

**JRSA STRATEGIC PLAN**  
**Adopted at the JRSA Annual Business Meeting**  
**November 1, 2000**

**Mission Statement**

The JRSA is a professional organization committed to the development, analysis, dissemination and use of accurate and timely information to support effective justice policy and practice. JRSA represents state Statistical Analysis Centers, and with those centers promotes a system wide approach to justice issues, facilitates the exchange of information among the states, and works to ensure the use of empirical data to inform justice decision making.

**Core Values**

- 1) JRSA recognizes that all forms of research and analysis that are grounded in scientific principle and focused on utility and application have value.
- 2) JRSA recognizes that the interface of research and analysis with policy and practice is critical.
- 3) JRSA recognizes that SACs have a unique capacity to facilitate the interface between research and policy, that SACs provide a unique national network for accessing and disseminating reliable state and local information in a timely and efficient manner, and that SACs, their network and the services they provide are valuable public assets that must be preserved, strengthened, and institutionalized.

**Objectives**

- I. Build the research capacity of SACS and the methodological and analytical skills of justice analysts.**

**Strategic Directions**

1. Provide training opportunities and resources for SAC directors and staff to enhance their knowledge of research and program evaluation, and their use of data.
2. Provide information and technical assistance to SACs to assist them in dealing with issues that may be barriers to participating in multistate research projects.
3. Pursue projects and partnerships that will enhance the visibility and credibility of SACs in their own states.
4. Conduct research and analysis-related training seminars in conjunction with regional and national conferences, particularly the JRSA annual conference.
5. Facilitate mutual assistance among SAC Directors regarding research issues and

policy analysis.

## **II. Improve the quality of justice data.**

### Strategic Directions

1. Identify data sets relevant to justice policy analysis.
2. Establish and maintain collaborative relationships with custodial organizations.
3. Promote the involvement of policy analysts in the development and use of information systems.

## **III. Enhance the utility of justice research and analysis for policy and practice.**

### Strategic Directions

1. Insure that all Association products are developed with an adequate and appropriate focus on utilization.
2. Explore and develop new strategies for packaging and disseminating research and analysis to maximize utilization.
3. Provide training and technical assistance to the SACs and other justice system researchers and analysts on the packaging and dissemination of research and analysis for policy makers and practitioners.
4. Provide training and technical assistance to the SACs and other justice system researchers and analysts on applicable strategies for working with policy makers and practitioners to maximize the proper interpretation and use of research and analysis.
5. Engage in projects and other activities that offer opportunities to develop and apply innovative strategies for publishing, packaging, or disseminating research, analysis or other relevant information.
6. Develop and follow a Journal publication strategy that distinguishes Justice Research and Policy from other periodicals by ensuring that content is both relevant and useful to policy makers and practitioners.
7. Serve as an advocate for applied research to both the justice and research communities.
8. Promote and market the unique capabilities of the SACs with regard to their understanding of local policy-making dynamics and their access to decision makers.
9. Expand the number of policy makers and practitioners in the Association.
10. Involve policy makers and practitioners in the work and activities of the Association.
11. Seek and participate in activities and projects that provide opportunities for interaction with policy makers and practitioners.

## **IV. Represent the SACs on national issues relating to the development, analysis, and interpretation of justice information.**

### Strategic Directions

1. Inform the membership of national legislation and Federal programs affecting state criminal justice policy, research and analysis.
2. Promote new and enhanced partnerships among the SACs, JRSA, and Federal agencies.
3. Represent SAC perspectives regarding the SAC/state justice statistics program with the Bureau of Justice Statistics.
4. Promote the work of SACs and JRSA through exhibits at conferences of other national organizations.
5. Promote the development of criminal justice policies based on empirical evidence.

## **V. Serve as the major link for the states in exchanging information on justice research and analysis.**

### Strategic Directions

1. Maintain a clearinghouse for disseminating policy and statistical information to the criminal justice community.
2. Maintain a regular publications program.
3. Sponsor national conferences on issues of concern to the criminal justice community.
4. Assist SACs with maintaining state-level functions such as clearinghouses.

## **VI. Promote the development and use of technology which supports research and analysis.**

### Strategic Directions

1. Sustain a viable presence on the World Wide Web; explore and utilize multimedia and other advanced World Wide Web applications.
2. Provide leadership, support and direct assistance to the SACs in the development of World Wide Web and Internet applications.
3. Seek and advocate for federal funding that supports the development of World Wide Web and Internet applications by JRSA and the SACs.
4. Explore and promote new ways that justice agencies can use the World Wide Web and Internet to carry out their missions more effectively.
5. Explore and expand the use of electronic publication and information exchange; continue migrating appropriate in-house applications from hardcopy to electronic formats.
6. Participate in training and educational activities that will keep JRSA staff abreast of

technological developments and new applications that may be relevant to the justice and research communities.

7. Develop the capacity to provide direct technical services to the SACs and JRSA members on selected technology applications.

**VII. Conduct research and engage in projects relevant to justice policy and decision making.**

Strategic Directions

1. Develop multistate research projects and seek funding for these projects.
2. Ensure that projects undertaken support the mission statement of the organization, including the representation of state Statistical Analysis Centers.
3. Obtain input from the Statistical Analysis Centers on a regular basis regarding priorities and interests for research topics.

**VIII. Enhance the credibility of policy-relevant research.**

Strategic Directions

1. Promote awareness of and encourage adherence to the JRSA Code of Ethics.
2. Develop and maintain a voluntary peer review process for policy analysts.
3. Provide assistance to SACs in addressing human subjects research issues.

**IX. Expand and retain association membership.**

Strategic Directions

1. Recruit members from a variety of disciplines and from state and local agencies.
2. Implement targeted marketing efforts to increase institutional memberships.
3. Maintain member benefits designed to attract and retain members.

**X. Operate on a sound financial basis.**

Strategic Directions

1. Operate Association in accordance with generally accepted accounting principles.
2. Seek diversified sources of funding.
3. Take steps designed to increase reserve (membership) fund.

**XI. Recruit and retain highly qualified staff.**

Strategic Directions

1. Take steps during the recruitment process to insure that the organization has a competent, professional, and diverse staff.
2. Provide competitive salary/benefit structure and flexible work environment.
3. Provide training to insure staff have skills necessary to carry out the changing work of the organization.