

Unresolved Problems & Powerful Potentials



Improving Partnerships Between Law Enforcement Leaders and University Based Researchers



**Recommendations from the
IACP 2003 Roundtable**

August 2004

The roundtable and these proceedings were funded by the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice under Contract Number 2003M139. Points of view or opinions are those of the IACP and roundtable participants and do not necessarily represent the official position of the U.S. Department of Justice.

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Acknowledgements

ACP is indebted to both the National Institute of Justice (NIJ), as well as the Association of Doctoral Programs in Criminology and Criminal Justice (ADPCCJ) for their support of this project. NIJ Director Sarah Hart, and Senior Social Science Analyst Maggie Heisler provided both funding and programmatic advice throughout the effort. ADPCCJ President Todd Clear, Professor and Executive Officer, Program of Doctoral Studies in Criminal Justice, John Jay College of Criminal Justice of Criminal Justice, provided advice and input, and coordinated additional input from ADPCCJ members at critical project milestones. The leadership provided by both NIJ and ADPCCJ was essential for the success of this project.

The roundtable event was facilitated by Peggy McGarry, Senior Associate, Center for Effective Public Policy. This final report, based on the roundtable discussion was prepared by Christine Edwards Allred, [Harvard University School of Creative Writing]. Their efforts were pivotal to the success of the project and we thank them both.

Cover photos provided by Northwestern University and Chicago Police Department.

Executive Summary

Partnerships between law enforcement leaders and academic researchers have resulted in remarkable successes over the last thirty years. Policing practices in vital areas of criminal justice have been influenced by robust research projects that have led to substantive and sound policy recommendations. Despite notable successes, much remains to be done. The powerful potentials of law enforcement/researcher partnerships haven't yet been fully realized. Existing research partnerships too frequently suffer from a number of predictable but unresolved problems and only a small minority of the 17,580 law enforcement agencies across the country have even realized the benefits of research partnerships.

In 2003, the International Association of Chiefs of Police (IACP) embraced the goal of promoting effective law enforcement/research partnerships in every agency across the United States. Joining with the Association of Doctoral Programs in Criminology and Criminal Justice (ADPCCJ) and the National Institute of Justice (NIJ), the IACP hosted the October 2003 roundtable *Improving the Partnership Between Law Enforcement Leaders and University Based Researchers*. The goal of the roundtable was to identify the problems that hinder the establishment and perpetuation of effective law enforcement/research partnerships and draft solutions to those problems. The IACP is grateful to the NIJ for its financial support of this exploratory meeting.

Roundtable Recommendations

Roundtable participants developed 49 recommendations for establishing and sustaining effective law enforcement/researcher partnerships. Recommendations emerged in the following six categories:

- Selecting and Supervising Skilled Researchers
- Training Law Enforcement Leaders in Evaluating and Performing Research
- Designing and Formalizing the Research Agenda
- Developing and Sustaining Relationships between Law Enforcement Leaders and Researchers
- Evaluating and Responding to Research Results
- Managing Funding for Research Partnerships

These recommendations are enumerated in detail in Section IV of this document.

Action Agenda

Roundtable participants also identified 12 actions to be taken immediately upon the publication and dissemination of this document to ensure that roundtable recommendations be implemented. These next steps are addressed in detail in Section V of this document.

I. Introduction

Effective partnerships between law enforcement leaders and academic researchers are critical to discovering and implementing best policing practices. Robust research projects performed within law enforcement agencies with the direct involvement of law enforcement leaders lead to substantive and sound policy recommendations. These partnerships are mutually satisfactory: researchers are intensely interested in pursuing such projects, while law enforcement leaders are just as interested in turning the results into enhanced policing practices. Over the last thirty years, these interests—merged in law enforcement/researcher partnerships—have produced vastly improved policing practices in vital areas of criminal justice.

A history of law enforcement/researcher partnerships demonstrates that these partnerships are becoming increasingly important. In the early 1970s, criminal justice research, which focused on the policing mandate to ensure justice through the fair and restrained use of authority, tended to explore problems of police corruption. In recent years, however, researchers have broadened their focus to include the policing mandate to prevent crime and disorder. As a result, research is becoming increasingly responsive to a broader array of law enforcement agency interests. Not only are law enforcement leaders overcoming the distrust that resulted from decades of interactions with researchers who only sought to expose agency corruption, but also they are discovering researchers' own commitment to the development of best policing practices. In the last ten years, several high profile research partnerships have succeeded in aiding law enforcement agencies identify their most pressing policy questions and discover workable solutions.

In FY 1995 and 1996 the National Institute of Justice (NIJ) and the Office of Community Oriented Policing Services (COPS) sponsored 39 research projects that formed partnerships between police departments and universities or other research organizations. The program, called the Locally Initiated Research Partnership Program (LIRP), provided a mutual benefit to police leaders and researchers so that research could be more operationally relevant and could be applied in police departments. NIJ also awarded a separate grant to the Institute for Law and Justice (ILJ) to conduct cross-site research on these local collaborations. In that regard, ILJ's evaluation provides beneficial information to other police departments on how to go about the difficult job of conducting research through partnerships and contributing to the development of local community policing efforts.

Partnerships between police leaders and universities are also a major component of NIJ's Strategic Approaches to Community Safety Initiatives (SACSI) and Project Safe Neighborhood (PSN). Under SACSI, research partners provide analytic support to the SACSI projects and, in some cases, also evaluate implementation of SACSI strategies. In the PSN program in the 93 judicial districts, researchers work directly with police

departments and multi-agency task forces to identify gun violence problems, design interventions and refine and evaluate their implementation.

Together, LIRP, SACSI and PSN provide lessons learned that we can build upon today as we continue moving forward to build effective partnerships between police and researchers.

Despite these notable successes, much remains to be done. The powerful potentials of law enforcement/research partnerships haven't yet been fully realized. Existing research partnerships too frequently suffer from a number of predictable but unresolved problems. The inability or failure of law enforcement leaders to participate in the definition of the research agenda, poor research design, and communication failures between law enforcement leaders and researchers tend to result in research projects that fail to address law enforcement agency *or* research department interests. Widely varying institutional cultures, communication difficulties, and unresolved differences in expectations erode many existing research relationships. This gradual erosion of research relationships too often means that researchers fail to communicate the policy implications of their results to law enforcement leaders or that leaders who receive policy recommendations fail to act on them. These problems hinder the effectiveness of existing research partnerships and, to date, only a small minority of the 17,580 law enforcement agencies across the country have established research partnerships.

In 2003, the International Association of Chiefs of Police (IACP) embraced the goal of promoting effective law enforcement/research partnerships in every law enforcement agency across the United States. Joining with the Association of Doctoral Programs in Criminology and Criminal Justice (ADPCCJ) and the National Institute of Justice (NIJ), the IACP hosted the October 2003 roundtable ***Improving the Partnership Between Law Enforcement Leaders and University Based Researchers*** to identify and resolve the problems that hinder the establishment and perpetuation of effective law enforcement/researcher partnerships. The IACP is grateful to the NIJ for its financial support of this exploratory meeting.

This document offers a summary of the ***Improving the Partnership Between Law Enforcement Leaders and University Based Researchers*** roundtable. The event began with a brief narration of the roundtable's planning and proceedings, as well as an overview of the patterns of typical law enforcement/researcher partnerships and a review of the research investigating such partnerships. This document details this preliminary discussion and the recommendations that roundtable participants developed as they addressed the barriers to effective research partnerships. In conclusion, this document presents the action agenda developed by roundtable participants and embraced by the IACP to implement roundtable recommendations in order to facilitate the establishment of effective law enforcement/researcher partnerships in police agencies across the United States.

II. Roundtable Planning & Proceedings

Planning the roundtable agenda presented several serious challenges. Most notably, the IACP was determined to address the diverse demands of the 17,580 police agencies that might benefit from law enforcement/researcher partnerships. While many of these agencies number their members in the hundreds, almost 15,000 have fewer than twenty-four members. Also, while many of the 17,580 agencies confront the challenges—and benefit from the resources—of the urban communities they serve, others must establish effective research partnerships in rural locations. Developing a *national* set of recommendations and action agenda implied recognizing and addressing the challenges agencies confront as a result of size, geographic location, and other highly specific factors. The IACP also recognized that their recommendations and action agenda might, ultimately, extend beyond law enforcement agencies to serve professionals throughout the criminal justice system. In order to develop their own best practices, prosecutors, judges and police will benefit from a clear model for forming effective and sustainable research partnerships.

Roundtable Planning

Developing a nationally relevant set of recommendations and action agenda regarding research partnerships necessitated the solicitation of a broad diversity of viewpoints. Accordingly, the IACP organized the roundtable to bridge the very institutional and philosophical divides that law enforcement/researcher partnerships encounter. Participants included law enforcement leaders, leading criminal justice scholars and researchers, and policymakers who, through their own involvement in variously successful law enforcement/research partnerships, were well qualified to identify strategies for establishing and sustaining effective research partnerships. Several participants had worked as both police practitioners *and* researchers in such partnerships during their careers.

Roundtable Proceedings

The roundtable created a forum for candid information exchange among participants, providing an opportunity to synthesize differing viewpoints about the ways to better establish and sustain effective law enforcement/researcher partnerships. Following introductory remarks and an overview of the basic pattern of law enforcement/researcher partnerships, participants were briefed on two projects that have investigated the effectiveness of existing research partnerships—the National Research Committee’s *Fairness and Effectiveness in Policing: The Evidence* and the Institute for Law and Justice’s *Evaluation of the Locally Initiated Research Partnership Program*.

Participants then took the opportunity to share their own observations and insights in two roundtable discussion sessions focused on obstacles to strong research partnerships and on strategies for overcoming such obstacles. In a final discussion session, participants were able to turn their knowledge of obstacles to effective partnerships and strategies for overcoming such obstacles into a set of recommendations on how best to establish, enhance, and sustain effective law enforcement/researcher partnerships in police agencies throughout the United States and an action agenda for making this expertise available to law enforcement leaders and researchers.

III. Law Enforcement & Research Partnerships: A Partnership Pattern

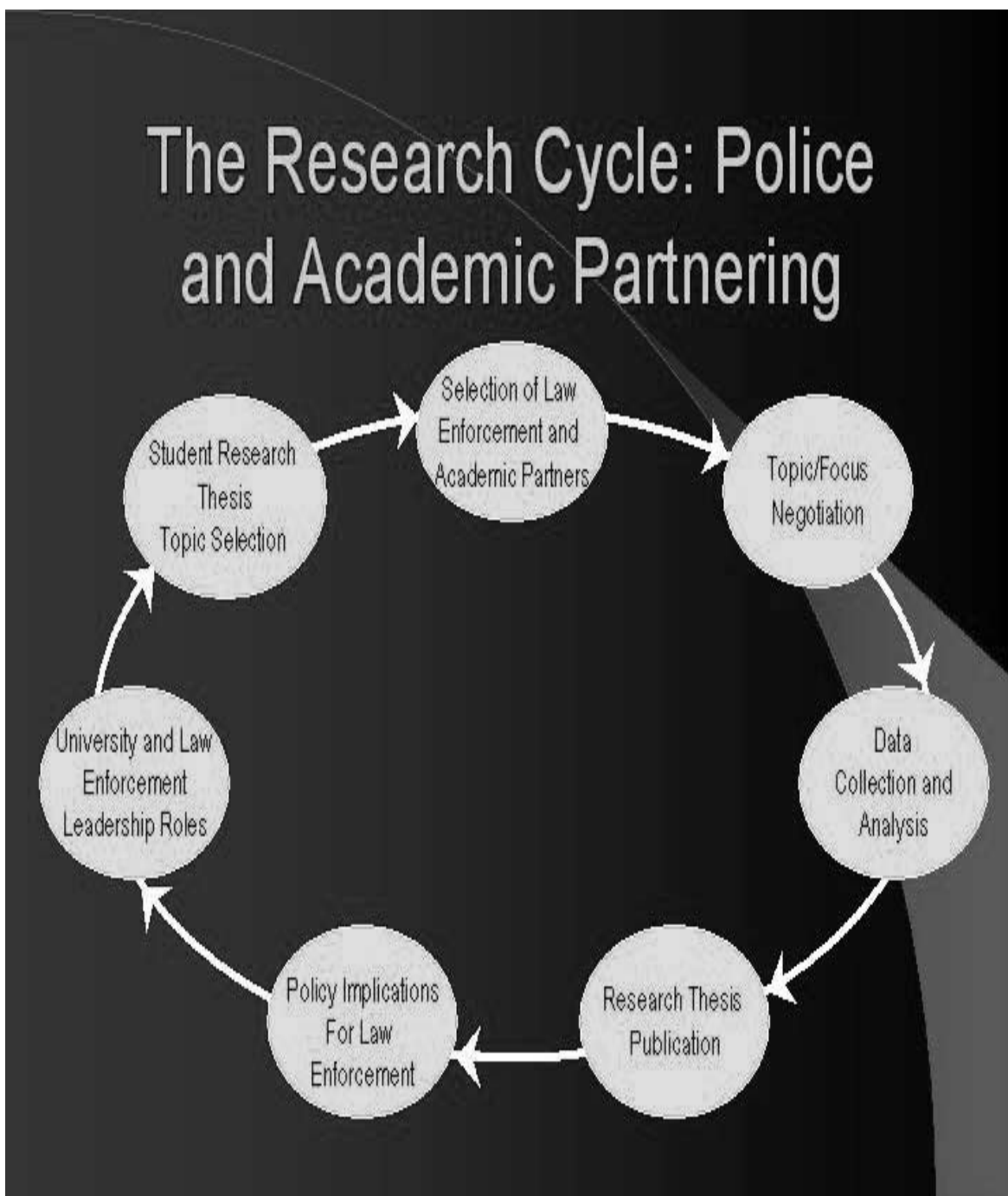
Over the last 30 years in which law enforcement leaders and academic researchers have engaged in research partnerships, a basic pattern of partnership has emerged. “The Research Cycle: Police and Academic Partnering” (see graphic, p. 8) identifies not only the basic stages of partnership development, but also those junctures at which partnerships may function ineffectively or collapse.

Ideally, research begins as law enforcement leaders and academic researchers collaboratively assume leadership in identifying the research agenda. When either law enforcement leaders or academic researchers fail to offer needed leadership, resulting research may be flawed or irrelevant. In the presence of clear research directives, academic faculty and doctoral students proceed to select particular research topics and establish partnerships with law enforcement agencies in order to advance this research.

The establishment of effective partnerships is a critical stage in producing good research. In the absence of the thoughtful development of relationships between researchers and criminal justice agencies, research partnerships may become unsustainable as a result of interpersonal conflict, lack of understanding, agreement on the parameters of the research or mismatched interests. At the point that effective partnerships do emerge, critical negotiations should occur as law enforcement leaders refine and even redirect the topic or focus of a particular research project. Without such active leadership from law enforcement agencies, the potential for refining theoretical premises into vitally important research questions with implications for policing practices may fail to occur.

Following such negotiations, researchers collect and analyze their data. While the goal at this juncture of the partnership is clear, the process of data collection and analysis must be handled carefully or it can result in frustration and alienation among both law enforcement agencies and research departments. Finally, researchers draw their conclusions, return to law enforcement agencies with policy implications that will allow law enforcement leaders to refine their policing practices, and seek out a publication venue. Too often, however, it is at this last and all-important juncture that partnerships fail. As researchers draw conclusions and pursue publications in peer-review journals, they tend to forget practitioners’ interests. Only infrequently do researchers return to law enforcement agencies with clearly delineated policy recommendations. In turn, law enforcement leaders too infrequently implement policy recommendations.

As clear and compelling as “The Research Cycle: Police and Academic Partnering” may appear, the potential for failures, misunderstandings, and ineffective practices looms large. Substantive recommendations for best practices at each partnership juncture will allow law enforcement leaders and academic researchers to succeed in producing relevant research.



A Review of Research on Research Partnerships

Committed to providing roundtable participants with the latest research on law enforcement/research partnerships, the IACP invited the National Research Committee (NRC) and the Institute for Law and Justice (ILJ) to review their own findings on research partnerships.

In a review of *Fairness and Effectiveness in Policing: The Evidence*, the NRC representative offered roundtable participants three informative observations regarding law enforcement research emerging from their report.

1. Police are surprisingly open to research.
 - Law enforcement agencies welcome research partnerships.
 - Law enforcement agencies encourage research focused on policing practices.
2. Law enforcement research is currently characterized by three significant biases.
 - Law enforcement research focuses on large urban centers outside of the southern United States to the exclusion of other locales.
 - Law enforcement research focuses on cooperative, innovative, well-run departments to the exclusion of other departments.
 - Law enforcement research focuses on the policing mandate to prevent crime and disorder and the policing mandate to ensure justice through the fair and restrained use of authority.
3. To be effective, law enforcement research requires the time and resources needed to generate broadly representative and detailed data sets.

A representative from the ILJ reviewed the *Evaluation of the Locally Initiated Research Partnership Program*. This report evaluated 39 research projects, jointly sponsored by the NIJ and the Office of Community Oriented Policing Services (COPS), that were undertaken in 1995-1996 in order to develop community policing. The ILJ representative informed roundtable participants that only 28 of 39 research projects resulted in an operational change within the partnering agency. The report identified six factors that distinguished these successful projects from those that did not result in change.

1. Researchers and law enforcement leaders had to select a problem that was relevant to the law enforcement agency.
2. Researchers and law enforcement leaders had to share the responsibility for the overall project.
 - Law enforcement leaders had to take the lead in topic selection and recommendation implementation.
 - Researchers had to take the lead in research design.

3. Researchers and law enforcement leaders had to be qualified for their work in the partnership.
4. Researchers and law enforcement leaders had to devote time and interest to the project.
 - Researchers had to spend on-site time in the police agency.
 - Law enforcement leaders had to facilitate the researcher's presence in the agency.
5. Researchers had to offer practical recommendations for operational change resulting from their research.
6. Law enforcement leaders had to be in positions of power in order to act upon the recommendations for operational change that resulted from research.

Although the report also identified various organizational models through which to pursue law enforcement research—a Local Model that paired one researcher or university with one law enforcement agency, a Consortium Model that paired one researcher or university with multiple law enforcement agencies, and a Shared Position Model that relied on one researcher who was an employee of both the university and the law enforcement agency—the report argued that the differing advantages and disadvantages of any particular model were far surpassed in importance by three independent organizational details:

1. Researchers had to serve as “matchmakers” by bringing in experts on selected topics.
2. Researchers and law enforcement leaders had to guard against high turnover that threatened to slow down or even bring a halt to research.
3. Research partnerships had to identify multiple funding sources.

IV. Roundtable Recommendations

Following this briefing on relevant research, participants undertook their own substantive roundtable discussions. Through these discussions, participants produced a comprehensive agenda for dealing with the challenges to establishing and sustaining strong law enforcement/research partnerships. The participants addressed challenges and offered recommendations in the following categories:

- Selecting and Supervising Skilled Researchers
- Training Law Enforcement Leaders in Evaluating and Performing Research
- Designing and Formalizing the Research Agenda
- Developing and Sustaining Relationships between Law Enforcement Leaders and Researchers
- Evaluating and Responding to Research Results
- Managing Funding for Research Partnerships

The recommendations that emerged during the roundtable are detailed in the remainder of this section.

Selecting and Supervising Skilled Researchers

In the past, flawed research methodology has not only resulted in inaccurate research results and poor policy recommendations, but has also harmed relationships between researchers and law enforcement leaders. Occasionally, flawed research has soured an entire agency's attitude toward research. It must be avoided.

Roundtable recommendations are as follows:

- 1. Law enforcement agencies should partner with skilled researchers who will design their research carefully.**

Identifying potential research partners within university faculty is an effective strategy. Universities frequently hire and promote their faculty on the basis of a strong research record. Although many skilled researchers may be found among university faculties, incentives may be higher still for relatively inexperienced researchers, such as graduate students, to develop relationships with and perform needed research for law enforcement agencies. This resource of graduate student researchers shouldn't be overlooked, but needs to be approached cautiously.

- 2. Law enforcement agencies and research departments should mentor relatively inexperienced researchers, such as graduate students, to ensure that their research methodologies are appropriate.**

Training Law Enforcement Leaders in Evaluating and Performing Research

Forming partnerships between skilled researchers and law enforcement agencies frequently requires overcoming distrust on the part of law enforcement agencies. Some agencies are so wary of researchers and their research that they refuse to consider establishing partnerships, thus depriving themselves of the opportunity to improve policing practices through the skillful analysis of data collected in their own departments. The education of law enforcement leadership is key to overcoming this distrust. Law enforcement leaders should be able to distinguish between effective and flawed research as they identify research questions and research partners and should be able to ask incisive, clarifying questions as particular research projects are proposed or designed and pursued on behalf of their agencies. Law enforcement leaders should also willingly and intelligently facilitate the development of research expertise on the part of individual officers within their agencies.

Roundtable recommendations are as follows:

3. Law enforcement agencies should train their leaders in evaluating potential research to ensure their ability to identify suitable research partners.

Helping law enforcement leaders to recognize good research through seminars, executive education, and other forums will not only allow them to overcome a general distrust of research, but also enable them to identify suitable research partners and sustain ensuing partnerships.

4. Law enforcement agencies should train their leaders in evaluating potential research to ensure their ability to identify the value of a broad array of social science research.

Educating law enforcement leaders to be savvy consumers of research will allow them to recognize the value of a broad array of social science research. Agencies might consider drawing on research or forming research partnerships within the fields of psychology, engineering, urban planning, architecture, etc.

5. Law enforcement agencies should train interested individual officers in research principals to ensure that agencies will be able to pursue the most relevant research topics.

Educating interested individual officers in the essential components of good research is among the best strategies for ensuring that agencies pursue a research agenda that is most relevant to their needs.

Recommendations 6-8 are subsidiary and even more specific:

6. Law enforcement agencies and research departments should fund educational fellowships that will enable individual officers to take a leave from their agency to design and execute a research project.

Establishing a partnership between an officer and a university will ensure not only relevant but well-designed research. Such a fellowship will allow the officer to dedicate part of the year, if necessary, to coursework in research methodology and relevant fieldwork. Partnering the officer with a faculty mentor and requiring that a paper be submitted to a peer-review journal at the end of the fellowship year will ensure that the highest research standards are adhered to. Hosting a dinner or award ceremony at the conclusion of the research year will allow the officer to communicate the research results to the police and university community while also allowing the partnering agency and university to identify the next year's fellowship recipient. Establishing an on-going fellowship program will ensure agencies' continuing access to relevant research.

7. Law enforcement agencies and research departments should fund fellowships that will enable researchers to take a leave from their university to work within the law enforcement agency.

Establishing a partnership between a researcher and a law enforcement agency will allow the agency to utilize the researcher's expertise in the design and execution of their overall research program. Larger agencies should place the researcher in the Research and Development department where the researcher may offer directives on specific research projects and ultimately professionalize the agency's research agenda. Smaller agencies should consider appointing the researcher as an assistant to the chief, enabling the researcher to advise the chief on the design and implementation of particular agency policies.

8. Law enforcement agencies should encourage and fund individual officers in their pursuit of academic degrees.

Law enforcement functions and research work are inherently compatible and police scholars are among those best positioned to provide relevant and well-designed research to law enforcement agencies. Agencies should encourage interested individual officers in their pursuit of advanced academic degrees.

Designing and Formalizing the Research Agenda

To ensure relevant results, both law enforcement leaders and researchers must both be involved in defining the details of an overarching research agenda or a particular research project. Familiarity with each other's differing research interests should enable law enforcement leaders and researchers to negotiate these interests to a mutually satisfactory end.

Roundtable recommendations are as follows:

- 9. National forums should be established in which law enforcement leaders and researchers may familiarize each other with their various research interests.**

Recommendations 10-12 are subsidiary and even more specific:

- 10. The IACP should begin to sponsor panels at their national conferences that call law enforcement leaders' and researchers' attention to each other's research interests and priorities.**
- 11. The IACP should begin to structure relevant conference panels where appropriate, especially at national conferences and meetings, to require both practitioner and researcher presence.**
- 12. Law enforcement agencies and research departments should offer structural incentives and funding to encourage their leaders and researchers to attend each other's professional conferences.**

This process of familiarization must occur not only at the national level, but also at regional and local levels as law enforcement leaders and researchers begin to work together to develop research agendas and particular research projects.

- 13. Law enforcement agencies and research departments should educate those individuals who will be actively involved in research partnerships regarding institutional differences that may dictate differing research agendas.**

The reality of law enforcement agencies and research departments is that their institutional cultures and requirements may, and do, lead them towards different research agendas. Law enforcement agencies are typically interested in research focused on local, daily policing practices. They must pursue research that responds to external political realities. This need to address political pressures similarly dictates that law enforcement agencies require qualitative as well as quantitative research in relatively compressed timeframes. Law enforcement leaders work in a world where public opinion matters and must be understood and addressed.

The interests of university based research departments tend to vary systematically from those of law enforcement agencies and researchers shape their desired research agendas accordingly. Frequently, faculty in pursuit of tenure or students in pursuit of faculty positions value research that addresses national concerns that may ultimately change the face of policing, but broad brushed efforts such as this are of only limited interest to local law enforcement agencies. Similarly, researchers may not view the political pressures that influence police chiefs as being as important as those political pressures that shape the interests of university departments. They may also value quantitative research over qualitative research.

While institutional priorities differ, and may frequently result in different research priorities, the importance of research results dictates that neither law enforcement agencies nor research departments can afford to allow such differences to hinder the establishment of research partnerships. While a basic familiarity with each other's institutional priorities will always be important, a specific awareness of each other's research interests is vital to the establishment of productive partnerships.

14. Law enforcement agencies and research departments should establish regular forums through which their own research interests and priorities are communicated.

Law enforcement agencies should consider enhancing police presence in criminal justice classrooms while research departments should consider establishing regular meetings in which they invite police chiefs to identify pressing research questions.

15. Law enforcement agencies and research departments should negotiate their differing interests for a research agenda or particular research project to a mutually satisfying end.

While differing research interests may exist, law enforcement leaders and researchers should work together to establish mutually satisfactory research projects. Whether this means that a research agenda is balanced, overall, between law enforcement and research interests or whether particular projects alternate in addressing law enforcement and research interests, or whether each particular project addresses the interests of both, a mutually satisfying solution should be the goal.

16. Whenever possible, law enforcement agencies and research departments should seek to design research projects that address both law enforcement and research interests.

Frequently, particular projects that satisfy the interests of both law enforcement agencies and research departments are possible to design.

These recommendations encourage law enforcement agencies and research departments to work hard to develop a mutually satisfying research agenda and particular projects. However, in those instances where negotiations fail to result in a

mutually satisfying end, law enforcement leaders and researchers should respect their own needs enough to walk away from any such proposed efforts.

17. Law enforcement agencies and research departments should establish partnerships only with those who are sensitive to their research interests and flexible enough to accommodate those interests.

Inflexible relationships will only harm an agency's or department's attitude toward research partnerships generally.

18. University based research departments should seek to legitimize action research through the establishment of strong departmental incentives.

Law enforcement agencies and research departments should recognize that the best research will be characterized both by its relevance to policing practices and its theoretical sophistication. Research departments, in particular, should work to validate action research vital to improving policing practices. Criminal justice research departments, specifically, should break from the academician's tendency to devalue action research and encourage their faculty and students, through the establishment of strong incentives, to value solving real world problems.

19. Law enforcement agencies and research departments should take the research interests of the community they serve into account as they design an overarching research agenda or particular research project.

Law enforcement agencies and research departments should also recognize that identifying the interests of the community might productively shape their own interests through surveys and public forums. Establishing systematic means of determining community interests is an important step towards this goal.

Finally, as law enforcement agencies and research departments successfully familiarize each other with their varied research interests and community interests and establish research agendas and particular research projects that respond to these interests, they should protect these important successes through formal means.

20. Law enforcement agencies and research departments should formalize the terms of their long-term research agenda or for a particular research project in a binding Memorandum of Understanding (MOU).

Such a commitment is vitally important to ensuring that the interests of each partner—having been expressed, heard, and responded to—will be honored through the conclusion of a research agenda or particular research project.

Developing and Sustaining Relationships between Law Enforcement Leaders and Researchers

Law enforcement leaders and researchers should understand that research partnerships are as dependent upon effective relationships as they are upon well-designed and executed research. Law enforcement leaders and researchers should recognize that research relationships are necessarily interpersonal relationships and must be treated as such. Regrettably, a history of failed research partnerships has led to pervasive distrust between law enforcement leaders who are frequently skeptical of researchers' motives. As a result, researchers' attempts to gather data in law enforcement agencies have been thwarted. The effective training of law enforcement leaders and researchers in overcoming this distrust must be among the primary priorities of agencies and departments seeking to develop and sustain productive research relationships.

Roundtable recommendations are as follows:

- 21. Law enforcement agencies should incorporate instruction on establishing and sustaining effective research relationships into their executive training.**
- 22. The ADPCCJ, comparable research organizations, and individual research departments should incorporate instruction in establishing and sustaining effective research relationships into their standard curriculums.**

Making instruction on establishing and sustaining effective research relationships a mandatory part of law enforcement executive education, student coursework, and faculty training will not only equip individual law enforcement leaders and researchers in the basics of relationship foundations and maintenance, but will also communicate the vital importance of research relationships.

- 23. Law enforcement agencies and research departments should train their leaders and researchers to recognize that all effective research partnerships must be based on interpersonal relationships characterized by understanding, openness, and trust.**

Failed research partnerships have had the unfortunate result of building misunderstandings, suspicions, and distrust between law enforcement agencies and research departments. Law enforcement leaders and researchers have too frequently accepted or acted upon inaccurate stereotypes that have emerged out of institutional and cultural differences between agencies and departments. Law enforcement agencies and research departments should actively combat such damaging assumptions. They must work to overcome distrust.

24. Law enforcement agencies and research departments should familiarize each other with striking institutional and cultural differences.

To establish and sustain interpersonal relationships characterized by understanding, openness, and trust, law enforcement leaders and researchers should alert their counterparts to significant cultural differences including organizational structures, areas of organizational rigidity, standards for promotion and tenure, professional procedures, political pressures, and the daily demands of their work.

25. Law enforcement leaders and researchers should work to establish a common discourse.

To establish and sustain interpersonal relationships characterized by understanding, openness, and trust, law enforcement leaders and researchers should recognize that the cultural differences between their agencies and departments actually produce different “languages” that may complicate their efforts at communicating. Law enforcement leaders and researchers should become conversant with the terms and tenor of the other culture in order to communicate clearly and effectively.

26. Law enforcement leaders and researchers should dedicate substantial time to turning a general understanding of the other’s distinctive culture into a deeply personal familiarity through a series of concrete involvements.

To establish and sustain interpersonal relationships characterized by understanding, openness, and trust, law enforcement leaders should organize talking tours of the agency on behalf of the researcher, familiarize the researcher with department chiefs, managers, and line officers and their various interests, encourage the researcher’s continuing on-site presence, and welcome frequent personal contacts through lunches, common advisory panel memberships, telephone calls, and emails.

Researchers should familiarize law enforcement leaders with their research staff and resources and avail themselves of all opportunities for establishing their presence at the agency, understanding agency interests, and gaining the support of the Police Officers Association.

As law enforcement leaders and researchers become personally familiar with each other, leaders will avoid the tendency to distrust researchers’ questions while researchers will avoid the tendency to treat agency personnel as a *data set* rather than a group of individuals fulfilling a challenging responsibility.

27. Law enforcement leaders and researchers should think of themselves and act as members of a common community.

To establish and sustain interpersonal relationships characterized by understanding, openness, and trust, law enforcement leaders and researchers should become active within the community by serving on public safety commissions, joining volunteer

organizations, and participating on relevant panels. Such joint endeavors have the potential to establish a sense of common purpose that will enhance the success of research partnerships. As self-interest is reduced and common interests emphasized, partnerships characterized by a commitment to working together to surmount obstacles will emerge.

28. Working to establish and sustain interpersonal relationships characterized by understanding, openness, and trust, law enforcement agencies and research departments should establish strategies for coping with high turnover in research partnerships.

High turnover is one cultural characteristic that both law enforcement agencies and research departments share and that frequently undercuts individual leaders' and researchers' efforts to establish productive interpersonal relationships as the basis of effective research partnerships. Agencies and departments should identify strategies for coping with turnover as each new research partnership is established.

29. Law enforcement agencies and research departments should recognize and exploit the advantages of their particular research partnerships whether those partnerships are long-standing or new.

Agencies and departments working within long-standing research partnerships should capitalize on the deep familiarity with the other's culture, easy working relationship, and other advantages that result from repeated interactions. Agencies and departments should also welcome the new energy, fresh perspectives, and other advantages that characterize recently formed research partnerships.

30. Law enforcement agencies and research departments should think creatively about the scope of partnership possibilities open to them.

Recommendations 31-32 are subsidiary and even more specific:

31. Law enforcement agencies should be willing to initiate research partnerships on regional and national as well as local levels.

All agencies, and particularly smaller agencies, will benefit from membership in regional research consortiums. Similarly, all agencies will benefit from forming research partnerships with private research organizations.

- 32. Research departments should be willing to initiate research partnerships with small as well as large law enforcement agencies and with agencies that are traditionally underrepresented in research partnerships.**

Research departments will find that as they approach new law enforcement agencies whose members have not been repeatedly involved in research projects, that their opportunities for collecting new data as well as for confirming or challenging results of traditional data sets will expand.

Evaluating and Responding to Research Results

Research partnerships exist to produce results. The careful management of these results is one of the most pressing obligations of research partnerships.

Roundtable recommendations are as follows:

- 33. Law enforcement agencies and research departments should acknowledge the importance of research results by detailing the processes of evaluation and implementation that will govern results in the Memorandum of Understanding (MOU) signed at the outset of any particular research project.**

An effective Memorandum of Understanding establishes the guidelines governing a research partnership so that law enforcement leaders and researchers may work together successfully. It is vital that the Memorandum of Understanding establish formal rules governing the use of results. Too frequently, partnerships that have not established such rules have been eroded by an unexpected use or misuse of research results.

It is also vital to recognize at the beginning of the research partnership that “results” may have different meanings within law enforcement agencies and research departments. The differing definitions of research results must be discussed early on. Law enforcement leaders who find themselves under intense pressure to respond to political problems, may want to evaluate preliminary data while researchers, concerned with the integrity of their product, may want to delay evaluation for months or even years as the overall project seems to require. Law enforcement leaders and researchers must balance their interests regarding results just as they must balance their interests regarding research agendas.

- 34. Law enforcement leaders should be willing to allow researchers to perform long-term (multi-year) research projects so that the researchers may offer results that are robust and lead to sound policy implications.**
- 35. Researchers should be willing, where appropriate and in accordance with research design, to provide interim data analysis and research findings to their law enforcement partners to promote rapid improvement of police policies based on what has been learned through the research.**

Researchers should discover a mutually satisfying means of sharing data with their law enforcement partners *during* research projects as well as at the conclusion of partnership projects. Data analysis at different stages of a research project will provide law enforcement leaders with vitally important “instant learning,” as well as “intermittent learning” and “ultimate learning.” Law enforcement agencies and research departments should make the availability of results from data analysis at various stages of the research project a topic of careful discussion. Researchers must make all determinations of intermittent information sharing in light of research design so as not to corrupt or undermine overall research goals.

36. Research departments should ensure a peer review of all research results.

A peer review of research results is the best guarantee that the research itself is well designed and appropriately executed and analyzed. Peer reviews should ensure fair reporting of all data as well as identifying missed opportunities for analysis and challenging inappropriate conclusions that the data will not support.

37. Law enforcement agencies should ensure a practitioner review of all research results.

A practitioner review of research results is the best guarantee that those results most relevant to law enforcement leaders will not be underrepresented or ignored. Practitioner reviews should challenge research that reports only negative results when positive results were discovered. Practitioner reviews should also challenge research that offers no policy implications.

38. Law enforcement agencies and research departments should recognize the tendency of the public press to over-represent negative results from research and combat this tendency before it biases public opinion or damages research partnerships.

Despite the benefits of peer and practitioner review, these reviews alone cannot guarantee a responsible representation of research results in the public press. The very process of providing peer and practitioner reviews provides an important resource to law enforcement leaders and researchers who wish to counteract the effects of a negatively focused public press. Law enforcement agencies and research departments may choose to publicize the results of these reviews before results are misrepresented in the public press.

In addition to ensuring responsible results and the responsible reporting of results, reviews also serve to combat the most significant failing of research partnerships—having obtained their data, research departments too often fail to offer law enforcement agencies results that will assist them in enhancing policing practices.

39. Law enforcement agencies and research departments should hold researchers accountable for communicating their results, including policy implications, to their law enforcement partners.

Once researchers have delivered implication-rich results, both law enforcement agencies and research departments must work to avoid another significant failing of research partnerships: the absence of change.

40. Law enforcement agencies and research departments should hold law enforcement leaders accountable for acting on robust results that recommend sound changes in policing practices throughout the policing community.

Critical research results are so important as to warrant dissemination well beyond the individual law enforcement agency and research department that partnered to produce them. IACP can play a key role in the nationwide dissemination.

41. Law enforcement agencies and research departments should establish forums through which police chiefs and researchers from a given region may gain exposure to research results.

Such forums will be particularly effective in addressing the needs of nearby agencies that confront similar political pressures or daily policing issues, but do not yet benefit from a research partnership. They will also serve to prevent research redundancy.

42. The IACP should establish a plenary session at its national conference on “The Best of the Best in Police Research.”

Such a session will familiarize a national audience with the most robust and policy implication-rich results. These sessions will also ensure that compelling research reaches the greatest number of law enforcement departments nationally and internationally.

43. The IACP should establish an annual review of research so that law enforcement agencies and research departments can keep abreast of all relevant research findings.

Such a review will not only enhance the expertise of all law enforcement agencies in best criminal justice practices, but will offer both law enforcement agencies and research departments ideas for best pursuing their own research projects while preventing research redundancy.

Managing Funding for Research Partnerships

Sufficient funding is vital as law enforcement agencies and research departments work to establish partnerships that will produce robust research resulting in sound policy recommendations. A slow economy, recent funding cuts at NIJ, the threat of terrorism, and other factors have made obtaining sufficient funding increasingly difficult. Law enforcement agencies, research departments, and national associations such as the IACP and NIJ all have responsibilities to manage support and funding for research.

Roundtable recommendations are as follows:

44. The IACP should provide a list of funding sources to law enforcement agencies and research departments seeking to fund research partnerships.

The IACP should introduce such a list through a session at their national conference dedicated to the discussion of research funding as well as through a frequently updated publication that identifies institutions and organizations that have funded research partnerships in the past.

45. Regional associations of law enforcement agencies and research departments should establish forums in which they exchange information about funding sources.

This exchange of information should supplement the efforts of the IACP. This exchange should include not only names of funding institutions and organizations, but details about past interactions with the institutions and organizations.

46. Regional associations of law enforcement agencies and research departments should establish a position for an individual who is skilled at supporting research partnerships, for example, potentially identifying sources of funding and writing grants for research partnerships.

This individual's proven and growing expertise will enable agencies and departments to establish more research partnerships and pursue a growing number of research projects. The relative size and operating budget of each agency will dictate feasibility of this recommendation. Small police departments should consider pooling resources to fund research that will benefit all participants. Research can be expensive!

47. All funding sources should make their requirements for research projects clear at the time of application or initial funding.

Law enforcement agencies and research departments must recognize that sources of funding may place topic restrictions or focus restrictions on research projects. Law enforcement agencies and research departments should accept funding only in instances when their adherence to these restrictions still allows for the clear pursuit of relevant research.

To the extent possible, however, law enforcement agencies and research institutions should allow for the formation of research partnerships without requiring funding from outside institutions and organizations.

48. Law enforcement agencies should dedicate their own funds to supporting graduate student research projects where fiscally appropriate.

Not only will such funding encourage relevant research, but establish good will with research departments.

49. Research departments should offer a reasonable and responsible amount of research to law enforcement agencies at no charge.

Such offers of no-cost research will enable research departments to establish research partnerships on positive terms as well as gain needed access to agency data.

The IACP will, in collaboration with the ADPCCJ, act aggressively to implement these roundtable recommendations upon the publication and dissemination of this report. They will, as appropriate, involve the Office of Community Oriented Policing Services (COPS), the Academy of Criminal Justice Services (ACJS), the National Institute of Justice (NIJ), the American Society of Criminology (ASC), the National Academy of Sciences (NAS), regional associations of law enforcement agencies and research departments, and individual agencies and departments in these efforts.

V. Action Agenda

Roundtable discussions resulted not only in recommendations for establishing and sustaining effective research partnerships, but also in an action agenda through which the IACP and ADPCCJ might best promote such partnerships. Roundtable participants advocated for a focused, four-part strategy that would establish national leadership.

- ❑ First, they recommended that the IACP partner with ADPCCJ to create a National Research Advisory Committee to assume responsibility for offering leadership regarding law enforcement/researcher partnerships at a national level.
- ❑ Second, they recommended that this Committee produce manuals specific to law enforcement agencies and to research departments offering instruction in the fundamentals of establishing and sustaining effective research partnerships.
- ❑ Third, they recommended that this Committee address the unforeseen challenges or complications confronted by individual law enforcement agencies and research departments as they actually pursue such partnerships.
- ❑ Fourth, they recommended that this Committee promote and support emerging partnerships between law enforcement agencies and research departments in order to both demonstrate best partnership practices on a national level and continually refine its own expertise.

In implementing this focused, four-part strategy, the IACP and its partners will take the following actions:

- 1. The IACP together with ADPCCJ will create a National Research Advisory Committee to work towards the goal of establishing and sustaining effective research partnerships within every law enforcement agency in the United States.**
- 2. National Research Advisory Committee will produce a report, drawing on relevant research and roundtable participants' expertise, that conclusively demonstrates the importance and value of law enforcement/research partnerships.**
- 3. National Research Advisory Committee will promote the establishment and perpetuation of effective law enforcement/research partnerships.**

Actions 4-9 are subsidiary and even more specific:

- 4. National Research Advisory Committee will produce a Best Practices Guide instructing law enforcement agencies on the fundamentals of establishing and sustaining effective research partnerships.**
- 5. National Research Advisory Committee will produce a Best Practices Guide instructing research departments on the fundamentals of establishing and sustaining effective research partnerships with law enforcement agencies.**

Developing Guides for law enforcement leaders and researchers will offer individuals, agencies, and departments that are contemplating establishing research partnerships the basic and all-important blueprint for effective partnerships. Tailoring individual Guides to the institutional cultures of law enforcement agencies and research departments will ensure that the IACP is able to communicate the subtleties of roundtable recommendations.

- 6. National Research Advisory Committee will draw on its growing expertise to offer recommendations for the routinization of research partnerships within law enforcement agencies.**

Ideally positioned to learn from the research partnerships it promotes, the IACP's National Research Advisory Committee will determine whether and in what ways research partnerships within law enforcement agencies should be routinized.

- 7. National Research Advisory Committee will promote the education of law enforcement agencies and research departments regarding research partnerships.**
- 8. National Research Advisory Committee will establish a plenary session on research partnerships at its national conference.**

This session will provide the IACP a forum in which to introduce and review its research on the importance of law enforcement/research partnerships, its manuals on establishing and sustaining research partnerships, and its research into pilot partnerships. The forum will promote the investigation in best practices for establishing and sustaining effective research partnerships.

- 9. National Research Advisory Committee will present sessions on its work at other relevant national conferences including COPS and POPS.**

Extending its offerings beyond the IACP national conference will ensure the greatest exposure to interested parties.

10. National Research Advisory Committee will develop a national law enforcement research agenda.

The IACP's work in research partnerships will position it ideally to develop a relevant national law enforcement research agenda. The development of this research agenda will allow the IACP to serve even more effectively as a resource to individual law enforcement agencies in their efforts to identify relevant research topics and appropriate research partners and for funding agencies to focus their annual research solicitations.

11. The IACP will work with Congress to ensure sufficient and stable funding for criminal justice research organizations so that they can lend support to emerging research partnerships and ensuing research.

In implementing this focused, four-part strategy, the NIJ will take the following actions:

12. NIJ will consider the agenda developed by the Committee when it sets its research goals and priority areas.

This support will be critical to the ongoing effectiveness of the IACP and ADPCCJ in establishing, sustaining, and promoting the effectiveness of law enforcement/researcher partnerships.

VI. Participant List

Todd R. Clear

Professor and Executive Officer
Program of Doctoral Studies in Criminal
Justice
John Jay College of Criminal Justice
City College of New York
899 10th Avenue
New York, NY 10019

Thomas E. Feucht

Acting Assistant Director
National Institute of Justice
810 Seventh Street, NW
Washington, DC 20531

John R. Firman

Director of Research
International Association of Chiefs of
Police
515 N. Washington Street
Alexandria, VA 22314

Robert R. Friedmann

Professor
Criminal Justice
Georgia State University
University Plaza
Atlanta, GA 30303

Edward A. Flynn

Secretary
Massachusetts Department of Public
Safety
1 Ashburton Place, Room 2133
Boston, MA 02108

James J. Fyfe

Deputy Commissioner of Training
New York City Police Department
235 East 20th Street
Room # 627
New York, NY 10003

Sarah V. Hart

Director
National Institute of Justice
810 Seventh Street, NW
Washington, DC 20531

Maggie Heisler

Senior Social Science Analyst
Office of Research and Evaluation
National Institute of Justice
810 Seventh Street, NW
Washington, DC 20531

James P. Lynch

Professor
Justice, Law and Society
The American University
4400 Massachusetts Avenue, NW
Washington, DC 20016

Armand E. Mulder

President/CEO
The Mulder Group, Inc.
5260 E. Lakeshore Drive
San Ramon, CA 94583

Bernard J. McCarthy

Professor/Chair
Criminal Justice and Legal Studies
University of Central Florida
COHPA, P.O. Box 161600
Orlando, FL 32816-1600

Edmund McGarrell

Director and Professor
School of Criminal Justice
560 Baker Hall
Michigan State University
East Lansing, MI 48824-1118

Carol Petri

Director, Committee on Law and Justice
Center for Social and Economic Studies
National Research Council
Keck 1128
500 5th Street, NW
Washington, DC 20001

Anthony D. Ribera

Chief of Police (Retired)
2622 19th Avenue
San Francisco, CA 94116

Daniel N. Rosenblatt

Executive Director
International Association of Chiefs of
Police
515 N. Washington Street
Alexandria, VA 22314

Glenn R. Schmitt

Deputy Director
National Institute of Justice
810 Seventh Street, NW
Washington, DC 20531

Ronald W. Serpas

Chief of Police
Washington State Patrol
210 Eleventh Avenue, SW
Olympia, WA 98504-2601

Wesley G. Skogan

Professor
Institute for Policy Research
Northwestern University
625 Haven Street
Evanston, IL 60208

Michael R. Smith

Associate Professor and Coordinator
Criminal Justice Program
Washington State University Spokane
412 E. Trent
Spokane, WA 99202

Darrel W. Stephens

Chief of Police
Charlotte-Mecklenburg Police
Department
601 E. Trade Street
Charlotte, NC 28202

Bryan Vila

Chief of Crime Control and Prevention
Division
National Institute of Justice
810 Seventh Street, NW
Washington, DC 20531

Mary Ann Viverette

Chief of Police
Gaithersburg Police Department
7 E. Cedar Avenue
Gaithersburg, MD 20877

Charles Wellford

Chair and Professor of Criminology and
Criminal Justice
Director of Maryland Justice Analysis
Center
2220 Lefrak Hall
University of Maryland
College Park, MD 20742

VII. Project Staff and Consultants

Christine Edwards Allred
Principal Writer

Kelly Cassetori
Editorial Assistant

Ed Dadisho
Research Fellow

Netha Diamond
Administrative Assistant

John Firman
Project Director

Peggy McGarry
Consultant/Facilitator

Kristine Saltarelli
Graphics Coordinator

Haminy Silva
Project Assistant

Laura Strick
Editorial Assistant



International Association of Chiefs of Police
515 N. Washington Street
Alexandria, VA 22314
1-800-THE-IACP

www.theiacp.org