opportunities for our students to engage with and learn from policy-makers. We will need to identify external funding to ensure these kinds of opportunities are possible in the future.

## Finances

### **4. *The Centre will raise funds from diverse sources to support our strategic research and teaching goals.***

The Centre is responsible for the following costs:

- Three Associate Professorships in Criminology\*
- One part-time Centre Administrator
- One Graduate Studies Administrator\*
- Infrastructure charge
- Space charge
- Graduate student programme running costs\*
- Basic running costs

*\* These costs are underwritten by the Centre under the terms of the 2006 Law Faculty Review of Centres.*

Approximately 50% of the Centre's income comes from student fees. This income is relatively stable as demand for courses is high so the Centre is able to budget an income from filling its quota for student intake each year. Another 30% comes from grants supporting specific research projects: by its nature the level of this income will fluctuate as projects finish and new grants are applied for. Government funding for research allocated through the research excellence framework (REF) is around 10% of Centre income. The remaining 10% of revenue is generated by activities such as recognised (visiting) students and visitor fees and a small amount of executive education income.

Since 2015, the Centre has also been pursuing a more active fund-raising goal, which has resulted in a generous donation by Lady Edwina Grosvenor towards our teaching and research as well as other donations specifically for Border Criminologies from Goldsmith Chambers and Garden Court Chambers. Work on fund-raising and development is ongoing and remains an important part of the Centre's strategic goals for the next three years.

The Centre's financial position is currently robust and we have been contributing a surplus of around £150,000 per year, with the result that we now have reserves approaching £1,000,000.

There are three main reasons for this improving financial position: i) the Centre was a beneficiary of the University's revised policy for redistributing teaching and research income, ii) the increase in MSc and DPhil student numbers; iii) a steady flow of research overhead income.

While we must not be complacent, our financial situation means that the Centre can be more confident than it was in 2012, that the financial model that underpins its

operations can be made to work and that over the next several years it will continue to function, at the very least, without a deficit, and more likely with a surplus.

The finance model aligns the intellectual and financial priorities of the Centre. Just as the Centre's finances are underpinned by our thriving graduate school of criminology so too, the Centre's collective research strategy generates applications for external research income. There remains financial space within this strategy for academic staff to pursue research and writing that does not require external funding. Were the majority of staff to pursue this line, for the majority of the time, the Centre's financial model may be placed at risk. There is, however, no expectation that this will become the case.

There remain, however, two challenges. The first flows from the Division's current cap on the Centre's DPhil student numbers. This means that the Centre cannot expect our current levels of income from students to rise by much if at all unless we either raise the fee income for our programmes, or recruit predominantly non-EU students. The former we keep under annual review. We recently introduced a modest increase in fees for our MSc programmes. The additional income will allow us to create a series of needs-based bursaries.

The second main challenge arises from the fact that the environment for external funding is becoming ever more competitive. The Centre is therefore committed to supporting its members to apply for research funding from a broadening range of potential funders as well as attempting to secure funding for bursaries to attract and retain the best graduate students.

## **Fundraising**

The Centre has over the last few years begun to turn its attention to broadening the potential sources of funding for the activities it wishes to undertake. It has to this end developed much closer – and good - working relationships with the Law Faculty Development Office and with the fundraising team in the Social Sciences Division, relationships it intends to develop further over the coming months and years. In 2015 we welcomed a generous donation from prison philanthropist, Lady Edwina Grosvenor to assist us in recruiting a post in Quantitative Criminology. Border Criminologies has also attracted financial support from two chambers (Goldsmith and Garden Court) to assist in its work and is in discussion with a solicitor's firm. In 2018 Mary Bosworth accredited the Centre with the Open Society Foundations, meaning that Centre staff can now apply for grants from this organisation. The OSF has given \$100,000 (USD) for a 24-month project on Human Rights monitoring in detention in Greece and Italy.

In addition to pursuing external funds of this kind, the Centre is also looking locally, to increase match-funding from colleges for our student bursaries. By 2021, we aim to have created up to 5 student bursaries for the MSc, MPhil and DPhil students and to have attracted donations to enhance our teaching and research. We have been made aware of the current Endowment matching program offered by the University,

in which the University would cover one-third of the cost of endowing one of the Centre posts, if an external donor could be found. One donation of this kind would radically transform the centre, allowing us to use our own finances to widen access substantially.

## **Communications**

### ***5. The Centre will promote itself within the UK and internationally as a centre of excellence in teaching and research***

The Centre website is an increasingly important means by which people engage with criminological teaching and research in Oxford. We operate an active social media presence on Twitter and Facebook. We upload seminars and lectures onto our University iTunes account and run a regular blog. The Centre also hosts a number of microsites, including Border Criminologies, which attract high numbers of users.

- We need to continue to ensure that the Centre's website and social media accounts are continually revised and up-dated, as they have become the world's window on the Centre's programmes and activities.
- We need to consider our promotional literature and continue to produce on a regular basis, publish on our website, and circulate by email, newsletters about the work Centre members are doing, our publications, research in progress, and our students' achievements.

## **Governance and Management**

### ***6. The centre will deliver effective and efficient administrative support and will maintain open and democratic governance.***

Leading up to the Centre's move to its new premises in the St Cross Law Faculty building in December 2016, we conducted a fundamental review of its likely administrative and secretarial support requirements. The result of that review was that the Centre Administrator post became part-time, handing over the bulk of responsibility for the finances to Anne Maxfield, along with responsibilities for research support to Karen Eveleigh and personnel to Emma Gascoigne. The post of Graduate Studies Administrator (GSA) now line manages the Centre Administrator.

The following issues need, in particular, to be kept under review over the next several years:

- We need to continue to think about how best the Centre can be provided with research support that is proactive and can support us in developing our research grant applications and also our research networks. The Centre accounts for a good deal of research activity in the faculty and, particularly with the arrival of a new permanent post-holder, there is a strong case for

having a dedicated research development post. We are aware, however, that the law faculty has applied to the social sciences division for permission to create a new post in this area, and so we will keep this matter under review.

- We need to consider how best to support the development of Centre administrative staff and their relationship within the wider Faculty.

Since 2006 the following arrangements have been in place for managing the Centre on an everyday basis, and for its governance:

#### *Staff meetings*

These are called by the Director on a termly basis. The meetings are limited to permanent academic post-holders. They are used as a sounding board by the Director and for general discussion of strategic questions relating to the Centre's activities and future direction.

#### *Board of Studies*

These are called by the Director for Graduate Studies on a termly basis. The meetings include all permanent teaching staff in the Centre and student representatives from the various courses (ie FT & PT MSc and DPhil). This committee considers all matters relating to the teaching in the Centre. It is supported by the GSA and its minutes are forwarded to the law Graduate Studies Committee.

#### *Management committee*

The Centre will continue to report, and be accountable for its performance, to a Management Committee chaired by the Head of the Law Faculty (or his or her nominee). The composition and remit of the Committee are set out in the Centre's constitution (see Appendix A).

The Centre will continue to produce an *Annual Report* of its activities for the Law Faculty and Social Sciences Division. It will keep under review the question of how best to promote its activities externally.

#### *External advisory board*

The Centre is required by its constitution to set up an Advisory Board (see Appendix A) comprising four British-based academics, two overseas-based academics and four senior policing and criminal justice practitioners. Its current membership can be found on the Centre's website. Each member serves for three years in the first instance. Membership is reviewed regularly.

The Board meets each year on the day of the Roger Hood Annual Public Lecture. Board members are also invited to the Lecture and the dinner afterwards.