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Education

Ph.D., political science, University of North Carolina at Chapel Hill, 1986.
Major field: public policy & public administration.
Minor fields: research methodology; American politics.
M.A., political science, University of North Carolina at Chapel Hill, 1980.
A.B., government and history, St. Lawrence University, 1977.

Employment

[The John F. Finn Institute for Public Safety, Inc.](#), Albany, N.Y.

Director, since July, 2007.

The John F. Finn Institute for Public Safety is an independent, not-for-profit corporation whose work is dedicated to the development of criminal justice strategies, programs, and practices that are effective, lawful, and procedurally fair, through the application of social science findings and methods. The director is responsible for the strategic direction of the Institute, overseeing the fulfillment of its mission, ensuring that the resources of the Institute are optimally allocated for those purposes, fiscal management, liaison with the Board of Trustees, and representing the Institute to key stakeholders and the public. The director works closely with the Institute's associate director to develop and oversee the Institute's research portfolio and program of technical assistance. The director also takes a direct part in the preparation of research funding applications; formulating research plans; executing research plans; writing research reports; preparing manuscripts for publication in professional and academic journals; and delivering presentations to agency partners.

Affiliate scholar, IACP/UC Center for Police Research and Policy, since 2017.

University at Albany, State University of New York, Albany, N.Y.

Associate Professor, [School of Criminal Justice](#), since September, 1996.

Assistant Professor, September, 1990 - August, 1996.

Faculty affiliate, College of Emergency Preparedness, Homeland Security, and Cybersecurity, since 2015.

Associate Dean for Academic Affairs, School of Criminal Justice, March, 1997 - August, 2001.

Responsible for the graduate and undergraduate programs: curriculum development; course scheduling; assignment of teaching assistants; advisement; student recruitment and admissions.

Employment (cont.)

Michigan State University, East Lansing, Michigan.

Assistant Professor, School of Criminal Justice, and Assistant Adjunct Professor, Department of Political Science, September, 1987 - August, 1990.

Administrator, Program in Public Policy and Administration, Department of Political Science, September, 1986 - August, 1987.

Responsible for administration of a master's degree program in public policy and administration: advisement; internship development and supervision; program promotion and recruitment; placement; liaison with professional associations; curriculum development.

University of Georgia, Athens, Georgia.

Assistant Professor, Department of Political Science, January, 1985 - August, 1986.

Adjunct Research Fellow, Institute for Behavioral Research, September, 1985 - August, 1986.

Research

Publications

Books & Monographs

Engel, Robin S., Robert E. Worden, Nicholas Corsaro, Hannah D. McManus, Danielle L. Reynolds, Hannah Cochran, Gabrielle T. Isaza, and Jennifer Calnon Cherkaskas, 2019. [*The Power to Arrest: Lessons from Research*](#). New York: Springer.

Worden, Robert E., and Sarah J. McLean, 2017. [*Mirage of Police Reform: Procedural Justice and Police Legitimacy*](#). Oakland, CA: University of California Press.

Reviewed in: *Policing: A Journal of Policy and Practice* 13:4 (2019): 537-539;

Criminal Justice Review 45:1 (2020): 143-144;

Police Practice and Research 19:2 (2018): 204-206;

International Criminal Justice Review 31:3 (2021): 353-354;

Contemporary Sociology 48:2 (2019): 227-229;

American Journal of Sociology 125:1 (2019): 321-323.

National Research Council, 2004. [*Fairness and Effectiveness in Policing: The Evidence*](#). Committee to Review Research on Police Policy and Practices. Wesley Skogan and Kathleen Frydl, eds. Committee on Law and Justice. Division of Behavioral and Social and Behavioral Sciences and Education. Washington, DC: National Academies Press. [Member of authoring committee.]

Books & Monographs (cont.)

Mastrofski, Stephen D., Roger B. Parks, Albert J. Reiss, Jr., Robert E. Worden, Christina DeJong, Jeffrey B. Snipes, and William C. Terrill, 1998. [*Systematic Observation of Public Police: Applying Field Research Methods to Policy Issues*](#). Washington, DC: National Institute of Justice, December.

Journal Articles

Cochran, Hannah, and Robert E. Worden, 2022. "Police Culture and Officers' Receptivity to Body-Worn Cameras: A Panel Study," *Policing: An International Journal*, forthcoming.

Worden, Robert E., and Sarah J. McLean, 2022. "[Collaborative Practitioner-Researcher Partnerships in Policing: Two Researchers' Reflections](#)," *Policing: A Journal of Policy and Practice* 22 (3). (Published on-line April 11, 2022.)

Cochran, Hannah, and Robert E. Worden, 2022. "[Beyond Impunity: An Evaluation of New York State's Nonfatal Shooting Initiative](#)," *Criminology & Public Policy* 21 (2): 235-271. (Published on-line April 1, 2022.)

Wheeler, Andrew P., Jasmine R. Silver, Robert E. Worden, and Sarah J. McLean, 2020. "[Mapping Attitudes Towards the Police at Micro Places](#)," *Journal of Quantitative Criminology* 36: 877-906. (Published on-line October 25, 2019.)

Wheeler, Andrew P., Sarah J. McLean, Kelly J. Becker, and Robert E. Worden, 2019. "[Choosing Representatives to Deliver the Message in a Group Violence Intervention](#)," *Justice Evaluation Journal* 2 (2): 93-117. (Published on-line July 5, 2019.)

Wheeler, Andrew P., Robert E. Worden, and Jasmine R. Silver, 2019. "[The Accuracy of the Violent Offender Identification Directive Tool to Predict Future Gun Violence](#)," *Criminal Justice and Behavior* 46 (5): 770-788. (Published on-line January 17, 2019.)

Worden, Robert E., and Sarah J. McLean, 2018. "[Discretion and Diversion in Albany's LEAD Program](#)," *Criminal Justice Policy Review* 29 (6-7): 585-610. (Published on-line May 10, 2018.)

Worden, Robert E., Heidi S. Bonner and Sarah J. McLean, 2018. "[Procedural Justice and Citizen Review of Complaints against the Police: Structure, Outcomes, and Complainants' Subjective Experiences](#)," *Police Quarterly* 21 (1): 77-108. (Published on-line December 21, 2017.)

Worden, Robert E., and Sarah J. McLean, 2018. "[Measuring, Managing, and Enhancing Procedural Justice in Policing: Promise and Pitfalls](#)," *Criminal Justice Policy Review* 29 (2): 149-171. (Published on-line August 4, 2016.)

Worden, Robert E., and Sarah J. McLean, 2017. "[Research on Police Legitimacy: The State of the Art](#)," *Policing: An International Journal* 40 (3): 480-513.

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- Wheeler, Andrew P., Robert E. Worden, and Sarah J. McLean, 2016. "[Replicating Group-Based Trajectory Models of Crime at Micro-Places in Albany, NY](#)," *Journal of Quantitative Criminology* 32: 589-612. (Published on-line October 19, 2015.)
- Worden, Robert E., Sarah J. McLean and Heidi S. Bonner, 2014. "[Research Partners in Criminal Justice: Notes from Syracuse](#)," *Criminal Justice Studies* 27 (3): 278-293.
- Worden, Robert E., Christopher J. Harris, and Sarah J. McLean, 2014. "[Risk Assessment and Risk Management in Policing](#)," *Policing: An International Journal of Police Strategies & Management* 37 (2): 239-258.
- Harris, Christopher J., and Robert E. Worden, 2014. "[The Effect of Sanctions on Police Misconduct](#)," *Crime & Delinquency* 60 (8): 1258-1288. (Published on-line December 6, 2012.)
- McLean, Sarah J., Robert E. Worden, and MoonSun Kim, 2013. "[Here's Looking at You: An Evaluation of Public CCTV Cameras and Their Effects on Crime and Disorder](#)," *Criminal Justice Review* 38: 303-334. (Published on-line July 7, 2013.)
- Worden, Robert E., MoonSun Kim, Christopher J. Harris, Mary Anne Pratte, Shelagh Dorn, and Shelley S. Hyland, 2013. "[Intervention with Problem Officers: An Outcome Evaluation of an EIS Intervention](#)," *Criminal Justice and Behavior* 40 (April): 410-438. (Published on-line October 2, 2012.)
- Worden, Robert E., Sarah J. McLean and Andrew P. Wheeler, 2012. "[Testing for Racial Profiling with the Veil-of-Darkness Method](#)," *Police Quarterly* 15 (March): 92-111. (Published on-line January 8, 2012.)
- McLean, Sarah J., Robert E. Worden, MoonSun Kim, Tara L. Garmley, and Heidi S. Bonner, 2010. "[Operation Safe Corridor: An Outcome Evaluation](#)," *Criminal Justice Policy Review* 21 (September): 363-380. (Published on-line May 11, 2010.)
- Engel, Robin Shepard, and Robert E. Worden, 2003. "[Police Officers' Attitudes, Behavior, and Supervisory Influences: An Analysis of Problem-solving](#)," *Criminology* 41 (1): 131-166.
- Paoline, Eugene A., Stephanie M. Myers, and Robert E. Worden, 2000. "[Police Culture, Individualism, and Community Policing: Evidence from Two Police Departments](#)," *Justice Quarterly* 17 (3): 575-605.
Reprinted in Chris W. Eskridge, ed., *Criminal Justice: Concepts and Issues (An Anthology)* Los Angeles: Roxbury Publishing, 2003.
- Engel, Robin Shepard, James J. Sobol, and Robert E. Worden, 2000. "[Further Exploration of the Demeanor Hypothesis: The Interaction Effects of Suspects' Characteristics and Demeanor on Police Behavior](#)," *Justice Quarterly* 17 (2): 235-258.

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- Worden, Robert E., Robin L. Shepard, and Stephen D. Mastrofski, 1996. "[On the Meaning and Measurement of Suspects' Demeanor toward the Police: A Comment on 'Demeanor and Arrest'](#)," *Journal of Research in Crime and Delinquency* 33 (3): 324-332.
- Frank, James, Steven G. Brandl, Robert E. Worden, and Timothy S. Bynum, 1996. "[Citizen Involvement in the Coproduction of Police Outputs](#)," *Journal of Crime and Justice* 19 (2): 1-30.
- Worden, Robert E., and Robin L. Shepard, 1996. "[Demeanor, Crime, and Police Behavior: A Reexamination of the Police Services Study Data](#)," *Criminology* 34 (1): 83-105.
- Mastrofski, Stephen D., Robert E. Worden, and Jeffrey B. Snipes, 1995. "[Law Enforcement in a Time of Community Policing](#)," *Criminology* 33 (4): 539-563.
- Worden, Robert E., 1995. "[Police Officers' Belief Systems: A Framework for Analysis](#)," *American Journal of Police* 14 (1): 49-81.
Reprinted in Dennis J. Kenney and Gary W. Cordner, eds., *Managing Police Personnel*. Cincinnati: Anderson Publishing, 1996.
- Brandl, Steven G., James Frank, Robert E. Worden, and Timothy S. Bynum, 1994. "[Global and Specific Attitudes toward the Police: Disentangling the Relationship](#)," *Justice Quarterly* 11 (1): 119-134.
Reprinted in Marilyn D. McShane and Frank P. Williams, III, eds., *Law Enforcement Operations and Management*. New York: Garland, 1999.
- Worden, Robert E., 1993. "Toward Equity and Efficiency in Law Enforcement: Differential Police Response," *American Journal of Police* 12 (1): 1-32.
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- Worden, Robert E., 1990. "[A Badge and a Baccalaureate: Policies, Hypotheses, and Further Evidence](#)," *Justice Quarterly* 7 (3): 565-592.
Reprinted with an introduction in Carl Pope, Rick Lovell, and Steven Brandl, eds. *The Research Methods Reader in Criminal Justice and Criminology: Applications and Issues*. Belmont, Cal.: Wadsworth Publishing, 1998.
- Worden, Robert E., and Steven G. Brandl, 1990. "[Protocol Analysis of Police Decision Making: Toward a Theory of Police Behavior](#)," *American Journal of Criminal Justice* 14 (2): 297-318.
- Worden, Robert E., 1989. "[Situational and Attitudinal Explanations of Police Behavior: A Theoretical Reappraisal and Empirical Assessment](#)," *Law & Society Review* 23 (4): 667-711.
- Worden, Alissa Pollitz, and Robert E. Worden, 1989. "[Local Politics and the Provision of Indigent Defense Counsel](#)," *Law & Policy* 11 (4): 401-424.

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- Whitaker, Gordon P., Charles David Phillips, Peter J. Haas, and Robert E. Worden, 1985. "[Aggressive Policing and the Deterrence of Crime](#)," *Law & Policy* 7 (3): 395-416.
- Worden, Robert E., and Alissa A. Pollitz, 1984. "[Police Arrests in Domestic Disturbances: A Further Look](#)," *Law & Society Review* 18 (1): 105-119.
Also in Gordon P. Whitaker, ed., *Understanding Police Agency Performance*. Washington: National Institute of Justice, 1984, ch. 6.

Book Chapters & Encyclopedia Entries

- Worden, Robert E., and Sarah J. McLean, 2018. "[Reflections on CompStat in the Community Era of Policing](#)," in Susan Shah, Jim Burch, and S. Rebecca Neusteter (eds.), *Leveraging CompStat to Include Community Measures in Police Performance Management*, Perspectives from the Field (New York: Vera Institute of Justice).
- Worden, Robert E., and Sarah J. McLean, 2016. "Prediction and Intervention to Prevent Police Misconduct," in Ronald Burke (ed.), *Stress in Policing: Sources, Consequences and Interventions*. London: Routledge.
- Worden, Robert E., Sarah J. McLean and Heidi S. Bonner, 2015. "You Can Observe a Lot by Watching: Contributions of Systematic Social Observation to Our Understanding of Police" in Roger G. Dunham and Geoffrey P. Alpert, eds., *Critical Issues in Policing: Contemporary Readings*. 7th ed.; Long Grove, IL: Waveland. Updated in 2020 for the 8th edition.
- Worden, Robert E., and Sarah J. McLean, 2014. "Police Discretion in Law Enforcement," in Gerben Jan Nicholaas Bruinsma and David Lee Weisburd, eds., *Encyclopedia of Criminology and Criminal Justice*. Heidelberg: Springer Verlag.
- McCluskey, John D., Robert E. Worden, and Sarah J. McLean, 2014. "Police Legitimacy and Police Encounters," in Gerben Jan Nicholaas Bruinsma and David Lee Weisburd, eds., *Encyclopedia of Criminology and Criminal Justice*. Heidelberg: Springer Verlag.
- Worden, Robert E., and Sarah J. McLean, 2014. "Systematic Social Observation of the Police," in Michael Reisig and Robert Kane, eds., *Oxford Handbook on Police and Policing*. New York: Oxford University Press.
- Worden, Robert E., and Heidi S. Bonner, 2007. "Differential Police Response," in Jack R. Greene, ed., *Encyclopedia of Police Science*. New York: Routledge.
- Worden, Robert E., and Shelagh E. Catlin, 2002. "The Use and Abuse of Force by Police," in Kim Lersch, ed., *Policing and Misconduct*. Englewood Cliffs, NJ: Prentice Hall.

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- Worden, Robert E., and Stephen D. Mastrofski, 1998. "Differential Police Response: Evaluation," in Larry T. Hoover, ed., *Police Program Evaluation*. Washington: Police Executive Research Forum.
- Worden, Robert E., 1996. "The Effectiveness of Street-Level Drug Enforcement," in Larry T. Hoover, ed., *Quantifying Quality in Policing*. Washington: Police Executive Research Forum.
- Worden, Robert E., 1995. "The 'Causes' of Police Brutality: Theory and Evidence on Police Use of Force," in William A. Geller and Hans Toch, eds., *And Justice for All: Understanding and Controlling Police Abuse of Force*. Washington: Police Executive Research Forum. A slightly abridged version appears in William A. Geller and Hans Toch, eds., *Police Violence*. New Haven, CT.: Yale University Press, 1996. Reprinted in Steven G. Brandl and David E. Barlow, eds., *The Police in America: Classic and Contemporary Readings*. Belmont, CA.: Wadsworth Publishing, 2004. Reprinted in Edward R. Maguire and David E. Duffee, eds., *Criminal Justice Theory: Explaining the Nature and Behavior of Criminal Justice*. 2nd ed.; New York: Routledge, 2015.
- Worden, Robert E., Timothy S. Bynum, and James Frank, 1994. "Police Crackdowns on Drug Abuse and Trafficking," in Doris Layton MacKenzie and Craig D. Uchida, eds., *Drugs and Crime: Evaluating Public Policy Initiatives*. Thousand Oaks, CA.: Sage.
- Worden, Robert E., and Gordon P. Whitaker, 1984. "Crime Prevention and the Patrol Officer: The Dissemination of Crime Prevention Information," in Gordon P. Whitaker, ed., *Understanding Police Agency Performance*. Washington: National Institute of Justice.
- Worden, Robert E., 1984. "Patrol Officer Attitudes and the Distribution of Police Services: A Preliminary Analysis," in Gordon P. Whitaker, ed., *Understanding Police Agency Performance*. Washington: National Institute of Justice.

Reports

- Worden, Robert E., and Kenan M. Worden, 2022. *Traffic Stops by Suffolk County Police, 2020-2021*. Albany, NY: John F. Finn Institute for Public Safety, Inc.
- Worden, Robert E., Madison A. Bryant, Kenan M. Worden, and Sarah J. McLean, 2021. *Offender-Focused Policing in Syracuse: A Process and Outcome Evaluation of the Chronic Offender Recognition and Enforcement (CORE) Strategy*. Smart Policing Initiative Report. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Reports (cont.)

Worden, Robert E., Kenan M. Worden, Madison A. Bryant, and Sarah J. McLean, 2021. *Risk Assessment for Offender-Focused Enforcement*. Smart Policing Initiative Report. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Cochran, Hannah, and Robert E. Worden, 2021. *The Nonfatal Shooting Initiative Evaluation: Final Report*. Report to the New York State Division of Criminal Justice Services. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Hannah Cochran, Sarah J. McLean, and Kenan M. Worden, 2021. *Binghamton Police Reform and Reinvention: Current Practice, Community Input, and Empirical Evidence*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., and Sarah J. McLean, 2021. *City of Poughkeepsie Police Reform and Reinvention Plan: A Review and Implications*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Kenan M. Worden, and Robert E., Worden, 2021. *Community Perceptions of the Suffolk County Police Department*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., and Robert E. Worden, 2021. *Schenectady Police Reform and Reinvention: Current Practice, Empirical Evidence, and Community Input*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Cochran, Hannah, and Robert E. Worden, 2020. *Police Officers' Receptivity to Body-Worn Cameras: A Panel Study*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., 2020. *Report of Robert E. Worden, Ph.D., Hood v. City of Chicago, et al., No. 16 CV 1970, Northern District of Illinois., and Washington v. Kenneth Boudreau, et al., No. 16 CV 1893, Northern District of Illinois.*

Worden, Robert E., Kenan M. Worden, and Hannah Cochran, 2020. *Traffic Stops by Suffolk County Police*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Cochran, Hannah, and Robert E. Worden, 2020. *Citizens' Support for and Reactions to Police Body-Worn Cameras*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Sarah J. McLean, Robin S. Engel, Hannah Cochran, Nicholas Corsaro, Danielle Reynolds, Cynthia J. Najdowski, and Gabrielle T. Isaza, 2020. *The Impacts of Implicit Bias Awareness Training in the NYPD*. Report to the New York City Police Department. Cincinnati and Albany: IACP / UC Center for Police Research and Policy & the John F. Finn Institute for Public Safety.

Reports (cont.)

Worden, Robert E., 2020. *Contacts with Syracuse Police: Citizens' Assessments*. Report to the Syracuse Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Cochran, Hannah, and Robert E. Worden, 2020. *The Nonfatal Shooting Initiative Evaluation: Lessons Learned*. Report to the New York State Division of Criminal Justice Services. Albany, NY: John F. Finn Institute for Public Safety, Inc.
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https://knowledgebank.criminaljustice.ny.gov/system/files/documents/2020/10/non-fatal-shooting-incidents-project-research-brief_1.pdf

McLean, Sarah J., Robert E. Worden, Caitlin Wilkens, Danielle L. Reynolds, Hannah Cochran, and Kenan Worden, 2019. *Police Interactions with Victims of Violence*. Summary Overview Report to the National Institute of Justice. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Sarah J. McLean, Kelly J. Becker, Eugene A. Paoline, III, Hannah Cochran, and Chris Harris, 2018. *Police Early Intervention Systems: The State of the Art*. Summary Report to the National Institute of Justice. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Sarah J. McLean, Andrew P. Wheeler, Danielle L. Reynolds, Caitlin Dole, and Hannah Cochran, 2018. *Smart Stops: An Inquiry into Proactive Policing*. Summary Report to the National Institute of Justice. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Robert E. Worden, and Kelly J. Becker, 2018. *Implementation and Impacts of the Comprehensive Gang Model: An Evaluation of Syracuse Save Our Youth*. Report to the City of Syracuse. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Sarah J. McLean, and Kenan M. Worden, 2018. *Syracuse Truce: Sixth Annual Assessment*. Report to the Syracuse Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Robert E. Worden, and Kelly J. Becker, 2018. *Guns and Gangs in Syracuse: Findings from the Justice Center Survey*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Bryant, Madison A., and Robert E. Worden, 2018. *Offender-Focused Enforcement, Year One: A Process Evaluation of CORE 2.0*. Report to the Onondaga County GIVE Task Force. Albany, NY: John F. Finn Institute for Public Safety, Inc.

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Worden, Robert E., 2018. *Report of Robert E. Worden, Ph.D., Collins, et al. v. City of Milwaukee*, No. 17 CV 00234, Eastern District of Wisconsin.

Worden, Robert E., Kelly J. Becker, and Sarah J. McLean, 2017. *Syracuse Truce: Fifth Annual Assessment*. Report to the Syracuse Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Becker, Kelly J., and Robert E. Worden, 2017. *Syracuse Multiple-Use Firearm Strategy: Process Evaluation*. Report to the Onondaga County GIVE Task Force. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Becker, Kelly J., Robert E. Worden, and Sarah J. McLean, 2017. *An Inquiry into Non-Gang-Related Shootings*. Report to the Onondaga County GIVE Task Force. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Kelly J. Becker, and Andrew P. Wheeler, 2017. *Social Networks and Gun Violence in Syracuse*. Report to the Onondaga County GIVE Task Force. Albany, NY: John F. Finn Institute for Public Safety, Inc.

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Reports (cont.)

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McLean, Sarah J., and Robert E. Worden, 2011. *City of Syracuse Youth Gang Assessment, Phase I*. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., and Robert E. Worden, 2011. *Compstat in the Schenectady Police Department: An Appraisal*. Report to the Schenectady Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Sarah J. McLean, and Andrew Wheeler, 2010. *Stops by Syracuse Police*. Report to the Syracuse Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., and Robert E. Worden, 2010. *CORE: An Interim Assessment*. Report to the Onondaga County IMPACT Consortium. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., and Sarah J. McLean, 2010. *Citizen Oversight of the Albany Police, 2010*. Report to the Albany Law School Government Law Center. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Heidi S. Bonner, and Robert E. Worden, 2009. *An Evaluation of the Troy Truancy Abatement Program*. Report to the City of Troy Juvenile Crime Enforcement Coalition. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Robert E. Worden, MoonSun Kim, Tara L. Garmley, and Heidi S. Bonner, 2009. *Operation Safe Corridor: An Outcome Evaluation*. Report to the Operation Safe Corridor Steering Committee and the Albany Operation IMPACT Consortium. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Bonner, Heidi S., Sarah J. McLean, and Robert E. Worden, 2009. *A Process Assessment of Albany Police Department's Zone Maintenance Initiative*. Report to the Albany Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Robert E. Worden, and Tara L. Garmley, 2009. *Schenectady's Public Surveillance Camera Project: Phase II Process Evaluation*. Report to the Schenectady Operation IMPACT Consortium. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Reports (cont.)

Worden, Robert E., and Sarah J. McLean, 2008. *Compstat in the Troy Police Department: A First-Year Appraisal*. Report to the Troy Police Department. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Robert E. Worden, MoonSun Kim, and Tara L. Garmley, 2008. *Schenectady's Public Surveillance Camera Project: A Process and Outcome Study*. Report to the Schenectady Operation IMPACT Consortium. Albany, NY: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., Sarah J. McLean, Heidi S. Bonner, MoonSun Kim, Tanya Meisenholder, Shelley L. Schlieff, and Heather C. Stroker, 2007. *Strategic Problem Solving in Selected IMPACT Sites: Observations from the Field, 2004-2007*. Report to the NYS Division of Criminal Justice Services. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Worden, Robert E., and Sarah J. McLean, 2007. *Violent Crime in Albany: A Preliminary Assessment*. Report to the Albany Common Council. Albany, NY: John F. Finn Institute for Public Safety, Inc.

McLean, Sarah J., Giza Rodick, and Robert E. Worden, 2006. *Juvenile Delinquency Reduction Strategy: Final Report*. Report to the Juvenile Crime Enforcement Coalition, City of Troy. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Worden, Robert E., Sarah J. McLean, Heidi S. Bonner, MoonSun Kim, Tanya Meisenholder, Shelley L. Schlieff, and Heather C. Stroker, 2006. *Analytical Support for Strategic Problem Solving*. Report to the NYS Division of Criminal Justice Services. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Worden, Robert E., and Sarah J. McLean, 2006. *Building an Intelligence and Crime Analysis System*. Report to the Onondaga County IMPACT Consortium. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Worden, Robert E., 2004. *Citizen Oversight of the Albany Police: Perceptions of Police Clients and Complainants, 2003*. Report to the Albany Law School Government Law Center. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Worden, Robert E., and Shelagh Catlin, 2003. *Citizen Oversight of the Albany Police: Perceptions of Residents, Police Clients, and Complainants, 2002*. Report to the Albany Law School Government Law Center. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Worden, Robert E., and Shelagh E. Catlin, 2002. *Complaint Review in Albany: The Views of Complainants and Police Clients*. Report to the Albany Law School Government Law Center. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Reports (cont.)

- Worden, Robert E., Mary A. Pratte, Shelagh Catlin, Christopher Harris, and Shelley L. Schlieff, 2002. *Analysis of Police Behavior Indicators: A Foundation for an Early Warning System in the New York State Police*. Report to the New York State Police. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.
- Worden, Robert E., and Shelagh E. Catlin, 2002. *Police Services in Albany: Citizens' Views*. Report to the Albany Police Department. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.
- Myers, Stephanie M., and Robert E. Worden, 2001. *The Albany Police School-Based Partnership Project: A Process and Outcome Evaluation*. Report to the Albany Police Department. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.
- Engel, Robin Shepard, and Robert E. Worden, 2000. *Police Officers' Attitudes, Behavior, and Supervisory Influences: An Analysis of Problem-Solving*. Report to the National Institute of Justice. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.
- Worden, Robert E., and Stephanie M. Myers, 1999. *Police Encounters with Juvenile Suspects*. Report to the National Institute of Justice. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.
- Paoline, Eugene A., III, Stephanie M. Myers, and Robert E. Worden., 1998. *Police Culture, Individualism, and Community Policing: Evidence from Two Police Departments*. Report to the National Institute of Justice. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.
- Parks, Roger B., Stephen D. Mastrofski, Albert J. Reiss, Jr., Robert E. Worden, William C. Terrill, Christina DeJong, Meghan Stroshine, and Robin Shepard, 1998. *St. Petersburg Project on Policing Neighborhoods: A Study of the Police and the Community*. Report to the St. Petersburg Police Department. Bloomington, Ind.: School of Public and Environmental Affairs, Indiana University.
- Parks, Roger B., Stephen D. Mastrofski, Albert J. Reiss, Jr., Robert E. Worden, William C. Terrill, Christina DeJong, and Jeffrey B. Snipes, 1997. *Indianapolis Project on Policing Neighborhoods: A Study of the Police and the Community*. Report to the Indianapolis Police Department. Bloomington, Ind.: School of Public and Environmental Affairs, Indiana University.
- Bayley, David H., and Robert E. Worden, 1996. *Federal Funding of Police Overtime: A Utilization Study*. Report to the National Institute of Justice. Albany, NY: Hindelang Criminal Justice Research Center, University at Albany.

Reports (cont.)

Bynum, Timothy S., and Robert E. Worden, 1996. *Police Drug Crackdowns: An Evaluation of Implementation and Effects*. Report to the National Institute of Justice. East Lansing, Mich.: School of Criminal Justice, Michigan State University.

Other Publications

Worden, Robert E., and Hannah Cochran, 2020. [*How People Judge Policing*](#), Book Review, *Police Practice and Research* 21 (3): 329-331. (Published on-line July 29, 2019.)

Worden, Robert E., and Caitlin J. Dole, 2019 “[*The Holy Grail of Democratic Policing*](#),” *Criminal Justice Ethics* 38 (1): 41-54. (Published on-line March 1, 2019.)

Worden, Robert E., and Sarah J. McLean, 2017. “[*Building Trust in the Police: What Really Works?*](#)” *The Crime Report*, July 18.

Worden, Robert E., and Sarah J. McLean, 2015. “Police Legitimacy, Procedural Justice, and the Exercise of Police Authority,” Research in Brief, *The Police Chief* 82 (November, 2015): 14-16.

McLean, Sarah J., and Robert E. Worden, 2010. *Public Surveillance Cameras: A Synopsis*. Albany: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., and Sarah J. McLean, 2009. *DDACTS in Theory and Practice*. Albany: John F. Finn Institute for Public Safety, Inc. (Also included as an appendix in Jack Stuster, *Data-Driven Approaches to Crime and Traffic Safety: Case Studies of Six Programs*, Report to the National Highway Traffic Safety Administration [Santa Barbara: Anacapa Sciences, Inc., 2010].)

Worden, Robert E., and Sarah J. McLean, 2008. *Tactical Patrol: A Synopsis*. Albany: John F. Finn Institute for Public Safety, Inc.

Bonner, Heidi S., Sarah J. McLean, and Robert E. Worden, 2008. *CeaseFire-Chicago: A Synopsis*. Albany: John F. Finn Institute for Public Safety, Inc.

Bonner, Heidi S., Robert E. Worden, and Sarah J. McLean, 2008. *Focused Deterrence Initiatives: A Synopsis*. Albany: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., and Sarah J. McLean, 2008. *Hospital-Based Violence Prevention Programs: A Synopsis*. Albany: John F. Finn Institute for Public Safety, Inc.

Worden, Robert E., 2000. “Opening Remarks,” *Albany Law Review* 63 (Symposium Issue, “Drug Crimes: Penal Jurisprudence in Punishment and Treatment”): 681-686.

Other Publications (cont.)

- Mastrofski, Stephen D., Roger B. Parks, Albert J. Reiss, Jr., and Robert E. Worden, 1999. "Policing Neighborhoods: A Report from St. Petersburg." *Research Preview*. Washington: National Institute of Justice, July.
- Mastrofski, Stephen D., Roger B. Parks, Albert J. Reiss, Jr., and Robert E. Worden, 1998. "Policing Neighborhoods: A Report from Indianapolis." *Research Preview*. Washington: National Institute of Justice, July.
- Mastrofski, Stephen, Roger B. Parks, and Robert E. Worden, 1998. "Community Policing in Action: Lessons from an Observational Study." *Research Preview*. Washington: National Institute of Justice, June.
- Bayley, David H., and Robert E. Worden, 1998. "Police Overtime: An Examination of Key Issues." *Research in Brief*. Washington: National Institute of Justice, May.
- Worden, Robert E., 1989. Review of Nigel Fielding, *Joining Forces: Police Training, Socialization, and Occupational Competence* (London: Routledge, 1988), *Criminal Justice Review* 14 (Autumn): 219-221.
- Talarico, Susette M., and Robert E. Worden, 1985. Review of Jeffrey Leigh Sedgwick, *Law Enforcement Planning: The Limits of an Economic Analysis* (Westport, Conn.: Greenwood, 1984), *American Political Science Review* 79 (December): 1203-1204.

Grants & Contracts

- Principal Investigator (with Sarah J. McLean), Fostering Diversity in a Police Agency, from Top to Bottom; \$790,298 from the U.S. Department of Justice, National Institute of Justice, January, 2023 - December, 2027.
- Principal Investigator (with Hannah Cochran), Police Investigations of Gun Offenses: Understanding and Enhancing Performance; \$619,684 from the U.S. Department of Justice, National Institute of Justice, January, 2021 - March, 2025.
- Project Director, Research on Criminal Justice Issues; \$75,000 from the New York State Assembly, Community Project Fund, Assembly Member Phillip Steck, July, 2022 – June, 2023.
- Project Co-Director (with Sarah J. McLean), Trust-Building in Schenectady and Utica: A Process and Outcome Evaluation; \$90,860 from the New York State Division of Criminal Justice Services, February, 2022 - July, 2023.
- Project Co-Director (with Sarah J. McLean), Advancing Leadership and Diversity in the New York State Police; \$84,106 from the New York State Police, April, 2022 – November, 2022.

Grants & Contracts (cont.)

Project Director, Smart Policing Initiative: Albany Police Research Partner; \$100,000 from the Bureau of Justice Assistance through the Albany Police Department, October, 2021 – September, 2024.

Project Director, Expert Services in *Hood v. City of Chicago*, et al., No. 16 CV 1970, Northern District of Illinois, and *Washington v. Kenneth Boudreau*, et al., No. 16 CV 1893, Northern District of Illinois; funded through the Sotos Law Firm, PC, on behalf of the City of Chicago, July, 2020 - .

Project Director, Traffic Stop Analysis; \$51,489 from the Suffolk County Police Department, January, 2019 – December, 2022.

Project Co-Director (with Sarah J. McLean), Crime Analysis Support for Regional Intelligence Centers; \$12,536,479 from the New York State Division of Criminal Justice Services, March, 2008 - September, 2022.

Project Co-Director (with Sarah J. McLean and Jason Bratton), Suffolk County Police Department Community Survey; \$114,950 from the Suffolk County Police Department, January, 2020 – September, 2022.

Project Co-Director (with Sarah J. McLean), Binghamton Police Reform and Reinvention Technical Assistance; \$36,000 from the City of Binghamton, January, 2021 - March, 2021.

Project Director (with Sarah J. McLean), Strategies for Policing Innovation: Offender-Focused Policing; \$225,829 from the Bureau of Justice Assistance through the Syracuse Police Department, October, 2017 – September, 2021.

Project Director (with Sarah J. McLean), Evaluation of the Nonfatal Shootings Initiative; \$121,724 from the New York State Division of Criminal Justice Services, October, 2017 – March, 2021.

Project Director and Co-Principal Investigator (with Sarah J. McLean), Supervisory Coaching, Body Worn Cameras, and Police Performance; \$339,830 from the Laura and John Arnold Foundation, January, 2017 - December, 2020.

Project Co-Director (with Sarah J. McLean), Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods), Northern District of New York; \$71,369 from the Bureau of Justice Assistance through the Gifford Foundation, October, 2017 – December, 2020.

Project Co-Director (with Sarah J. McLean), Metrics of Compliance with the Court Orders in *Floyd v. City of New York*; up to \$99,000 from the City of New York Police Department, April 2016 – June, 2020.

Project Co-Director (with Sarah J. McLean), Nonfatal Shootings Initiative; \$397,597 from the New York State Division of Criminal Justice Services, March, 2017 - February, 2020.

Grants & Contracts (cont.)

Project Co-Director (with Sarah J. McLean), Research Partnership with the Syracuse Police Department; \$242,000 from the City of Syracuse, July, 2011 – January, 2020.

Principal Investigator (with Robin S. Engel, Nicholas Corsaro, and Sarah J. McLean), Impacts of Implicit Bias Training; \$83,978 from the International Association of Chiefs of Police and University of Cincinnati Center for Police Research and Policy, October, 2017 – December, 2019.

Co-Principal Investigator (with Sarah J. McLean), Police Interactions with Victims of Violence; \$463,277 from the U.S. Department of Justice, National Institute of Justice, January, 2017 - September, 2019.

Project Co-Director (with Sarah J. McLean), Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods), Eastern District of New York; \$103,471 from the Bureau of Justice Assistance through the Suffolk County Police Department, October, 2017 – September, 2019.

Project Director, Justice Center/Finn Institute Research Partnership; \$49,500 from the New York State Justice Center for the Protection of People with Special Needs, February, 2018 – March, 2019.

Co-Principal Investigator (with Sarah J. McLean), Enhancing the Research Partnership between the Albany Police Department and the John Finn Institute for Public Safety; \$449,133 from the U.S. Department of Justice, National Institute of Justice, April, 2014 - December, 2018.

Project Director and Principal Investigator (with Sarah J. McLean, Eugene A. Paoline, III, Christopher Harris, and KiDeuk Kim), Police Early Intervention Systems: The State of the Art; \$486,485 from the U.S. Department of Justice, National Institute of Justice, January, 2014 - December, 2018.

Project Co-Director (with Sarah J. McLean), Gun Involved Violence Elimination (GIVE) initiative partnerships; \$1,390,734 from the Cities of Albany, Kingston, Schenectady, and Troy, and the Counties of Oneida, Onondaga, and Suffolk, July, 2014 – September, 2018.

Project Director, Expert Services in Collins, et al. v. City of Milwaukee, No. 17 CV 00234, Eastern District of Wisconsin; up to \$78,000 from the City of Milwaukee, August 2017 – July 2018.

Project Co-Director (with Sarah J. McLean), Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods), Northern District of New York; \$58,989 from the Bureau of Justice Assistance through the Gifford Foundation, October, 2015 - March, 2018.

Co-Principal Investigator (with Sarah J. McLean), Community-Based Violence Prevention Demonstration Program: Syracuse Gang Model; \$222,764 from the Office of Juvenile Justice and Delinquency Prevention through the City of Syracuse, October, 2013 - September, 2017.

Grants & Contracts (cont.)

Project Co-Director (with Sarah J. McLean), Albany's Law Enforcement Assisted Diversion (LEAD): A Process Evaluation; \$49,985 from the New York State Division of Criminal Justice Services, December, 2015 - June, 2017.

Project Co-Director (with Sarah J. McLean), Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods), Northern District of New York; \$80,359 from the Bureau of Justice Assistance through the Gifford Foundation, October, 2012 - December, 2014.

Co-Principal Investigator (with Sarah J. McLean), Assessing Police Performance in Police-Citizen Encounters: Promoting Police Legitimacy and Accountability; \$339,267 from the U.S. Department of Justice, National Institute of Justice, January, 2011 – September, 2014.

Project Co-Director (with Sarah J. McLean), Operation IMPACT; \$1,207,750 from the Cities of Albany, Kingston, Poughkeepsie, Schenectady, and Troy, and the Counties of Oneida and Onondaga, July, 2006 - June, 2014.

Project Co-Director (with Sarah J. McLean), City of Syracuse Youth Gang Assessment, Phase II; \$31,710 from the Central New York Community Foundation through the Salvation Army of Syracuse, December, 2011 - December, 2012.

Project Co-Director (with Sarah J. McLean), Project Safe Neighborhoods, Northern District of New York; \$49,975 from the Bureau of Justice Assistance through the Gifford Foundation, July, 2010 - June, 2012.

Project Co-Director (with Sarah J. McLean), Compstat Support; \$14,686 from the City of Schenectady, January - December, 2010.

Project Co-Director (with Sarah J. McLean), Juvenile Delinquency Reduction; \$15,740 from the City of Troy, in conjunction with a grant from the New York State Division of Criminal Justice Services, March, 2008 - February, 2010.

Project Co-Director (with Sarah J. McLean), Albany Citizens' Police Review Board Survey Project; \$50,000 from the Government Law Center of Albany Law School, June, 2009 - January, 2010.

Project Co-Director (with Sarah J. McLean), Juvenile Delinquency Reduction Strategy: Planning; \$60,451 from the City of Troy, in conjunction with a grant from the New York State Division of Criminal Justice Services, July, 2006 - November, 2006.

Project Director, Collaborative Crime Analysis Project; \$449,966 from the New York State Division of Criminal Justice Services, September, 2004 - October, 2006.

Grants & Contracts (cont.)

Project Director, Reducing Community Gun Violence in Albany; \$23,738 from the Albany Police Department, January, 2004 - December, 2005.

Project Director, Capital District Arrestee Drug Abuse Monitoring (ADAM) Project: Analysis in Support of Policy Decisions; \$55,000 from the New York State Division of Criminal Justice Services, April, 2001 - December, 2005.

Project Director, Project Safe Neighborhoods, Northern District of New York; \$150,000 from the Bureau of Justice Assistance, October, 2002 - September, 2005.

Project Director, Operation IMPACT; \$15,890 from the Albany Police Department, May, 2004 - April, 2005.

Project Director, Albany Citizens' Police Review Board Survey Project; \$144,000 from the Government Law Center of Albany Law School, March, 2001 - October, 2004.

Site Director, Capital District Arrestee Drug Abuse Monitoring (ADAM) Project; affiliated with the National Institute of Justice ADAM Program, and funded for \$472,623 by the New York State Division of Criminal Justice Services through Abt Associates, Inc. (May, 2000 - June, 2002) and the National Opinion Research Center (April, 2002 - April, 2004).

Project Director, Analysis of Police Behavior Indicators: A Foundation for an Early Warning System in the New York State Police; \$64,169 from the New York State Division of Criminal Justice Services through the New York State Police, October, 2001 - December, 2002.

Project Director, Albany Police Crime Analysis and Problem-Solving Partnership; \$51,808 from the Albany Police Department, January, 2001 - December, 2002.

Project Director, Albany Police Department School-Based Partnership Project; \$54,500 from the Albany Police Department in conjunction with a grant from the U.S. Department of Justice, Office of Community Oriented Policing Services, September, 1998 - January, 2001.

Co-Principal Investigator (with Stephen D. Mastrofski, Roger B. Parks, and Albert J. Reiss, Jr.), Project on Policing Neighborhoods; \$1,969,701 from the U.S. Department of Justice, National Institute of Justice, January, 1996 - January, 1999.

Co-Principal Investigator (with Hans Toch), Problem-Oriented Policing in a State Police Agency: A Demonstration and Evaluation; \$199,956 from the U.S. Department of Justice, National Institute of Justice, March, 1994 - August, 1997.

Co-Principal Investigator (with David H. Bayley), Federal Funding of Police Overtime: A Utilization Study; \$124,961 from the U.S. Department of Justice, National Institute of Justice, May, 1995 - May, 1996.

Grants & Contracts (cont.)

Co-Principal Investigator (with Timothy S. Bynum), The Impact of Narcotics Crackdowns: Intermittent Enforcement and Residual Deterrence; \$354,273 from the U.S. Department of Justice, National Institute of Justice, October, 1989 - June, 1994.

Research in Progress

Manuscripts

“Disciplinary Sanctions for Police Misconduct: An Empirical Analysis of Sanction Severity” (with Christopher J. Harris and MoonSun Kim).

“Focused Deterrence Encounters an Exogenous Shock: A Case Study of Syracuse Truce” (with Sarah J. McLean and Kenan M. Worden).

“Training Police on Implicit Bias: The Impacts of Training on Police Officers’ Knowledge and Attitudes” (with Hannah Cochran, Sarah J. McLean, Cynthia Najdowski, and Robin S. Engel).

“Implicit Bias Training for Police: Impacts on Enforcement Disparities” (with Nicholas Corsaro, Hannah Cochran, Robin S. Engel, Sarah J. McLean, and Cynthia Najdowski).

“Citizens’ Support for and Reactions to Police Body-Worn Cameras” (with Hannah Cochran).

“Offender-Focused Policing in Syracuse: An Outcome Evaluation” (with Madison A. Bryant and Kenan M. Worden).

“Complaining against or about the Police: Citizen Judgments and Action” (with Hannah Cochran and Kelly J. Becker).

“Formal Social Control, Police Legitimacy in Communities” (with Sarah J. McLean), for the *Oxford Research Encyclopedia of Criminology and Criminal Justice*, Henry Pontell (ed.).

“Incivility in Police-Citizen Encounters” (with Hannah Cochran).

“Post-Stop Outcomes in Traffic Stops by Suffolk County Police” (with Kenan M. Worden and Hannah Cochran).

“Police Legitimacy and Compliance with the Law: Trust, Obligation, and Offending” (with Hailey Khatchaturian, John D. McCluskey, and Kenan M. Worden).

“Police Officers’ Beliefs and Attitudes about Implicit Bias and Discrimination” (with Cynthia Najdowski, Hannah Cochran, and Sarah J. McLean).

Research in Progress (cont.)

“Victim and Witness Cooperation in Police Investigations of Violent Crime” (with Hannah Cochran).

“Beyond Review Boards: Paths of Complaining against or about the Police” (with Hannah Cochran).

“Problem Officers and Problem Behavior: Cross-Sectional and Longitudinal Patterns of Police Misconduct” (with Christopher J. Harris).

“Patrol Officers’ Attitudes, Behavior, and Body-Worn Cameras” (with Hannah Cochran).

“Preventing Police Misconduct: Outcomes of Early Intervention” (with Christopher Harris).

“The Skills of Proactive Policing” (with Sarah J. McLean, Danielle Reynolds, and Caitlin Wilkens).

“Building Police Legitimacy: Foundations of Sovereigns’ Trust” (with Sarah J. McLean, Caitlin Wilkens, and Danielle Reynolds).

“Varieties of Police Early Intervention: The Structure of Contemporary EI Systems” (with Eugene A. Paoline, III, Sarah J. McLean, and Julie Krupa).

“Directed Patrols to Reduce Gun Violence: Gun Interdiction Patrols in Syracuse” (with MoonSun Kim, Sarah J. McLean and Heidi S. Bonner).

“Procedural Justice in Police-Citizen Encounters: Police Behavior and Citizen Judgments” (with Danielle Reynolds, Sarah J. McLean, and Hannah Cochran).

“Police Searches, Procedural Justice, and Legitimacy in Investigatory Stops” (with Kelly J. Becker).

Projects

Police Investigations of Gun Offenses (with Hannah Cochran and Madison A. Bryant).

Albany Research Partnership, Smart Policing Initiative (with Madison A. Bryant and Hannah Cochran).

Trust Building through Police-Community Dialogue: A Process and Outcome Evaluation (with Sarah J. McLean and Hannah Cochran).

Advancing Leadership and Diversity in the New York State Police (with Sarah J. McLean and Hannah Cochran).

Teaching

Courses Taught

At the University at Albany:

- Issues in Policing (graduate)
- Innovations in Policing (graduate)
- Terrorism, Public Security & Law Enforcement (graduate)
- Crime, Criminal Justice & Public Policy (graduate)
- Drugs, Crime, & Public Policy (graduate)
- Theoretical Foundations of Criminal Justice (graduate)
- Policing in America (graduate)
- Data Utilization in Criminal Justice (graduate)
- Special Methods Seminar: Systematic Observation of Police (graduate)
- Program Evaluation (graduate)
- Politics, Policy, & Administration in Criminal Justice (graduate)
- Crime Analysis & Law Enforcement Intelligence (graduate and undergraduate)
- Introduction to the Criminal Justice Process
- Policing in a Free Society
- Contemporary Issues in Policing
- Senior Seminar: Street-Level Bureaucracy

At Michigan State University:

- Criminal Justice--
- Assessment of Police Policies and Operations (graduate)
- Evaluation Research in Criminal Justice (graduate)
- Police Process
- Police Administration and Management
- Methods of Criminal Justice Research
- Political Science--
- Proseminar in Public Administration (graduate)
- Public Policy Analysis
- Seminar in Policy and Bureaucracy
- Urban Government

Doctoral Dissertation Committees Chaired

Victoria R. DeRosia, *The Prison Adjustment of Advantaged Offenders*, 1994.

Edward R. Maguire, *Context, Complexity and Control in Large Municipal Police Organizations*, 1997 (co-chair). (Recipient of a University Distinguished Doctoral Dissertation Award.)

John A. Eterno, *Deciphering Legal Decisions on the Street: A Case Study of the New York City Police Department*, 1999.

Doctoral Dissertation Committees Chaired (cont.)

Robin L. Shepard (Engel), *Street-Level Supervision: Styles of Patrol Supervisors and their Effects on Patrol Officer Behavior*, 1999.

Hung-En Sung, *The Fragmentation of Policing in America: Toward an Ecological Theory of Police-Citizen Relations*, 2000.

Ivan YihShyan Sun, *Field Training Officers: Their Attitudes and Behaviors*, 2000.

Eugene A. Paoline, III, *Attitudes of Police: Implications for Police Culture*, 2000.

Jeffrey B. Snipes, *Police Response to Citizen Requests for Assistance: An Assessment of Deservedness, Workload, Social Status, and Officer Predisposition Perspectives*, 2002.

John D. McCluskey, *Coercion, Procedural Justice, and Compliance in Police-Citizen Encounters*, 2002.

Richard Spano, *Potential Sources of Observer Bias in Observational Studies of Police*, 2002. (Partially supported by a Graduate Research Fellowship from the National Institute of Justice.)

Stephanie M. Myers (Hunziker), *Police Encounters with Juvenile Suspects: Explaining the Use of Authority and Provision of Support*, 2002. (Partially supported by a Graduate Research Fellowship from the National Institute of Justice.)

Christopher Harris, *Police Misconduct Careers: Lessons from a Longitudinal Perspective*, 2006. (Recipient of a University Distinguished Doctoral Dissertation Award.)

James J. Sobol, *Social Ecology and the Vigor of Police Response: An Empirical Study of Contexts, Work Norms and Patrol Officer Behavior*, 2006.

MoonSun Kim, *Reassessing the Effects of Police Manpower Changes on Crime Rates: Evidence from a Dynamic Panel Model*, 2007.

David Barton, *Occupational Stress and the Homosexual Police Officer*, 2012.

Heidi S. Bonner, *How Patrol Officers Make Decisions: Comparing a Structural Model to a Process Model*, 2012. (Recipient of a University Distinguished Doctoral Dissertation Award.)

Lori J. Torgersen, *Factors Related to Recidivism Among Mentally Disordered Offenders: Differential Impact of Historical and Dynamic Clinical Indicators Across Risk Level*, 2013.

Tanya Tucker Meisenholder, *Dynamics of Drug Markets: An Examination of Arrestee Drug Acquisition Behavior*, 2013.

Andrew P. Wheeler, *What We Can Learn from Small Units of Analysis*, 2015.

Doctoral Dissertation Committees Chaired (cont.)

Mark R. Chaires, *Stereotypes and Deadly Force Decision-Making*, 2015.

Shelley S. Hyland, *Predicting Job Performance in Correctional Officers with Pre-Employment Psychological Screening*, 2015.

Shelagh E. Dorn, *Examining Law Enforcement Analysis and Intelligence Capabilities: A Case Study of Urban Policing*, 2016.

Paul L. Taylor, *Human Error in Police Involved Shootings*, 2019. (Recipient of a University Distinguished Doctoral Dissertation Award.)

Danielle L. Reynolds, *Unpacking the Untapped Potential of First-Line Supervisors: Sergeants' Role in Managing Police Discretion*, 2020.

Haemi Won, *Spatio-Temporal Analyses of the Relationship between Stop, Question, and Frisk (SQF) and Crime in New York City*, 2022 (co-chair).

Other Teaching

Host, Canadian Fulbright Student Awardee, Gregory Brown, Carleton University, "Policing the 'Gotcha' Society: Responses in Front-Line Police Work to Today's Techno-Social and Socio-Political Policing Landscape," 2016-2017.

Honors & Awards

Merit Award, presented by the Troy Police Department, 2006

Faculty Award for Excellence in Graduate Student Development, presented by the Graduate Student Association, School of Criminal Justice, University at Albany, SUNY, 2016.

O.W. Wilson Award, for outstanding contributions to police education, research, and practice, presented by the Police Section of the Academy of Criminal Justice Sciences, 2018.

Professional Activities

Conference Papers/Presentations (Last 10 Years)

- “Complaining against or about the Police: Citizens’ Perceptions, Options, and Choices” (with Hannah Cochran and Kelly J. Becker), presented at the Rockefeller College Conference on Policing Crisis, 2022.
- “Disparities in Procedural Justice: Police Behavior and Citizen Judgments” (with Danielle Reynolds and Sarah J. McLean), presented at the Annual Meeting of the American Society of Criminology, 2019.
- “The Impacts of Implicit Bias Training in the NYPD” (with Sarah J. McLean, Robin S. Engel, Hannah Cochran, Nicholas Corsaro, Danielle Reynolds, Gabrielle Isaza, and Cynthia Nadjowski), presented at the Annual Meeting of the American Society of Criminology, 2019.
- “Factors Influencing Case Screening, Assignment and Investigative Effort in Violent Crimes” (with Sarah J. McLean, Caitlin Wilkens, and Hannah Cochran), presented at the Annual Conference of the Southern Criminal Justice Association, 2019.
- “The Impacts of Implicit Bias Training in the NYPD” (with Sarah J. McLean and Hannah Cochran), presented at the Conference of the American Society of Evidence-Based Policing, 2019.
- “The Antecedents and Corollaries of Citizens’ Demeanor toward the Police” (with Hannah Cochran), presented at the Annual Meeting of the American Society of Criminology, 2018.
- “Police Officers’ Schemata of Victims” (with Sarah J. McLean and Caitlin J. Dole), presented at the Annual Meeting of the American Society of Criminology, 2018.
- “Cross-sectional and Longitudinal Patterns of Police Officer Proactivity,” (with Danielle L. Reynolds, Chris Harris, and Sarah J. McLean), presented at the Annual Meeting of the American Society of Criminology, 2018.
- “The Role of Supervision in Shaping Officer Discretion” (with Danielle L. Reynolds and Sarah J. McLean), presented at the Annual Meeting of the American Society of Criminology, 2018.
- “Connecting the Dots of Gun Crime: Networks of Firearms, Incidents, and People” (with Sarah J. McLean and Madison A. Palmer), presented at the Annual Meeting of the American Society of Criminology, 2018.
- “Police Early Intervention Systems: The State of the Art” (with Sarah J. McLean and Kelly J. Becker), presented at the Annual Meeting of the American Society of Criminology, 2017.

Conference Papers (cont.)

“The Skills of Proactive Policing” (with Sarah J. McLean, Danielle L. Reynolds, and Caitlin J. Dole), presented at the Annual Meeting of the American Society of Criminology, 2017.

“Police Early Intervention Systems: The State of the Art” (with Sarah J. McLean and Kelly J. Becker), presented at the Annual Conference of the National Association for Civilian Oversight of Law Enforcement, 2017.

“Defining Problematic Police Behavior for Intervention: An Assessment of Alternative Approaches” (with Kelly J. Becker), presented at the Annual Meeting of the Academy of Criminal Justice Sciences, 2017.

“Choosing Representatives to Deliver the Message in a Group Violence Intervention” (with Andrew P. Wheeler, Sarah J. McLean, and Kelly J. Becker), presented at the Annual Meeting of the Academy of Criminal Justice Sciences, 2017.

“Building Police Legitimacy: Foundations of Sovereigns’ Trust” (with Sarah J. McLean, Caitlin J. Dole, and Danielle L. Reynolds), presented at the Annual Meeting of the American Society of Criminology, 2016.

“Smart Stops: Toward More Strategic Proactive Policing” (with Andrew P. Wheeler and Sarah J. McLean), presented at the Annual Meeting of the American Society of Criminology, 2016.

“Group-Based Trajectory Modeling of Police Misconduct: Toward Finding Needles in a Haystack” (with Chris Harris, Sarah J. McLean, and Kelly J. Becker), presented at the Annual Meeting of the American Society of Criminology, 2016.

“Gangs, Groups, Networks, and Deterrence: An Evaluation of Syracuse Truce” (with Sarah J. McLean, Andrew P. Wheeler, and Kelly J. Becker), presented at the Annual Meeting of the Academy of Criminal Justice Sciences, 2016.

“Varieties of Police Early Intervention: The Structure of Contemporary EI Systems” (with Eugene A. Paoline, III, Sarah J. McLean, and Julie Krupa), presented at the Annual Meeting of the American Society of Criminology, 2015.

“Tip of an Iceberg: Citizen Complaints and Citizen Dissatisfaction with the Police” (with Kelly J. Becker), poster presented at the Annual Meeting of the American Society of Criminology, 2015.

“Problem Officers and Problem Behavior: Cross-Sectional and Longitudinal Patterns of Police Misconduct” (with Chris Harris, Mary Pratte, Shelagh Dorn, and Shelley Hyland), presented at the Annual Meeting of the American Society of Criminology, 2015.

Conference Papers (cont.)

- “Features of Contemporary Early Intervention Systems” (with Sarah J. McLean, Eugene A. Paoline, III, and Julie Krupa), poster presented at the Annual Conference of the International Association of Chiefs of Police, 2015.
- “Police Searches, Procedural Justice, and Legitimacy in Investigatory Stops” (with Kelly J. Becker), presented at the Annual Meeting of the Academy of Criminal Justice Sciences, 2015.
- “Complainants’ Perceptions of Police Complaint Review: Evidence on Citizen Oversight” (with Heidi S. Bonner and Sarah J. McLean), presented at the Annual Meeting of the Academy of Criminal Justice Sciences, 2015.
- “Procedural Justice in Police-Citizen Encounters: The Congruence of Citizens’ Perceptions and Observers’ Reports” (with Sarah J. McLean), presented at the Annual Meeting of the American Society of Criminology, 2013.
- “The Meaning and Measurement of Suspect Demeanor Revisited” (with Heidi S. Bonner), presented at the Annual Meeting of the American Society of Criminology, 2013.
- “Risk Factors for Police Misconduct” (with Chris Harris), presented at the Annual Meeting of the American Society of Criminology, 2013.
- “Building Police Legitimacy One Contact at a Time” (with Sarah J. McLean), poster presented at the Annual Conference of the International Association of Chiefs of Police, 2013.
- “Procedural Justice and Citizen Resistance in Police-Citizen Encounters” (with Sarah J. McLean), presented at the Annual Meeting of the Academy of Criminal Justice Sciences, 2013.
- “Disciplinary Sanctions for Police Misconduct: An Empirical Analysis of Sanction Severity” (with Christopher J. Harris), presented at the Annual Meeting of the American Society of Criminology, 2012.

Other Presentations and Conference Participation (Last 10 Years)

- Presenter (with Madison A. Bryant, and Kenan M. Worden), Offender-Focused Policing in Syracuse, presented at the New York State Public Safety Symposium, September 2022.
- Presenter (with Hannah Cochran), Lessons Learned from New York State’s Nonfatal Shooting Initiative, presented at the New York State Public Safety Symposium, September 2022 (invited).
- Presenter, “Lessons Learned from New York State’s Nonfatal Shooting Initiative,” at the CEBCP Symposium, George Mason University, June, 2022 (invited).

Other Presentations and Conference Participation (cont.)

Presenter, “Complaining against or about the Police: Citizens’ Perceptions, Options, and Choices,” at Binghamton University, April, 2022 (invited).

Panelist, “Will Policing in New York Really Change?” New York Civil Liberties Union, May, 2021 (invited).

Panelist, “Policing in the United States,” virtual forum organized by the University of Houston, Clear Lake, February, 2021 (invited).

Presenter, “Procedural Justice and Police Legitimacy” (with Sarah J. McLean), Schenectady Police Department Reform and Reinvention Collaborative, 2020 (invited).
<https://videoplayer.telvue.com/player/bDPj0rbiOCBhmRfsFB-YifGv4qBg-ulA/playlists/8607/media/597140?autostart=true&showtabssearch=true&fullscreen=false>

Presenter, “Community Policing and Police Reform” (with Hannah Cochran), Time for Reckoning Symposium, September, 2020 (invited). <https://www.youtube.com/watch?v=lnAQpREipX4>

Panelist, “Community Policing and Police Reform,” New York Civil Liberties Union Defunding Police Community Forum, July, 2020.

Participant, Roundtable on Educating Police Officers, at the Annual Meeting of the American Society of Criminology, 2019.

Presenter, “The Impacts of Implicit Bias Training in the NYDP” (with Hannah Cochran), at the New York State Public Safety Symposium, October, 2019.

Participant, Roundtable on Connecting Research to the Field, at the Annual Meeting of the Academy of Criminal Justice Sciences, 2019.

Presenter, “Data and Stats for Diagnosing and Reducing Violent Crime,” and “Police Agency Research Partners,” panels at the Project Safe Neighborhoods conference convened by the U.S. Department of Justice, 2018 (invited).

Author, “Authors Meet Critics, *Mirage of Police Reform*” (with Sarah J. McLean), at the Annual Meeting of the American Society of Criminology, 2018.

Participant, Roundtable on Deconstructing the Power to Arrest, at the Annual Meeting of the American Society of Criminology, 2018.

Presenter, “The Nonfatal Shooting Initiative Evaluation” (with Hannah Cochran), at the Data-Driven Decision Making Symposium organized by the New York State Division of Criminal Justice Services, October, 2018 (invited).

Other Presentations and Conference Participation (cont.)

Presenter, “Discretion and Diversion in Albany’s LEAD Program” (with Sarah J. McLean), at the Misdemeanor Justice Project Symposium, John Jay College, April, 2017 (invited).

Participant, “Rethinking Pre-Trial Practice and Building a National Research Agenda for the Front End of the Criminal Justice System,” at the Annual Meeting of the American Society of Criminology, 2016.

Presenter, “Mirage of Police Reform: Procedural Justice and Police Legitimacy,” at Rochester Institute of Technology, October, 2016 (invited).

Participant and author, “Reflections on Compstat in the Community Era of Policing” (with Sarah J. McLean), at the Compstat 2.0 Symposium organized by the Police Foundation and the Vera Institute of Justice, July, 2016 (invited).

Presenter, “Measuring, Managing, and Enhancing Procedural Justice in Policing: Promise and Pitfalls” (with Sarah J. McLean), at the National Association for Civilian Oversight of Law Enforcement (NACOLE) Academic Symposium, April, 2016.

Presenter, “Procedural Justice in Police-Citizen Encounters: Management Accountability and Police Legitimacy” (with Sarah J. McLean), at the New York State Procedural Justice Symposium, Saratoga Springs, November, 2015 (invited).

Participant and presenter, Roundtable on the Development of a National Pretrial Research Agenda, convened by John Jay College on behalf of the Laura and John Arnold Foundation, October, 2015 (invited).

Presenter, “Procedural Justice in Police-Citizen Encounters: Measurement and Management” (with Sarah J. McLean), at the Annual Conference of the International Association of Chiefs of Police, 2015 (invited).

Presenter, Executive Session on Early Warning Systems, CNA Corporation, Washington, DC, September, 2015 (invited).

Presenter, “Procedural Justice in Police-Citizen Encounters: Management Accountability and Police Legitimacy” (with Sarah J. McLean), at the mid-year meeting of the IACP Research Advisory Committee, 2015 (invited).

Moderator, “What Do We Know and Do about Top Offenders?” at the New York State Evidence-Based Policing Symposium, Saratoga Springs, December, 2014 (invited).

Presenter, “Police Legitimacy and Procedural Justice” (with Sarah J. McLean), at the NIJ Conference, Washington, DC, June, 2012 (invited).

Professional Service

Editorial Service

Associate Editor, *Justice Quarterly*, 1989-1992.

Member, Editorial Advisory Board, *Journal of Criminal Justice Education*, 1992-1995.

Member, Editorial Board, *Policing: An International Journal of Police Strategies & Management*, since 2013.

Member, Editorial Board, *Journal of Intelligence & Analysis*, since 2015.

Editorial consultant, Anderson Publishing Company, April, 1994 - October, 1995. Review proposed manuscripts and provide advice on the development of publications on policing.

Book review editor, *Policing: An International Journal of Police Strategies and Management* (formerly the *American Journal of Police*), May, 1995 - August, 1998.

Ad hoc reviewing for *Justice Quarterly*; *Law & Society Review*; *Criminology*; *Police Quarterly*; *Policing*; *Criminal Justice & Behavior*; *Crime & Delinquency*; *Journal of Research in Crime and Delinquency*; *Criminal Justice Review*; *Police Practice & Research*; *Journal of Criminal Justice*; *Criminal Justice Studies*; *Journal of Crime & Justice*; *Journal of Quantitative Criminology*; *Western Criminology Review*; *American Political Science Review*; *Journal of Politics*; *American Journal of Political Science*; *Social Problems*; *Journal of Criminal Justice Education*; Longman, Inc.; State University of New York Press; McGraw-Hill; Wadsworth; Sage; University of California Press; NYU Press; Temple University Press.

Service to Professional Associations

Member, Academy of Criminal Justice Sciences Program Committee, 1991.

Secretary (elected), Academy of Criminal Justice Sciences, Police Section, 1992-1994.

Member, Academy of Criminal Justice Sciences, Police Section Nominations Committee, 1994-1995.

Member, American Society of Criminology Program Committee, 1998.

Consulting

Consultant, U.S. Department of Justice, National Institute of Justice, since 1991.

Perform ad hoc reviews of grant proposals, reports, etc., submitted to the National Institute of Justice, and provide other technical assistance.

Consulting (cont.)

Consultant, Law Enforcement Management Institute, Sam Houston State University, Huntsville, Texas, 1991-1992. Coauthor of a “program evaluation package” on differential police response. A program evaluation package “serve[s] as a stand-alone, off-the-shelf guide for analyzing and assessing the implementation and effectiveness of a particular program or strategy.” Also available to agencies for technical assistance in the use of the package.

Consultant, North Carolina Central University, 1993-1996. Provided advice on research design and data analysis and interpretation for a project, “Police-Community Initiatives for Effective Law Enforcement in Rural Communities,” funded by the National Institute of Justice.

Consultant, Law Enforcement Management Institute of Texas, Sam Houston State University, Huntsville, Texas, 1994. Presenter and facilitator, “Quantifying Quality in Street-Level Drug Enforcement,” Executive Issues Seminar sponsored by the Law Enforcement Management Institute and attended by selected police executives, April 20-22.

Consultant, U.S. Department of Justice, Office of Community Oriented Policing Services, since May, 1995. Perform ad hoc reviews of grant proposals and provide other technical assistance.

Consultant, University of Houston, 1995. Provided technical assistance on the use of Police Services Study data for a project, “Investigating the Scope of Measurement Error in Calls-for-Service as a Measure of Crime,” funded by the National Institute of Justice.

Consultant, Police Foundation, 1997. Provided technical assistance on the development of a survey instrument for a project, “Abuse of Police Authority in the Age of Community Policing: A Preliminary Study of Issues and Attitudes.”

Consultant, National Research Council, Commission on Behavioral and Social Sciences and Education, Panel on Juvenile Crime, 1999. Delivered a presentation (with Stephanie M. Myers), “Police Interactions with Juvenile Suspects,” at a workshop on the juvenile justice system, January 21, 1999, and prepared a paper by the same title, October 22, 1999.

Consultant, Police Executive Research Forum, 2017-2019. Provided technical assistance for the “Precursors to Police Use of Force” study.

Other Professional Service

Reviewer, National Science Foundation, since 1993.

Sessional faculty, Banff Centre for Management, Banff, Alberta, Canada, 1998. Led one session on police performance measurement as part of a week-long course on “Leading Change in Police Organizations” for senior police executives.

Other professional service (cont.)

Member, National Research Council, Committee to Review Research on Police Policy and Practices, 2000 - 2003.

Member, New York State Law Enforcement Agency Accreditation Council (initially appointed and reappointed by Governor George Pataki, reappointed by Governor Elliot Spitzer, reappointed by Governor David Paterson, and reappointed by Governor Andrew Cuomo), 2001 - 2021.

Member, City of Albany Gun Violence Task Force (appointed by Mayor Gerald D. Jennings), 2007-2009.

Member, New York State Crime Analyst Certification Committee, 2008-2010.

Member, Albany County Reentry Task Force, 2008-2014.

Invited testimony to the Joint Committee Hearing on Police Safety and Public Protection in New York State, New York State Senate, March 11, 2015 (with Sarah J. McLean).

Reviewer, Croatian Science Foundation, 2015.

Member, National Advisory Committee, Chicago Early Intervention System, 2017-2019.

Member, Research Advisory Committee, International Association of Chiefs of Police, 2018-2024.

Chair, IACP Institutional Review Board, since 2019.

Member, Schenectady Police Reform Task Force Steering Committee, 2020-2021.

Member, City of Albany Policing Reform and Reinvention Collaborative, 2020-2021.

University Service

At the University at Albany:

Chair, University Police Department Independent Review Committee, 2020-2024.

Member, University Committee on Academic Standing, 2017-2020.

Member, University Police Department Advisory Committee, 2015-2018.

Member, Provost's Advisory Task Force on Graduate Assistant Stipends, Tuition Scholarships, and Targeted Awards, 2001-2002.

Member, Rockefeller College Faculty Research Awards Program Review Committee, 1995-1996.

Member, Board of Directors, Hindelang Criminal Justice Research Center, 1994-2010 (Chair, 1996-1999).

Member, School of Criminal Justice Undergraduate Committee, 2007-2008 (Chair), 2009-2013, 2021-2022 (Chair).

University service (cont.)

Member, School of Criminal Justice Personnel Policy Committee, 2006-2007.
Member, School of Criminal Justice Ad Hoc Self-study Committee, 2004-2005.
Member, School of Criminal Justice Student Performance Committee, 2003-05 (Chair), 2013-2017, 2020-2021.
Member, School of Criminal Justice Graduate Advisement Committee, 1997-2005 (Chair, 1997-2001).
Member, School of Criminal Justice M.A. Admissions Committee, 2002-2003 (Chair).
Member, School of Criminal Justice Admissions and Student Awards Committee, 1990-1997, 2001-2002, 2005-2006 (Chair, 1992-1993, 1994-1995, 1995-1996, 1996-1997).
Member, School of Criminal Justice Faculty Search Committee, 1990-1991, 1994-1995, 1995-1996, 2001-2002 (chair), 2004-2005, 2006-2007.
Member, School of Criminal Justice Personnel Committee, 1993-1994, 2006-2007.
Member, School of Criminal Justice Curriculum Committee, 1990-1991.

At Michigan State University:

Member, University Appeals Board, 1989-1990.
Member, University Anti-Discrimination Judicial Board, 1988-1990.
Member, College of Social Science Curriculum and Academic Policies Committee, 1988-1990.
Member, College of Social Science Hearing Board, 1988-1989.
Member, School of Criminal Justice Curriculum Committee, 1989-1990.
Member, School of Criminal Justice Faculty Advisory Council, 1989-1990.
Member, School of Criminal Justice M.S. Admissions Committee, 1988-1990.
Member, School of Criminal Justice By-Laws Committee, 1988-1990.

At the University of Georgia:

Member, Criminal Justice Studies Program Executive Committee, 1985-1986.
Member, Criminal Justice Studies Program Admissions Committee, 1985-1986.
Member, Criminal Justice Studies Program Executive Committee, Ad-hoc Subcommittee on Curriculum Revision, 1985.

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