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Securing Officer Buy-in When a Beneficial Technology Increases Workload: Best Practices for Implementing Gunshot Detection Technology

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In recent years, gunshot detection technology (GDT) has been rapidly deployed by law enforcement agencies across the country, with the promise of providing a new tool to aid in the response to, measurement of, and investigations of firearm shootings. Gunshot detection technology uses a network of outdoor acoustic sensors installed on high surfaces, such as buildings and light poles, in typically high crime areas. When sensors detect gunfire, the technology transmits a signal to a processing system that discriminates gunfire from other similar noises, such as fireworks or thunder, and then computes the spatial coordinates of the alert. In the case of the GDT product offered by ShotSpotter Inc., human technicians at the vendor's headquarters further verify and screen out gunfire events that were recorded inaccurately before the location information is sent to a computer-aided dispatch (CAD) system at a law enforcement agency (Aguilar, 2015; ShotSpotter, 2018).

Past studies have shown that GDT increases the accuracy of law enforcement data on where and when gunfire is occurring, which aids in investigations by increasing the likelihood of recovering evidence and identifying witnesses and potential suspects (Carr & Doleac, 2016; Irvin-Erikson et al., 2017; Watkins et al., 2002). Some studies have even suggested that GDT speeds officer response times to scenes of potentially violent gun crime, thereby expediting connection of victims to critical medical care (Choi et al., 2014;

Mazerolle et al., 1998, 2000). As such, many law enforcement agencies recognize the utility of GDT, with approximately 16.2% of large agencies reporting adoption of the technology between 2012 and 2014 (Strom et al., 2016).

Still, there remains skepticism about GDT's value, especially given the cost to implement it and the potential for increased workload resulting from longer response times and large volumes of data, leads, and evidence generated by GDT. Perceived increases in workload paired with a lack of confidence in the utility of the technology can negatively impact acceptance and support for GDT among both officers and civilians. Lack of officer buy-in can have negative impacts on overall adherence to department policies and procedures regarding the use of GDT, rendering it less likely to achieve its intended benefits (Lawrence et al., 2019). This article explores these issues further by offering insight into the implementation of GDT in three cities through findings from stakeholder interviews, firearm-related case files, and an analysis of differences in response times between pre- and post-GDT implementation periods. These findings reveal best practices for securing officer buy-in and ensuring that policies surrounding GDT use are followed.

The National Institute of Justice (NIJ) funded the Urban Institute to investigate the degree to which GDT aids in the response, investigation, and prevention of firearms violence and related crimes.

We implemented a mixed-methods design, conducting a process and impact evaluation of ShotSpotter Inc., a GDT vendor, in three cities: Denver, CO; Milwaukee, WI; and Richmond, CA. The three study sites vary in geographic location, population demographics, firearm-related crime, and implementation of GDT.

To learn more about the perspectives of law enforcement agency staff on GDT use and its perceived utility, we interviewed 46 criminal justice stakeholders, including law enforcement, crime analysts, city prosecutors, and Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) officers, all of whom had experience using GDT. Interviews discussed issues on planning GDT implementation, installation and monitoring, policies and procedures, training, investigative utility, and the perceived value and impact of GDT. As we report in Lawrence et al. (2019), overall, stakeholders had positive perceptions of GDT and the technology's ability to accurately identify when and where gunfire is occurring, potentially resulting in faster response times and increases in evidence recovery and witness and suspect identification. However, increases in awareness of gunfire incidents and a sudden influx of evidence and data can overwhelm resource-strapped departments, which can influence levels of officer buy-in.

To assess how officer workloads may change as a result of GDT, we compared the number of shooting notifications that officers responded to, as well as the total time of their response, in the year prior to GDT implementation to the year after. For this purpose, shooting-related notifications include shootings, shots fired or heard, or a GDT alert, and we defined "response time" as the summated time of the officers' response from the time they were assigned to the time they arrived at the scene. The results for each of the cities show that GDT is associated with large increases in officers' time spent responding to additional shooting-related events made known to them by GDT. In Denver's original GDT coverage area, the number of shooting-related notifications increased by 99% (from 249 to 496), corresponding to a 191% increase in the total amount of time it took for officers to respond. The number of shooting-related notifications across Richmond's coverage areas increased from 945 to 1,869, or roughly 98%. As such, the amount of time officers used to respond increased by 115% in Richmond. We observed similar changes in Milwaukee, where the number of notifications increased by 102%, from 3,945 to 7,970, which corresponded to officers spending 108% more time responding to shooting-related calls.

Although we saw a clear increase in officers' awareness of and response to shooting calls, we also found increases in the amount of evidence that needed to be processed as a result of those calls. We examined firearm case files and found a marginally significant increase in whether shell casings were

recovered from the scene prior to (55.3%) and after GDT implementation (68.5%) across the three cities (Lawrence et al., 2019). This increase in the amount of evidence that is collected, and therefore needs to be examined through ballistics testing, adds to officers' workload. Ultimately, law enforcement agencies must prepare for large increases in officers' workload for shooting events they are informed of post-implementation of GDT. Although increases in workload can negatively influence officer buy-in of GDT, there are ways to build support for the technology and optimize its use in firearm shooting investigations.

Best Practices to Secure Officer Buy-In

Interview findings produced key insights into best practices for GDT implementation that can help secure officer support for GDT and manage increased workload as a result of GDT. Officers reported having minimal policy guidance on GDT use in response to shooting events, likely due to policy development occurring after the initial deployment in each site. This resulted in challenges related to the variation in officers' response to GDT alerts, with many reporting they were uncertain of how to prioritize GDT alerts and how to respond to them, which jeopardizes the ability of the technology to achieve its intended goals. Without standardized operating procedures (SOPs), confusion likely contributed to officers' under-utilization of the technology and the perception that it requires extra work for few tangible benefits.

Departments can help ensure the fidelity of implementation by drafting SOPs prior to GDT's implementation and incorporating that guidance on GDT use into both academy and in-service officer trainings. Sufficient patrol staffing paired with transparent communication from leadership about the potential for GDT to increase workload may mitigate officer concern or skepticism about the technology. Concurrent to policy development regarding GDT use, departments can also develop and implement strong accountability mechanisms that ensure the alert response protocols are conducted in accordance with the policy. For example, patrol supervisors can return to the scene of an alert and conduct an additional neighborhood canvass to ensure all protocols have been followed by responding officers. Although additional canvasses are time consuming, establishing standardized SOPs and implementing accountability measures to ensure they are followed are key for maximizing the utility of GDT in investigations of shooting incidents. Departments can also boost GDT policy compliance by designating a full-time position, held by a sergeant or other command staff, to manage the GDT program and its data. This position could be charged with following up on officers' GDT alert responses, compiling officer forensic report requests, ensuring gunshot alert data is integrated into crime analysis, and tracking investigative outcomes of GDT (i.e.,

arrests, evidence recovery, canvasses) to measure the success of the technology.

Without widespread awareness, training, and thorough understanding of SOPs by those monitoring GDT and responding to alerts, patrol officers may be ill-prepared to prioritize alerts and handle the increased workload, ultimately impacting their views on the value of GDT. Relatedly, stakeholders emphasized that GDT generates large volumes of data and potential evidence that must be managed, stored, and integrated into existing systems such as the CAD system and ATF's National Integrated Ballistic Information Network (NIBIN) and its firearm eTrace program. This posed a challenge to departments already facing resource shortages because there were insufficient personnel to respond to GDT alerts and process collected evidence.

Furthermore, the utility of GDT is amplified when crime analysts use the data and evidence it generates to formulate trends, follow leads, and identify patterns in investigations to generate routine crime reports. Timely response to alerts is important, but having sufficient staff to manage GDT systems and data is vital for improving investigations and achieving desired outcomes for cases. Sufficient staffing promotes officer buy-in because the workload is more evenly and appropriately distributed across patrol officers, patrol supervisors, and crime analysts, according to their level of interaction with GDT.

Balancing GDT Benefits and Officer Concerns During Implementation

Increases in workload may erode officers support for technologies like GDT, but law enforcement agencies can benefit from the technology's full intended benefits if it is implemented with maximum fidelity. However, in order to maximize implementation fidelity agencies need officer buy-in. The recommendations put forth in this article are foundational for securing such officer support during the pre-implementation phase and in the future as GDT is further integrated into agencies' gun violence reduction strategy.

By developing SOPs and ensuring they are well understood in academy and in-service trainings for officers, law enforcement agencies can obtain officer buy-in from the beginning. Accountability mechanisms to reinforce these department policies can safeguard against potential uncertainty regarding the use of GDT and response to the alerts. Agencies can also offset some of the increased workload generated from GDT by integrating the technology into existing systems such as CAD, NIBIN, and eTrace, which can assist agencies in faster responses to and connections of shooting events through matched evidence. In preparing to implement GDT, agencies can benefit from allocating sufficient resources and personnel to manage the GDT system and data as well as respond to the alerts. Although increases in workload can negatively impact officer buy-in, law enforcement

command staff can also coordinate with crime analysts to produce reports that demonstrate GDT's utility, accuracy, and effectiveness in improving evidence collection, witness and suspect identification, and overall case outcomes for firearm shooting investigations.

Much like the implementation of body-worn camera programs, a deliberate and transparent approach in which information about the technology is disseminated both vertically (from command and leadership staff) and horizontally (among patrol supervisors and officers) within the department can increase officer buy-in of a new technology (Gaub et al., 2016). Through this intentional process of communication and implementation, officers may better recognize the benefits of the technology despite the potential for increased workload, leading to improved implementation and achievement of intended benefits.

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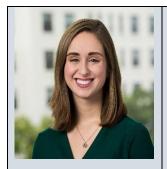Carr, J. B., & Doleac, J. L. (2016). *The geography, incidence, and underreporting of gun violence: New evidence using ShotSpotter data.* Washington, DC: Brookings Institution.

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A Message from the President: N. Prabha Unnithan, Ph.D.

In this message, I will first look forward to highlights of the ACJS's March 24—28 2020, San Antonio Annual Meeting. Next, I will share some of my impressions from the three regional meetings I attended in 2019 and what our professional gatherings mean for the field.

Less than two months to go for our Annual Meeting! First, I hope you have registered for it. Our Program Committee (Stephanie Mizrahi, Rob Tillyer, Dawn Beichner) met along with our Executive Director John Worrall and me in early November at my campus in Fort Collins to hash out the details of our March meeting schedule. The schedule is now available in draft-form on the ACJS website. I urge you to examine the hundreds of panels on a range of criminal justice topics which may be of interest to you with a view to maximizing your scholarly use of time while in San Antonio. While you are doing so, please take a longer look at featured sessions that highlight the theme of **"Envisioning Justice: From Local to Global."** I also want to draw your attention to two plenaries: one on human trafficking on Thursday, where we will hear from four local officials who deal with varying critical aspects of the problem; and the other by Robin Engel of the University of Cincinnati on lessons learned in the aftermath of a police shooting on her campus. On a less formally academic note, Megan Augustyn, our local arrangements coordinator, has arranged for two excursions that you can sign up for at no additional cost to you. These are: a boat tour focused on safety efforts related to the famed San Antonio River Walk; and, another of Haven for Hope, a 22-acre campus that represents a creative response to the problem of homelessness. As we set our sights on examining the global and international dimensions of criminal justice, let us also think of the local sites, such as the ones mentioned above, where lofty principles pertaining to crime and justice find their human impact.

I have mentioned before that attending the gatherings of our constituent regional associations has been a major source of pride and satisfaction for me during my term as President of ACJS. I spent several days in September and October participating in the annual meetings of the Midwestern Criminal Justice Association (MCJA, in Chicago, Illinois), the Western Association of Criminal Justice (WACJ, in Coeur D'Alene, Idaho) and the Southwestern Association of Criminal Justice (SWACJ, in Houston, Texas). Due to scheduling conflicts, I was unable to attend the Southern Association of Criminal Justice meeting (SACJ, in Nashville, Tennessee) where I was ably represented by First Vice President Cassia Spohn   At these meetings, in addition to promoting our San Antonio Conference, I discussed issues that the ACJS Executive Board was dealing with

and responded to questions and concerns that members had about matters at the national organizational level. I hope to continue this dialog at the Regional Summit during the San Antonio Conference. At the regional meetings, I was struck by the close friendships and long-term bonds that held together members who therefore made it a priority to attend these gatherings every year. I also found challenging themes for participants to consider, for example, to examine the implications of intersectionality for criminal justice and criminology (MCJA); to reimagine our field through international and comparative analysis (WACJ); and to move towards a better criminal justice system through partnerships between academe and the profession (SWACJ).

Given the hateful and politically divisive rhetoric that we are exposed to, and in an environment where adversaries appear to be unwilling to listen to each other, the preservation of spaces and places where friendly intellectual and practical discourse can still be accomplished is vital. More specifically, this is crucial to our field where we debate (and may disagree on) controversial and sensitive issues pertaining to crime and justice. For 57 years, to our credit, our organization's regional and national meetings have carried on this proud intellectual tradition.

In keeping with spirit of a new year and a new decade, I wish you all the best professionally and personally.

N. Prabha Unnithan, Ph.D.

Colorado State University, Fort Collins

ACJS President Prabha Unnithan in October 2019 addressing the Southwest Association of Criminal Justice (SWACJ) annual meeting in Houston, Texas. Others in photo are members of the SWACJ Executive Board.

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For more information, please visit:

https://www.acjs.org/page/Overview2020AM

6th ANNUAL ACJS ACADEMIC ASSESSMENT WORKSHOP

Registration Now Open!

Hello All:

It's that time of year again. Time to register for the **6th Annual ACJS Assessment Workshop** presented by the ACJS Assessment Committee and Peregrine Academics. The workshop will take place on **Tuesday, March 24 from 1:30-5:30 at the Marriott Rivercenter in San Antonio, Texas.**

The workshop will boast two tracks; a Current Issues in Academic Assessment track and a Nuts and Bolts training track with presentations covering some of the basics of starting and running an assessment program. Please indicate in your registration which track you plan on attending. This is not wedded in stone (you can jump between tracks if you wish), but it will give the committee an idea of how many people to plan for in each of the rooms.

In addition, for the first time, we will be providing interactive follow-up workshops throughout our conference, where participants can meet again with our presenters. These sessions are designed to enable participants to bring assessment plans they are working on and get hands-on assistance or provide advice to fellow participants. No additional registration is required for these interactive workshops.

Food will be provided thanks to the generosity of our sponsor, Peregrine Academics, and we will end with our traditional wine and recap social.

To register, click here.

Registration fee: FREE! However, you must RSVP on or before March 1, 2020. Space is limited.

To view a tentative agenda, visit the event page - https://www.acjs.org/page/6thAnnualAssessmentWorkshop.

Hope to see everyone there!

Sincerely,

Stephanie Mizrahi, Chair, ACJS Assessment Committee
Robert Lytle, Deputy Chair and Workshop Coordinator, ACJS Assessment Committee

Join over a thousand industry and academic professionals at the **ACJS 57th Annual Meeting, March 24 - 28, 2020** in San Antonio, Texas.

As a registered attendee, sponsor, and/or exhibitor of the Annual Meeting, you can expect not only to enjoy the vibrant culture of San Antonio but experience a wide range of session topics, social events, and interaction with educators and practitioners from around the country.

SAVE by registering for the annual meeting **before the deadline, January 31!**

NOTICE: The Academy of Criminal Justice Sciences General Business Meeting will be held on Friday, March 27, 2020, 11:00 AM –12:15 PM, San Antonio Marriott Rivercenter Hotel, 101 Bowie Street, San Antonio, TX, Third Floor, Grand Ballroom Salon K.

Interested in Exhibiting during the 57th ACJS Annual Meeting? Find out how you can become an Exhibitor and invest with your target audience by visiting the Exhibits page - https://www.acjs.org/page/Exhibits2020.

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ACJS Seeking Committee Volunteers for 2021-2022

Heather Pfeifer, incoming ACJS 1st Vice President, is actively seeking Committee volunteers to serve during her presidency, April 2021 – March 2022. If you are interested in learning more about how to be actively involved in service to ACJS, contact Heather at hpfeifer@ubalt.edu to volunteer. Every attempt will be made to place ACJS members who volunteer on a standing or *ad hoc* Committee.

Committee membership is limited to ACJS members. The composition of all committees will be as diverse as possible with regard to gender, race, region, and length of Academy membership.

Every year, ACJS needs volunteers for the Academy's Standing Committees. Committee volunteers usually serve for one year, beginning with the Friday of the Annual Meeting after the Executive Board meets. Appointments to the following ACJS Standing Committees are for one year, unless otherwise stated:

- **Academic Review** (Members serve three-year terms)
- **Affirmative Action** (Open membership)
- **Assessment** (Open to three new members who serve three-year terms)
- **Awards** (Open membership)
- **Business, Finance, and Audit** (Open to one person from the ACJS membership selected by the 2nd Vice President)
- **Committee on National Criminal Justice Month** (Open membership)
- **Constitution and By-Laws** (Open to three new members selected by the 2nd Vice President and serve three-year terms)
- **Ethics** (Members are nominated by the Trustees-At-Large and appointed by the ACJS Executive Board and serve three-year terms)
- **Membership** (Open membership)
- **Nominations and Elections** (Members are appointed by the Immediate Past President)
- **Program**
- **Public Policy** (Open membership)
- **Student Affairs** (Open membership)
- **Crime and Justice Research Alliance (CJRA)** (Open to two members at large appointed by the 1st Vice President)
- **Doctoral Summit** (Open membership)

The success of ACJS depends on having a dedicated cadre of volunteers.
Committee membership is an excellent way to make a
difference in the future of ACJS.

An Invitation to Restore Happiness in Deterrence

Jeremy Olson*

As he pondered the reason for human existence more than 2,000 years ago, Aristotle posited that "happiness, then, is something final and self-sufficient, and is the end of action" (Aristotle, 1999, p. 10). To him, happiness was a universal primary good; in some form or another everyone worked toward it, for it. Happiness was not constant; people's happiness levels could ebb and flow between a continuum of pain and pleasure. Aristotle believed that when people wandered away from happiness and toward pain, Nature, Education, and Law could persuade them back toward it. When people had already acquired sufficient resources through nature and education, they could self-correct their happiness. When people lacked those resources, Education and Law would need to intervene. To be most effective, the educational and legal interveners themselves would have needed to become experts in happiness as it related to their specific vocations (Aristotle, 1999).

Aristotle's idea that we could influence human behavior via natural inclinations toward pleasure and away from pain became the foundation for utilitarian theory. As applied to the American criminal justice system (CJS), utilitarian theory is known as *deterrence* (Albanese, 2012; Bernard, Snipes, & Gerould, 2010; Kubrin, Stucky, & Krohn, 2009). According to utilitarian theory, free-willed people will consider the possible outcomes that can arise from courses of action and engage in the behaviors that they believe will most likely and most comprehensively increase their happiness or at least minimize their pain. Deterrence considers courses of action that could result in crime and equates *risks* with unhappiness and *benefits* with happiness (Beccaria, 1764; Bentham, 1781). To a potential offender, risks of engaging in crime could be the chances of capture, fines, jail, etc. while benefits of crime could be money obtained from the crime, status, relief from addictive pains, etc. When potential offenders believe the benefits of engaging in crime outweigh the risks of engaging in crime, they will engage in the crime. Deterrence can be reduced to the following equation:

$$T (B > R) = C$$

where T is the function of free-willed, logical thought; B is the assessed benefit(s) of crime; R is the assessed risk(s) associated with the crime; and C is engagement in crime.

Under contemporary deterrence, the criminal justice system's goal is to increase the pain that a potential offender experiences by engaging in crime, or at least increase the potential offender's perceptions of these risks. We clearly see this in deterrent efforts (and their bumper sticker slogans) in the system through such things as life sentences for repeat crimes ("three strikes, you're out"), juvenile waiver laws ("do adult crime, do adult time"), driving under the influence task forces

("over the limit, under arrest"), and seat belt safety checks ("click it or ticket"). The CJS rarely attempts to directly teach a potential offender to increase his or her happiness by not engaging in crime. Somewhere, deterrence lost utilitarianism's happiness. This is an invitation to restore happiness in deterrence.

Exploring Happiness

Since the CJS accepts deterrence's underlying concept that $T(B > R) = C$, then it must also accept that $T(B > R) \neq C$. To accept the latter, it must be willing to do as Zehr (2015) suggested regarding restorative justice and change the lens through which it sees offenders. The new lens does not have to be fully restorative, but it will need to focus on developing the competency within offenders that their engagement in *prosocial* behaviors can accrue happiness in a lasting way, unlike the short-lived happiness they might experience through crime. The new lens does not need to abandon all previous CJS efforts. Aristotle (1999), Bentham (1781), and Beccaria (1764) envisioned pleasure and pain existing together.

The new bifocal formulas of the CJS would be:

$$EQ_{Pain}: T(R_{ASB} > B_{ASB}) \neq C, \text{ and}$$

$$EQ_{Pleasure}: T(B_{PSB} > R_{PSB}) \neq C$$

where T is the function of thought, R is risk(s), B is benefit(s), ASB is antisocial behavior, PSB is prosocial behavior, and C is crime. In other words, the CJS would offer up sanctions (pains) for offenders' engagement in crime while also offering them competencies on how living a prosocial life can increase happiness.

But What Is Happiness?

If the CJS is to concern itself with increasing happiness, a clear understanding of happiness is in order. Consistent with the concepts that Seligman (1999) proposed to the American Psychological Association and that Nikolic-Ristanov (2014) offered to the European Society of Criminology, the happiness I suggest here arises from the science of positive psychology. This conceptualization of happiness has three parts: positive affect, negative affect, and subjective well-being.

Positive and negative affect are the internalized features of one's personality that lead to a generalized view of one's world as either happy (positive affect) or unhappy (negative affect; Baumgardner & Crothers, 2009). People with positive affect proclivities are generally optimistic, easygoing, and pleasant while people with negative affect proclivities are generally the opposite. Positive psychology holds that everyone has some level of both positive and negative affect in their personalities. Although positive and negative affect appear to be autogenous, subjective well-being (SWB) is a person's own rating of his or her happiness with life. SWB arises from a person's interactions with, and assessments of, the external world (Baumgardner & Crothers, 2009; Kahneman, Krueger, Schkade, Schwarz, & Stone, 2004; Schwarz & Strack, 1999). All three of these

components interact with, moderate, and mediate each other to influence a person's overall levels of happiness across their lives. SWB is the component most under the conscious control of a person.

SWB (a.k.a. "life satisfaction," "satisfaction with life," and "quality of life") appears to be a socially constructed, self-assessed rating of how a person believes his or her life is going when weighed against similarly situated peers. SWB ratings are based on the historical and social experiences and interactions a person has had, and is having, with his or her world (Argyle, 1987; Baumeister, 1991; Martikainen, 2009; Seligman, 2011). Argyle (1987) offered a clear and simple example of SWB by noting that "if someone says that they are satisfied with, say their mud hut on stilts, then we must assume they *are*" (p. 3, emphasis in original). SWB is more dynamic than positive and negative affect. A person who wants to increase his or her SWB can make a conscious effort and do so (Csikszentmihalyi, 2008; Seligman, 2002, 2011). Higher SWB ratings have been associated with increased problem-solving skills, resilience, asset building, and resistance to strain (Fredrickson, 2001; Fredrickson & Joiner, 2002; Park, Peterson, & Seligman, 2004; Tugade & Fredrickson, 2004). In effect, the higher our mud hut dweller rates his SWB, the quicker he can learn and acquire the resources to wrap his hut with a tarp during rainy seasons.

SWB, then, is the dynamic and changeable part of happiness. It is socially constructed based on a person's experiences and interactions with the world. Higher ratings of it are associated with prosocial skills like problem solving and asset building. It leads to strain resistance and resilience. Attentive readers already see that these are all realms of the contemporary CJS, largely because asset building, resilience, strain resistance, and problem solving have all been associated with reduced crime and harms (Agnew, 1992, 2005, 2006; Agnew & White, 1992; Brown & Block, 2001; Coldren Jr., Costello, Forde, Roehl, & Rosenbaum, 2004; Johnson et al., 1996; Kumpfer & Summerhays, 2006; Ortega, Beauchemin, & Kaniskan, 2008; Paternoster & Pogarsky, 2009; Pierce & Shields, 1998). Thus, happiness has encroached into our existing purview. If the CJS is to consciously focus on the happy side of deterrence, happiness must be universal and applicable to the variety of potential, adjudicated, convicted, and ex-offenders subjected to the system.

Models of Happiness

Though Aristotle and his teacher, Plato, disagreed on where *forms* manifested, they both posited that forms were universal, unchangeable, divine, and eternal entities (cf. Hamilton & Cairns, 1961, especially *Republic* and *Phaedo*). Regardless where its properties manifest, Aristotle's description of happiness as "something final and self-sufficient, and…the end of action" (1999, p. 10) qualifies it as

a form. Support for this universality of happiness exists in the literature.

When researchers have asked people whether they are happy, findings have consistently indicated that most of the people around the world are happy and that happiness transcends demographics (Argyle, 1987; Baumgardner & Crothers, 2009; Campbell, Converse, & Rodgers, 1976; King & Napa, 1998; Myers & Diener, 1995, 1997). Perhaps the most widely accepted measure of SWB around the globe is the Satisfaction with Life Scale (SWLS; Diener, Emmons, Larsen, & Griffin, 1985). The SWLS has been utilized and tested throughout the world and has been found to be reasonably valid and reliable across populations, demographics, and behaviors (Aishvarya et al., 2014; Diener & Diener, 1996; Pavot & Diener, 2008; Slocum-Gori, Zumbo, Michalos, & Diener, 2009; Zanon, Bardagi, Layous, & Hutz, 2014). Taken together, these efforts lead us to believe that most people around the world perceive their lives as happy. Research into what individuals believe forms their happiness has uncovered striking similarities.

Starting in the 1970s, researchers applied statistical methods to efforts directed at uncovering the universal building blocks of happiness. Consistent with philosophical ideas, research often began with the premises that these building blocks, known as domains, are limited in number and that although congruent across people, time, and culture, the importance of any single domain can change within the lifetime and circumstances of any individual person. Emerging models of happiness regularly suggest about 10 domains are important to the attainment of one's SWB, with the domains similar across models, people, and cultures. These findings lend support to the universality of happiness. Table 1 provides details of six models of happiness.

Table 1: Domains of Happiness

Campbell, Converse, & Rogers (1976)	Sears (1977)	Ramm (1996)
family life, marriage, finances, housing, job, friendships, community, health, leisure, US government, organizations, religious faith	occupation, family life, friendships, richness of cultural life, service to community, joy in living	renewing recreation, money, rewarding occupation, companionship, intimacy, affirmation, health, freedom, security, meaningful material objects
Sheldon et. al. (2001)	**Ward & Brown (2004)**	**Martikainen (2009)**
pleasure-stimulation, money-luxury, relatedness, popularity-influence, security, autonomy, competence, self-actualization-meaning	life, knowledge, work, play, agency, inner peace, relatedness, spirituality, pleasure, creativity, (added later) community	work, health, family, material needs, hobbies, physical thriving, self-esteem, friends, studies, substance use

Notably, two of these models have been developed for and implemented with offenders. They both have manuals available for practitioners and researchers to review. Ramm's (1996; Ramm & Czetli, 2004) ideas form the basis for a youthful offender intervention called The Facts of Life (Ramm, 2003; Ramm, Driscoll, Beighley, & Ramm, 2009), while Ward and Brown's (2004) concepts drive an intervention known as The Good Lives Model (Yates, Prescott, & Ward, 2010; Yates & Prescott, 2011). It is encouraging that models of happiness reveal such consistent domains. Still, if the argument for restoring happiness in deterrence is to hold, empirical evidence must also demonstrate a falsifiable, inverse link between happiness and deviance.

Evidence of Happiness

Although this is not the first call to grant happiness a place in the criminal justice system (cf. Nikolic-Ristanovic, 2014; Ronel & Elisha, 2011), the science is relatively new, leaving empirical investigations into happiness and deviance somewhat scarce. Where investigations do exist, they are often retrospective, based on secondary analyses of standardized surveys, and focus mostly on youths. Secondary analyses bring an additional obstacle of somewhat incomplete and variegated proxy measures for both SWB and deviance.

Despite these frustrations, there is some evidence that higher ratings of SWB are associated with decreased deviance, criminal and otherwise.

Fairly consistent findings in youthful offending studies are that SWB is inversely related to youthful participation in physical fights (MacDonald, Piquero, Valois, & Zullig, 2005; Valois, Paxton, Zullig, & Huebner, 2006; Valois, Zullig, Drane, & Huebner, 2001), carrying or using weapons (Huebner, Drane, & Valois, 2000; MacDonald et al., 2005; Valois et al., 2001), engagement in externalizing behaviors like delinquency (Suldo & Huebner, 2004), and bullying including both offending and victimization (Estevez, Murgui, & Musitu, 2009). Across studies concerned with analogous behaviors of deviance, evidence exists that increased SWB associates with increased remission from substance use and conduct-related behaviors in youths experiencing mental health disorders (Donohue et al., 2003) and increased remission from substance use in former addicts (Laudet, Becker, & White, 2009).

The literature related to our immediate question of an inverse happiness-crime link appears promising. However, even so far as the two models of happiness being used with offenders stand, published evidence is sparse. There is much more to investigate if we are to capitalize on any connection between happiness and crime.

Back to the Future of Happiness

Philosophically, happiness has been an integral part of utilitarianism and deterrence since their inceptions. The seminal writings of the fathers of the classical school of criminology make it clear that utilitarianism and deterrence are fundamental to that school (Beccaria, 1764; Bentham, 1781). Despite this, the American CJS continues to place almost all its efforts on the risk (pain) side of deterrence. During our risk-only efforts we have experienced an overall recidivism rate of about 50% across the components of the CJS (Abrams, Shannon, & Sangalang, 2008; NIJ, 2014; Unruh, Gau, & Waintrup, 2009). Our half efforts may have led to our half success. It is time for the CJS to restore happiness into deterrence.

Including happiness in the CJS does not have to be difficult nor complex. One approach is to acknowledge the need and pick up at Step 2 of Mears' (2010) policy/program hierarchy. As evidenced above, there is enough current support at Steps 2 (Theory), 3 (Implementation), and 4 (Outcomes) to undertake some evaluations concurrently; we need not wait for confirmation at each preceding step to begin any of the latter steps (except 5 Cost Evaluations, which will require stronger evidence from Step 4 first). The process would include, but not be limited by, several actions.

For theory evaluations, we need to test the hypothesis that achieving happiness, or at least the

important domains thereof, will decrease participation in crime. Primary and secondary research with a variety of populations, demographics, offense histories, and other important correlates of crime is required. Where possible, research efforts should use similar, detailed, reliable, and valid measures of both happiness and crime so that results can be compared across studies. For instance, Diener et. al.'s (1985) Satisfaction With Life Scale (SWLS) can be paired with Elliot, Ageton, and Huizinga's (1985) Self-Report Delinquency-General Delinquency Scale (SRD-GD) in a primary survey administered to the general public, college students, youths, youthful offenders, adult offenders, incarcerated youths and adults, former offenders, at-risk populations, employed people, unemployed people, retired people, and other populations in different countries to help falsify the happiness-crime link. Such studies should not all be retrospective. Prospective, longitudinal surveys will be necessary to further support the happiness-crime theory. Researchers can enhance studies by including instruments to measure the existence of the domains to happiness, such as Ramm's (2001) General Inventory of Life Satisfaction, to validate these instruments against themselves and against the SWLS.

To address implementation evaluations, researchers and practitioners can examine the few practices already in place and can initiate new efforts with existing interventions or new programs that are built on happiness philosophy. Assessing adherence to curricula manuals such as those developed for The Good Lives Model (Yates et al., 2010; Yates & Prescott, 2011), any of its adaptations (Olson, Sarver, & Labishak, 2016), or for The Facts of Life (Ramm, 2003) would greatly enhance later efforts to validate programs both at each implementation and across populations. Assessment of staff expertise is also needed. Staff should be trained in both the concepts of happiness-crime and the program they will be working before they work the intervention. Detailed documentation of all training and implementation efforts will help evaluation efforts.

Assessing outcomes of happiness-crime interventions will require some level of randomized control experiments and/or propensity score matching between participants and control groups across an array of potential and actual offenders. Age, sex/gender, race/ethnicity, geography, instant offense type, offending history, intervention setting, substance use history, parental structure, educational record, employment history, and other important characteristics must be included in the evaluations if we are to trust findings and make external generalizations.

Conclusion

Together in this invitation, you and I considered the philosophy of happiness that forms the foundation of utilitarianism and deterrence. We questioned the criminal justice system's focus on only half of those

theories and recognized that half an approach might help explain the half success we see in recidivism reduction. We identified that the risks and benefits associated with the pains of engaging in antisocial behavior can just as easily be considered with the opposite side of that coin: benefits and risks of pleasure derived from engaging in prosocial behavior. We explored happiness as the perception a person has about his or her experiences and circumstances in his or her world and found that higher levels of subjective well-being are associated with traits and skills that we know help keep people away from criminal behavior. We found that happiness models reveal domains to achieving happiness that are consistent across people, demographics, cultures, and time. We uncovered some evidence that happier people engage in less crime.

Based on all this, I offered some practical ideas for restoring happiness into deterrence with offenders, potential offenders, and ex-offenders. I now invite those of us interested to undertake those steps to help us meet our dual CJS goals of reducing crime and increasing public safety. If findings from our evaluations are positive, we can guide the system in restoring happiness in its prevention, diversion, intervention, and aftercare efforts. With happiness restored, maybe we can be better than half right.

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Navigating the ~~Ivory~~ White Tower: Experiences as a POC in Academia

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Introduction

According to the most recent data from the U.S. Department of Education (2016), among degree granting post-secondary institutions, 77% of tenured faculty identified their race/ethnicity as White, 9% identified as Asian, 5% identified as Black, 4% as Hispanic, and 4% as Other race. Among criminology and criminal justice doctoral programs, 83.73% of faculty identified their race/ethnicity as Non-Latino White, 5.85% as Non-Latino Black, 5.21% as Asian, 2.37% identified as Latino, and 2.84% as Other race (Association of Doctoral Programs in Criminology & Criminal Justice, 2018). These disparate racial breakdowns mirror that of doctoral students across disciplines, such as the social and behavioral sciences (American Psychological Association, 2016). Furthermore, a recent report by the Council of Graduate Schools noted that racial/ethnic minorities account for 32% of first-time graduate students seeking a degree in the social and behavioral sciences (including criminal justice and criminology), with African American (12.6%) and Latinx (13%) students accounting for the majority (Okahana & Zhou, 2017). Although racial diversity among doctoral graduates is slowly increasing (see National Science Foundation, 2017), the current data speaks to shortcomings in the pipeline for PhDs among people of color (POC).

In this article, we discuss several challenges that come with being a doctoral student of color within criminal justice and criminological academia. We also provide tips and considerations for successfully navigating institutions of higher education. Our goal here is to highlight the nuances of the graduate experience from the perspective of students of color who face unique challenges.

Navigating the Academic Social Scene

Tip 1: Find Non-POC Allies

There is no better personification of the "fish out of water" analogy than graduate school. Indeed, this feeling may be further exacerbated for POC graduate students who may not be able to immediately establish community with individuals who share POC status and who are attending predominantly White institutions, given the lack of representation of POC within the discipline (Green, Gabbidon, & Wilson, 2018). To build your community, we suggest finding non-POC allies. These individuals may be members of your cohort, peers from other departments, and/or faculty. Non-POC allies have the ability to both be a form of social support and serve as accountability advocates for others, especially during early periods of uncertainty in the program. Allies can listen and empathize with POC. They are educated about issues affecting marginalized communities and can hold peers accountable for microaggressions and

other forms of discrimination experienced by POC (Hollingsworth et al., 2018).

Tip 2: Find a POC Mentor

Research shows mentorship is essential to succeeding in graduate school (Paglis, Green, & Bauer, 2006) and although perhaps difficult to acquire, a POC mentor is invaluable. A POC mentor will guide you through moments of frustration and self-doubt, institutional bureaucracies, and will be a constant reminder that you are not alone. This is not to say that you cannot succeed without a POC mentor (Thomas, Willis & Davis, 2007). Research suggests that when non-POC faculty mentors engage students in a manner that recognizes and supports cultural differences, mentoring relationships can be very successful (Davidson & Foster-Johnson, 2001). In our experience, having a POC mentor has been an undeniable asset. Your department may not have a POC mentor. Indeed, Greene and colleagues (2018) highlight that 6.2% and 2.8% of criminal justice faculty are Black and Latinx, respectively. Do not constrain yourself to seeking mentorship only within your department. We encourage POC graduate students to seek mentorship across other departments on campus or in other institutions. Additionally, becoming an active member of the ASC Division on People of Color & Crime or the ACJS Minorities and Women section are great places to start networking with POC criminologists and obtaining mentorship.

Tip 3: Protect Your Time and Energy

As current doctoral students, we empathize with sometimes having the inability to say no to joining a new research project or committing to an extra service opportunity. Although you are a graduate student, it is important to remember that you need to establish boundaries. Protecting your time and energy may be even more difficult for POC graduate students who may feel the need to overcompensate if they are the only cultural representative in their department. The consequences of not protecting yourself are detrimental, leading to burnout and fatigue, which can lead to attrition in the program. Give yourself the permission to say no.

Conquering the Classroom

Tip 4: Study What You Want

Criminology and criminal justice provide students a variety of different areas of study. This is evidenced by the number of divisions and sections available for students to join through ASC or ACJS. Choosing an area of interest can be daunting, so make sure you pick a subject area about which you are passionate. Four to six years is a long time to study an area of criminology, particularly if you lack interest. Mentors and advisors are there to offer advice and help direct you in creating a research agenda, but their research area will not always match the trajectory you envision for yourself. Be careful not to allow people to pigeonhole you into research that is not what you want to study. Find

your niche in the vast array of research areas and do not be afraid to focus your attention on what you want. As a graduate student of color, you can provide a unique perspective on criminal justice and criminological issues, and your voice is needed to diversify our field.

Tip 5: You're Not the Expert on All Things Race

We've all been there before. You are sitting in class and the discussion turns to race. Everything is fine until you get the eerily familiar feeling that your classmates are waiting for you to give your opinion on the topic. These uncomfortable experiences do not stop once you have reached graduate school. In fact, it may be even more burdensome because the responsibility of speaking on these topics may no longer be shared between a handful of graduate students of color. You may now be the sole minority voice in the room. In instances such as these, do not feel pressured to state your opinion on the topic. If you have something substantive to add to the discussion, say it. Otherwise, not having an opinion is also an appropriate response. You are not obligated to be the cultural liaison in your courses. Instead, we suggest challenging your non-POC colleagues to think more critically about issues related to race and criminal justice/criminology. It may lead to a more meaningful and nuanced discussion.

Tip 6: Confronting the "Exceptional Minority" Stereotype

U.S. citizens with doctoral degrees comprise 1.8% of the population (U.S. Census Bureau, 2016). As previously noted, racial and ethnic minorities account for an infinitesimal percentage of this population. This fact alone can sometimes lead students to place undue stress and unrealistic expectations on themselves. Not only do graduate students of color have to prove that they can compete with their non-POC colleagues, but they have the added burden of being their cultural representative, going through graduate school feeling that if you fail, your entire community fails. Indeed, Shavers and Moore (2014) refer to this as the "part of a bigger whole" or "prove them wrong" syndromes, in which minority doctoral students view their "doctoral-degree pursuit as something that was greater than themselves and part of a bigger whole or as a way to give to their community" (p. 23). In their study, they find that minority doctoral students who ascribe to these beliefs can sometimes experience stress and harmful pressure to be successful (Shavers & Moore, 2014). We believe the best way to address these syndromes is to confront the notion early on in your graduate studies. We suggest using this potential problem as a motivational technique or affirmation as you grow into a capable scholar. In the alternative, you can choose not to subscribe to the label at all, making

your successes and failures yours alone. Either way, make sure your response is healthy and stress free.

Considerations for the Job Market and Beyond

Tip 7: *Work at a Place that Works for You*

As doctoral students, the goal is to land a position at an institution of choice. Though navigating the job market in and of itself can be a daunting task, doctoral students of color should keep certain considerations in mind when applying for jobs. It is imperative to ask, "How does this institution provide support for me as a scholar of color?" "Are these same or similar services provided to POC students at the graduate and undergraduate level?" "How diverse is the campus and institution?" Perhaps location will be a determining factor for you; do not compromise. Your happiness, ability to cope, and life outside of academe could be dependent on accessibility to cultural foods, a sense of community, and family. These issues are no less important than any other factors when considering where you would like to apply.

That said, some POC in academia feel an added responsibility to increase their visibility as faculty of color for students who desire to pursue careers in higher education. Recently, scholars at John Jay College of Criminal Justice, Drs. Kevin Nadal and Silvia Mazzula, launched a social media campaign across various platforms, promoting the hashtag #ThisIsWhatAProfessorLooksLike, with the goal of showcasing diversity among people of

color in academia (Nadal, 2018). Through powerful initiatives like this, undergraduate and graduate students of color may be able to envision themselves as a professor.

Conclusion

In this article, we have discussed several tips and considerations for successfully navigating institutions of higher learning as a graduate student of color based solely on our personal experiences that may not be the same for *all* students of color. To our fellow POC peers, we hope that this article brought a sense of community through shared experiences. To our non-POC peers, we hope that this perspective provided some insight and self-introspection regarding yourself as an ally.

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The ACJS Membership Survey
Results, 2018–2019
Frances P. Bernat,* JD, PhD
Chair, 2018–2019 Membership Committee

The Academy of Criminal Justice Sciences is an international organization that started in 1963 as a professional forum for academics and practitioners in the field of criminal justice. Currently, there are more than 2,100 members who actively contribute to the organization, with more than 1000 members attending the annual meeting. From time to time, it is important to find out how well the organization is doing so that the national office can continue to grow the organization and be responsive to its members and the field of criminal justice. To facilitate the national office's ability to be responsive, the 2018–2019 membership committee undertook the task of surveying the membership. With the support of Dr. Faith Lutze (2018–2019 president) and the National Office, I worked with the membership committee to develop and administer a membership survey. In June, 2018, Washington State University's Office of Research Assurances held that the project was exempt from IRB review. The survey was thereafter approved for distribution and it was sent to all ACJS members by the national office in the fall of 2018. We asked members to share the survey link with nonmembers in their departments to learn why some persons chose not to join the ACJS. The survey was administered in three waves and 481 persons (23%) completed the survey by the time it was closed in October, 2018.

Demographic Characteristics of Respondents

The majority of respondents indicated that they were active members of ACJS (57%, N = 264). The respondents (N = 481) are both members of the ACJS (97%, N = 461) and the ASC (76%, N = 334). A small percentage are members of the American Sociological Association (8%, N = 30), the Law and Society Association (3%, N = 9), or the American Political Science Association (3%, N = 11). Among the ACJS members, half of the respondents have been members for 10 years or less (49%, N = 231); 27% have been members for between 11 and 20 years (N = 125), and 24% have been members for more than 20 years (N = 110). The largest number of respondents indicated that they have been an ACJS member between 1 and 5 years (25%, N = 116).

Most respondents are faculty members at a 4-year institution that offers a graduate degree in criminal justice or criminology (53%, N = 256); other respondents teach at a university/college (21%, N = 99) and some respondents work in the criminal justice field (3%, N = 16). The majority of respondents hold a doctorate (66%, N = 297) or an advanced degree (JD, 3%, N = 12; PhD/JD, 13%, N = 56; master's, 17%, N = 76). Of the respondents employed in a university/college setting, many indicated that they are full professors (40%, N = 160); some are associate professors (29%), assistant professors (23%), or employed as an adjunct (5%)

or lecturer (3%). Respondents currently employed in the criminal justice field indicated that they work in a police agency (14%, N = 9) or for a social service/nonprofit agency (16%, N = 10). Each ACJS region had members who completed the survey (N = 205): southern (32%, N = 66), midwestern (25%, N = 52), northeastern (18% N = 37), southwestern (15%, N = 31) and western (9%, N = 19). The ACJS sections with the most members responding to the survey were the Police Section (30%, N = 87) and the Corrections Section (27%, N = 79).

Slightly less than half of the respondents are female (44%, N = 198) and slightly more than half are male (56%, N = 248). Most respondents are white (87%, N = 382); a small percentage of respondents indicated that they are African American/Black (6%, N = 27), Asian/Pacific Islander (2%, N = 10), Hispanic (2%, N = 10), Native American (1%, N = 5), or Bi-racial/ Multi-racial (2%, N = 10). The largest age group of respondents were between the ages of 40 and 49 (26%, N = 117); some respondents were between 30 and 39 years of age (23%, N = 101), between the ages of 50 and 59 (19%, N = 84), or between the ages of 60 and 69 (18%, N = 79); a few respondents were under 30 (5%, N = 24) or over 69 years of age (9%, N = 40).

ACJS Membership

Member respondents were asked how active they have been in the ACJS during the past two years. Some respondents were very/extremely active (23%, N = 52), many respondents were active

(34%, N = 158), many were not very active (34%, N = 157), and a few were not active at all (9%, N = 44). The large majority of respondents did not hold an officer position in the ACJS (85%, N = 378) nor had they held an officer position on any ACJS committee (87%, N = 392) in the past two years. The committees on which the most respondents indicated service in the past two years were the awards committee (29%, N = 29), national program committee (22%, N = 22), and membership committee (12%, N = 12).

Reasons for Membership

We asked members to rate on a scale of 1 to 4 (with 1 being "very important" and 4 being "not very important") the reasons that they are a member of the ACJS. The two most important reasons for membership in the ACJS are (1) the organization connects the respondents with national academic colleagues (weighted average 1.60, N = 463), and (2) the organization connects them with national criminal justice field colleagues (weighted average 1.89, N = 463). Important reasons for being a member included the national meeting has strong papers in the respondents' field (weighted average 2.06); membership enables them to provide service to the field (weighted average 2.06); the national meeting has strong panels (weighted average 2.08); membership adds to their professional/ academic resume/vitae (weighted average 2.07); and the national meeting is fun (weighted average 2.08). The least important reasons for membership include having the ability to get a reduced conference rate

to attend affiliated international organizational meetings (weighted average 3.13) and the ability to take tours during the annual conference (weighted average 3.02).

Respondent nonmembers of the ACJS (N = 26) said that they were not a member because (1) they just prefer to attend the annual conference and pay the conference fee (27%, N = 7); (2) they did not know anything about the ACJS (19%, N = 5); or (3) they are a student (15%, N = 4), do not need access to the journals (15%, N = 4), or found the ACJS to be too focused on teaching and not a society of scholars like the ASC or other academic organizations (15%, N = 4).

To improve membership, respondents wanted the ACJS to work on recruiting and mentoring students and making practitioners and community college faculty feel included. Respondents said:

- Greater attention has to be paid to recruiting doctoral students and junior faculty members.
- As a student, I'd like to be involved but I'm not quite sure. I filled out the paperwork and paid my dues, but after that nothing. Perhaps you can have a membership committee to welcome new members and provide a brief orientation.
- ACJS is my preferred membership organization and conference. Providing more information on how student and nonfaculty members can be involved in committees throughout the year would be beneficial.

- I wish it had a more inclusive feel for practitioners to engender a good exchange of ideas from theory and research to practice.
- Not all members are employees of an academic institution. I would like to see more emphasis on cooperation of researchers and practitioners.
- As a member and faculty at a community college, sometimes we can feel isolated in the organization. Since tenure isn't required for most, pedagogy is most important. Knowing the ACJS also heavily supports community colleges and non–tenure track professors would make me want to be more active.
- If I am in any way representative, I am underutilized as a member with regard to committee service. Investment is a function of involvement.
- The PhD workshops are run by faculty who largely don't teach in PhD programs. I actively discourage my students from attending. The important issues of scholarship are not debated at ACJS. Without *Justice Quarterly,* ACJS would cease to be a relevant organization.

Benefits of Membership

Respondent ACJS members (N = 439) indicated several benefits to membership. The top four benefits of ACJS membership are (1) access to *Justice Quarterly* (82%, N = 361); (2) access to *ACJS Today* (80%, N = 352); (3) reduced cost of attending the annual national conference (76%, N = 334); and (4) access to the *Journal of Criminal*

Justice Education (74%, N = 325). Other positive benefits of membership included employment information (67%, N = 295), national conference provides information on current trends in research (66%, N = 288), and access to members who have similar research interests (62%, N = 272). Slightly more than half of the respondent members view the following as membership benefits: members are collaborative and friendly (59%, N = 258), conference information related to teaching (57%, N = 251), affiliation with Alpha Phi Sigma (54%, N = 236), access to members with similar teaching interests (52%, N = 229), and certification of programs (52%, N = 228). The least-cited benefit of ACJS membership was being a part of the Crime & Justice Research Alliance (48%, N = 211). Respondent comments on the benefits of membership were varied but included ways that organization membership could be helpful:

- If there is a way to access the benefits of the membership, for example access to the journal, that would be helpful. Secondly, I wish there was more activity in the different divisions, for example a listserv, new books, new research.

- Being affiliated with ACJS has improved my teaching, scholarship, and service as a FT faculty in higher education. I have attended most of the national conferences in the last 12 years. Thank you for the opportunities you have provided me.

- As a lifetime member, and emeritus professor, ACJS is mainly a way of keeping in touch, though if invited to be part of a panel I would probably attend a conference.

Membership Dues

A large percentage of respondents have either paid their 2018 national membership dues or are lifetime members (89%, N = 403). Members who do not pay their dues on time indicate that they forget to pay them until they attend the annual conference (62%, N = 40) and some would like mailed reminders (23%, N = 15). The respondents are split as to whether their dues should be automatically renewed. A slight majority want automatic renewal of their national membership (55%, N = 234). A slight majority want automatic renewal of their section membership (51%, N = 213).

ACJS Conferences

A slight majority of respondents attended the past two ACJS conferences: 55% (N = 252) attended in 2018 and 55% (N = 248) attended in 2017. Attendees found the 2018 New Orleans conference to be acceptable (48%, N = 146) or excellent (35%, N = 106). A large majority of respondents (85%, N = 389) who attended the conference indicated that their employer reimburses them; many have employers who reimburse for all of their reasonable travel (33%, N = 146) or most of their reasonable travel (25%, N = 113) to attend the conference. The primary reasons given by respondents who did not attend the last ACJS conference were (1) location—did not want to travel to the city (26%, N = 56), (2) work responsibilities

made it difficult to go to the conference (25%, N = 55), and (3) travel costs (25%, N = 54). Many respondents definitely plan to attend the 2019 conference in Baltimore (58%, N = 268), the 2020 conference in San Antonio (48%, N = 223), and the 2021 conference in Orlando (44%, N = 204).

To improve the quality of conference attendance, respondents would like to have free Wi-Fi to access the conference program online (72%, N = 287). Other items that could improve conference attendance include having free coffee or tea all morning and afternoon (52%, N = 208) and limiting the number of papers on each panel to a maximum of four (51%, N = 201). Few respondents thought that the quality of the conference would be improved by extending the conference to a full day on Saturday (11%, N = 45) or providing continuing education units (12%, N = 47).

One concern for respondents are presenters who are unprofessional or do not show up for their panel. One respondent said, "There should be penalties (banned from next conference or such) for people who don't show for presentations and posters"; another respondent said, "There needs to be more accountability for people who don't show up to panels. OR for panel chairs to be more assertive when someone talks longer than 15 min." One long-term member respondent worried about the lack of professionalism shown at conferences:

- (1) I am concerned about the lack of professionalism among many faculty members attending the conferences. When I began

attending ACJS conferences as a doctoral student, faculty members dressed appropriately for the panels as you would expect at a professional conference. In the last few years many faculty dress like they are going to work on a farm. There are many graduate students who attend the conference and it provides a poor example to them about how professionals should dress at a conference. (2) Some seasoned faculty members seem to think it is their job to marginalize the research of their fellow faculty members at the conferences. The lack of collegial criticism and civility is unnecessary and provides a poor example for younger faculty and graduate students.

Some respondents are concerned that papers are not well written or presented. They indicate that the ACJS may need to create an atmosphere that is more conducive to academic scholarship dissemination.

- Paper quality is the big weakness at ACJS. It is also increasingly a problem at ASC.

- I joined as an academic and am now a practitioner but feel that the quality of research at ACJS conferences has really declined over the years. This is a common complaint I have been hearing from faculty and practitioners as well. I used to find value in learning from other researchers and practitioners in the field. Now it seems there are just a lot of young students or faculty who do not have any real CJ exposure and the research provides little application in the real world.

- ACJS is doing a great job...but, I want the printed programs to come back, and I want the printed journals to come back, especially for lifetime members who were grandfathered in.....

- Something needs to be done to improve the quality of the scholarship (use this term loosely) at the conferences. Much of it is dismal and isn't as good as some student research. Some of it isn't even completed research that is presented. One can tell the presenters are just trying to get it done for salary consideration. It's embarrassing.

- ACJS has declined significantly in the last five or six years. Too many of the papers are just awful or thrown together.

- Over the years, I have periodically let my membership in ACJS lapse because I have not found it to be very beneficial. At times, I have felt that the appeal to CJ practitioners gives the annual meeting a "cop shop" feel, which I don't find desirable. I have also found the quality of the paper presentations to be poor. I think participating in professional meetings is an important component of professional socialization for graduate students (and outstanding undergraduates), but students need to be mentored so that their presentations are strong and they also know how to behave at a professional conference (e.g., it's not a school "field trip")—although some of our "adult" colleagues also need to be reminded of that!

ACJS Certification

Only a small number of respondents indicated that their program has/had ACJS certification (15%, N = 51). Their program received certification because it provides their program with a level of credential that helps them to recruit students (67%, N = 29), provides them with leverage within their institution for resources to maintain their program's quality and effectiveness (42%, N = 18), and it provides their program with specific academic rigor (40%, N = 17). Respondents who indicated that their program did not have certification indicated that they did not seek certification because their program did not see a benefit to certification (50%, N = 129), the cost of certification was too high (31%, N = 83), and the requirements for certification were so rigid that their program would not meet the standard (23%, N = 60). Regardless of whether they had certification or not, most respondents (67%, N = 217) did not think that the ACJS should have eliminated program certification. Respondents want to have the ACJS provide training so that members can be effective in performing program institutional reviews (81%, N = 281).

Members who have ACJS program certification expressed anger and angst at the lack of notice that ACJS gave when eliminating it. A couple of respondents told me that they just received recertification the prior summer or were in the process of setting up a recertification 10-year review. They were shocked to learn that the National Office voted to end certification at the

2019 annual meeting. One respondent said, "You NEED to reinstate certification. The only arguments my dean will hear are based on it." Another member lamented,

- Getting rid of certification is a HUGE mistake. The way certification has been handled over the years is what made it fail. Very poor marketing. Even members of certified programs were unaware when very important changes were made to certification standards. Those changes would likely have gotten more programs interested in certification, but ACJS never marketed the changes. People took a look at the standards in 2005, realized their programs didn't qualify, and walked away. They had no way of knowing that ACJS made changes to be more flexible, and that is why they never bothered applying.

Respondents, whether their program has it or not, want to see ACJS offer certification for academic programs. Some respondents felt that the standards need to be changed so that more academic units can meet or exceed the standards. Respondent members commented:

- Certification standards are too inflexible, especially regarding experienced adjuncts. We were told a 30-year superior court judge was not qualified to teach our courts course! And tenured retirees no longer are qualified when they switch to part time.
- ACJS certification is not respected by my university administration because there are

questions why so few universities are certified. We may not be able to convince the university administration to support us in recertification. If ASCJ could combine forces with ASC for certification I think that would increase interest as there continues to be elitism, with many academics preferring to align themselves with ASC—why this notion that ASC is highbrow and ACJS is lowbrow continues to exist is unfortunate and perplexing and it seems to have only gotten embarrassingly worse over the years.

- My institution did not pursue certification not because we think the standards are "too rigid"; the standards are just fine. We need more time to move toward meeting them. Academia changes slowly. Some standards are better than none.
- I don't feel that the accreditation standards are too high. Our college is considering this, but we don't have the personnel or resources at the present time to accomplish this goal.
- ACJS should continue to build on its teaching and policy-oriented strengths. ACJS certification must continue and also be expanded. Maybe ACJS certification tasks of training, execution of reviews, monitoring the process, and any recommendations for changes can be contracted out to experienced reviewers, with reporting to the Exec Bd. Perhaps this could be done using a grant vehicle or some other kind of multi-year contract. This would

remove the burden from the Exec Bd from managing the process to overseeing it.

- I like the certification concept, but the criteria and cost structure need to be reexamined. We will likely not seek recertification because both are restrictive.

- Program certification distinguishes ACJS from other organizations in its interest in criminal justice education. Certification should be reintroduced—important to ACJS identity and purpose. Maybe it can be carried out on a contractual basis with an institution using experienced reviewers with ACJS Exec Bd general oversight.

Comparing the ACJS and the ASC

The majority of respondents, whether they were a member of either academic professional organization, indicated that both the ACJS and ASC had the same foci: (1) advancing scholarship in the field (68%, N = 274), (2) advancing policy (60%, N = 238), and (3) has international members and promotes international scholarship (58%, N = 230). Some respondents indicated that the ACJS and ASC may have the following foci: (1) a focus on promoting teaching (ACJS has the focus but not the ASC, 35%, N = 140; both have this focus, 33%, N = 131), and (2) a connection to the criminal justice profession or field (ACJS has the focus but not the ASC, 42%, N = 169; both have this focus, 36%, N = 144). The respondents indicated that it is "very important" for the ACJs to have a focus on (1) advancing scholarship in the field (74%, N = 312),

(2) being connected to the criminal justice field (68%, N = 290), and (3) advancing policy in the field (67%, N = 282). Other "very important" ACJS foci include advancing student scholarship (53%, N = 223) and teaching (50%, N = 213). Respondents are concerned about the prestige of the ACJS and whether the ASC and ACJS should be combined. Although the survey was not designed to imply the joining of both organizations, at least one member thought so:

- I was teaching a class about criminal justice theory and contrasting it with criminological theory. PhD students, new to the field, believe that ACJS is primarily a practitioner organization and conference. That reputation has endured for decades, as I remember it from when I was in school. It will continue to be a smaller and less prestigious organization for as long as people view it as something less prestigious. I don't know why interacting with practitioners, if true, is somehow distasteful and creates the perception of an inferior organization. I am just pointing out impressions that do not seem to go away.

- ACJS is devoted to CRIMINAL JUSTICE and should retain that focus. I feel that it differs from ASC because it also highlights the importance of our practitioner members. There is an ongoing debate about whether or not we need both organizations, and we do. They are two distinct subfields in the discipline.

- This survey actually made me want to attend more. For me, the biggest issue is that most/all of my colleagues attend ASC and few/none attend ACJS. If I choose ACJS for my one conference, I will not see any of my colleagues that academic year. When I apply for grant funding, I apply for ACJS travel funds so I can do both. That would be the best option for me.

- This survey certainly seems to suggest a movement toward consolidation with ASC. Not a good idea. It will lead to many leaving ACJS.

- I love ACJS! The academics and practitioners are friendly and the meeting always has a positive vibe. It's much more inviting than ASC and I prefer ACJS. ASC is stuffy and so many of the presenters and scholars are arrogant and rude. I almost never go to ASC because it is not a welcoming atmosphere.

- There is nothing that ACJS does now to clearly distinguish it from ASC. Some (including past ACJS presidents) have argued that ACJS should be folded into ASC. I don't agree with this, but I see the point. Both organizations claim to do essentially the same thing. ASC generally does scholarship better and is seen as more prestigious. The area where I think we can really shine is in connection to practitioners. ASC has almost no interest in this. ACJS gives lip service to it, but does little to encourage the connection. I see very few practitioners at either ASC or ACJS conference. Why don't we have ACJS members present research-based training programs at the conference for practitioners and then we coordinate related paper panels so that the practitioners can get some training and then see some related research papers? The academic field has lost much of its contact with the practitioners. We are mostly talking to ourselves.

- Need to merge with ASC. It is in the best interest of the field.

- There is so much crossover between ACJS & ASC these days that it seems pointless for both organizations to exist.

ACJS Website

Members were asked their opinions about the ACJS national website and to indicate the ease of finding and using various links. The large majority of respondents said that the main ACJS webpage was "very easy" (52%, N = 179) or "easy" (41%, N = 141) to find and use. Most found the conference registration page "easy to find and use" (54%, N = 172) and the employment page "easy to find and use" (51%, N = 137). The largest number of respondents had difficulty finding and using the pages for ACJS journals (25%, N = 71), the link to pay national membership dues (22%, N = 66), annual conference login (22%, N = 61), and the membership login (19%, N = 60). One member said, "I prefer to 'opt in' to emails versus having to 'opt out.' It's hard to find these options on the website."

Conclusion

This survey was intended to enable members to provide feedback to the national organization so that weaknesses could be identified and the organization strengthened by being responsive to the needs of its membership. Overall, the respondents indicated that the ACJS is a quality organization: respondents said the ACJS is of "extremely high quality" (15%, N = 64), "high quality" (60%, N = 256), and "some quality" (20%, N = 87). Respondents were concerned about costs of membership, conference quality, and the loss of program certification. In general, the ACJS is doing a number of things well and respondents are appreciative of being a member.

We appreciate the time that the membership devoted to providing us with feedback. The national office was given an interim and final reports from the membership committee, which covered the results of the survey. In addition, the 2020 program committee chairs were provided with the final report so that they could consider the results as they organized, and considered improving, the annual meeting.

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Obituary: Michael J. Leiber

Michael J. Leiber's (1956-2020) friends and colleagues are sad to announce his untimely passing. Mike should be best remembered for his desire to see the world become a better, fairer, and more equitable place. He believed in advancing knowledge to correct the many challenging social ills in society, and this concern for social justice guided his career. Mike grew up in and cherished his home town, Milwaukee. He earned his BA from Marquette University, and then entered the MA program at the University of Wisconsin-Milwaukee. He transferred to The University at Albany, where he earned his MA and Ph.D. He held academic positions at the University of Northern Iowa (1989-2005), Virginia Commonwealth (2005-2010), and the University of South Florida (2010-2020), where he also served as department chair (2011-2019). His research focused primarily on juvenile justice and disproportionate minority contact with the criminal justice system. He authored over 100 publications, including 76 articles and book chapters, and more than two-dozen government reports, and received more than $700k in grants and contracts. Mike was the recipient of several scholarly awards of which he was proud, including those from the Division of Minorities and Women (Academy of Criminal Justice Sciences), a lifetime achievement award from the Division on People of Color and Crime (American Society of Criminology), the W. E. B. Du Bois Award from the Western Society of Criminology, and a Distinguished Alumni Award from the University at Albany, among others. He served as editor of the Journal of Crime and Justice, and more recently, Justice Quarterly. He was often an invited speaker at programs and sessions sponsored by the Office of Juvenile Justice & Delinquency Prevention, Washington, D.C. Many knew Mike in a variety of capacities: distinguished scholar, colleague, mentor, and friend. In his personal life, he was a devoted animal lover to his multiple cats and "fidos." An avid sports fan, he loved his Green Bay Packers, along with the Milwaukee Brewers and Bucks, and the Wisconsin Badgers. He maintained a pristine early 1970s Alfa Romeo Spider. He is survived by his beloved wife of eight years, Lana. Condolences may be sent to her at: 4946 Ebensburg Drive, Tampa, Florida, 33647.

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Articles may vary in writing style (i.e., tone) and length. Articles should be relevant to the field of criminal justice, criminology, law, sociology, or related curriculum and interesting to our readership. Please include your name, affiliation, and e-mail address, which will be used as your biographical information. **Submission of an article to the editor of *ACJS Today* implies that the article has not been published elsewhere nor is it currently under submission to another publication.**