

From the Editor

Dear ACJS Police Section Readers,

As 2025 draws to a close, with universities and schools preparing to reopen, it's understandable that communities are experiencing turmoil surrounding policing trends and tactics, especially with constant scrutiny and "Monday Morning Quarterbacking." It's my honor to announce ACJS Police Section's second editorial for 2025 with the theme being police management and organizational change process of effective leadership. As the leaves of a flourishing and blossoming tree transition from the summer months and heading towards the fall and winter months, we must reflect on the past to shed the unnecessary to inspire and grow.

Several factors contribute to this dynamic with the evolving and rapid policing models, shifts in leadership that may be ambiguous in nature and do not have the community's best interest at heart, while promoting their own political agendas to maintain their position. The challenge that keeps on coming to light is leadership within public organizations that are responsible for being servant and accountable leadership and thus turns the shift of today's editorial to be based toward our two authors. The featured article being Dr. Gennaro Vito – Professor of Criminal Justice at University of Louisville and secondly being Dr. Anastasios Goulos – Assistant Professor of Criminal & Social Justice at the University of St. Francis, Joliet, IL. Dr. Vito writes about the “The Seven Deadly Sins of Police Management” while Dr. Goulos addresses the organizational process and effective change within the public sector.

I would like to extend my sincere appreciation to all the dedicate men and women of the law enforcement community who nobly serve their community. Your contributions, feedback, and active participation make the Police Forum a thriving platform for knowledge exchange and professional growth.

I'm currently facilitating additional law enforcement leaders to submit their articles for future editorials while addressing the emerging trends and evidence-based policing. I encourage you to take advantage of this interactive community by submitting your articles, book reviews, announcements, and job openings for inclusion in future editions. Your perspectives are invaluable and contribute to the richness of our discussions. Your contributions will be of great value to our broad and diverse readership. Please email your submissions to acjspoliceforum@gmail.com or agoulos@stfrancis.edu

May your upcoming months be filled with joy and prosperity. Happy Labor Day and be safe!

Dr. Anastasios Goulos
Editor, *Police Forum*
ACJS Police Section



From the Chair

Dear ACJS Police Section members,

I am both honored and humbled to serve as chair of the ACJS Police Section. I look forward to working with all of our members, both practitioners and academics. I want to thank Eric Dlugolenski, the outgoing chair, for his leadership and service to the section. Under his leadership, the section has helped to regain its focus and membership after the COVID-19 pandemic and increased participation in the section meeting. Those are some big footsteps to fill.

I hope to continue section involvement during my tenure and to help drive up interest in our section meeting and the awards. I think it is crucial to award and acknowledge the great work that the members of this section do, so please continue nominating people for awards and help serve on award committees.

I look forward to seeing everyone at the next ACJS meeting in Philadelphia, March 3 – 7, 2026. Please make sure to attend the business meeting and the awards banquet.

If anyone has any ideas for what they would like the section to be, I am always open to hearing them. Thank you to everyone for their involvement in the section!

I look forward to seeing everyone at ACJS.

Anthony G. Vito

Chair — ACJS Police Section

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Feature Articles

The Seven Deadly Sins of Police Management

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Finding and developing leaders is crucial for organizational success. In policing, leadership fosters the necessary organizational change and professionalization (Vito, Reed, & More, 2020, pp. 24-25). Leadership motivates individuals to perform tasks that advance the organization. A vital part of this relationship is that followers perform tasks willingly, influenced positively by the leader, even in their absence (Walsh, 1983, p. 26). Finding and developing leaders is crucial for organizational success. In policing, leadership invigorates change and professionalization (Vito, Reed, & More, 2020, pp. 24-25). Leadership motivates individuals to perform tasks that advance the organization. A vital part of this relationship is that followers perform tasks willingly, influenced positively by the leader, even in their absence (Walsh, 1983, p. 26). There are several styles that leaders adopt and follow.

Overview of Leadership Styles

Effective leadership is crucial to the success of policing. It encompasses personnel management, decision-making, and police-community relations. Police leaders must possess a range of skills, including effective personnel management, making informed decisions in high-pressure situations, and communicating clearly with the community. The adoption of a leadership style depends upon several factors. However, it comes in several different forms.

Autocratic Leadership

Autocratic leadership is a function of the police organizational hierarchy. The leader attempts to control subordinates and makes decisions without employee input (Wuestewald & Steinheider, 2012). Power is centralized through the rigid enforcement of procedural rules and regulations. Subordinates must follow directions without question (Silvestri, 2007).

Despite its authoritarian nature, autocratic leadership has some advantages. It can be effective when subordinates are inexperienced or unskilled and require direct supervision. It can also resolve risky situations promptly to prevent harm (Fors Brandebo, 2020). However, the autocratic style of leadership presents significant disadvantages. It sponsors dependency on subordinates not involved in decision-making, thus causing poor morale (Bao & Ge, 2019). Since they cannot suggest ideas, this style stifles subordinates' creativity and hinders the organization's ability to adjust to changing demands.

Bureaucratic Leadership

The bureaucratic leadership style also emphasizes strict adherence to rules and regulations, standardized procedures, and the rational analysis of data to guide operations. Decision-making is based on objective criteria, not personal preferences. It is a feature of a top-down organizational structure in which power and authority flow from the top of the hierarchy to the lower levels of the organization (Kelling & Moore, 1989).

The bureaucratic style can increase efficiency and consistency, as well as establish predictability within the organization. By establishing clear procedures and protocols, police leaders can ensure that officers follow best practices and that their actions align with the department's goals and values. It can help to reduce errors, improve quality, and promote accountability (Herrington & Schafer, 2019). Additionally, it promotes fairness and equity in decision-making by avoiding favoritism and nepotism, thereby building trust and confidence among officers and the community (Brunetto et al., 2017).

One crucial disadvantage of the bureaucratic style is its inflexibility, which hampers the ability to respond to change. However, policing often requires its leaders to make decisions quickly to adapt to changing situations. Bureaucratic structures can sometimes be too rigid to allow this flexibility. It can isolate the department from its community and retard citizen involvement in decision-making (Kelling & Moore, 1989). The bureaucratic style stifles creativity and innovation among subordinates due to its strict adherence to rules and regulations. It discourages officers from thinking creatively or taking calculated risks to solve problems. It can promote adherence to standard procedures that may not be effective or appropriate.

Strict adherence to policy can also subject the community to questionable police actions and erode the public trust in law enforcement.

Democratic Leadership

The rise of Community Policing encouraged the development of a democratic style of police leadership. Community Policing aims to work collaboratively with the community to identify and address issues contributing to crime and disorder. The democratic leadership style was particularly well-suited to this new approach because it emphasizes collaboration, teamwork, and soliciting input from subordinates, thus enhancing their accountability for organizational success. Decision-making is based on building consensus. Police leaders act as facilitators (Wuestewald & Steinheider, 2012). This approach is efficient when there is a high degree of interdependence among team members and when the decision to be made has a significant impact on the entire team.

Using the democratic leadership style promotes increased morale, job satisfaction, and commitment among subordinates (Hess & Bacigalupo, 2011). By involving subordinates in the decision-making process, leaders can foster a sense of ownership and investment in the outcomes of those decisions, leading to increased motivation and engagement among team members, as well as improved performance and outcomes.

One disadvantage is that it can slow decision-making because building consensus is time-consuming. Thus, it may be inappropriate in emergencies where immediate action is necessary. This approach may not be practical (Fors Brandebo, 2020). It may also be less effective when team members have a high degree of conflict or disagreement. The leader may need a more direct approach to resolve disputes and make decisions.

Transformational Leadership

The transformational leadership style is often associated with the Community Problem-Solving era of policing, which emerged in the 1980s and 1990s. This era was characterized by a shift away from traditional law enforcement managerial control approaches toward a more collaborative, community-

oriented policing model. Transformational leadership played a crucial role in this shift, as leaders sought to inspire and motivate their subordinates to collaborate with community members to solve problems and enhance the quality of life (Wheatcroft, 2015).

Transformational leadership is often contrasted with transactional leadership, which focuses on exchanging rewards or punishments for performance. In contrast, transformational leaders seek to inspire and motivate their subordinates to achieve a shared vision or goal. They do this by emphasizing the importance of teamwork, empowering subordinates to take ownership of their work, and fostering a sense of purpose and meaning (Can et al., 2017).

There are several key characteristics of transformational leadership. First, transformational leaders are visionary. They know where they want to go and inspire others to follow their lead. Second, they are empathetic. They understand the needs and concerns of their subordinates and work to create a supportive and inclusive work environment. Third, they are empowering. They provide their subordinates with the necessary tools and resources to succeed and trust them to make informed decisions, taking ownership of their work and the organization. Finally, they are charismatic. They have a strong presence and inspire others through their words and actions (Kouzes & Posner, 2019).

Research has shown that transformational leadership is not only the ideal style preference (Andreescu & Vito, 2010) but can also positively impact organizational outcomes, including job satisfaction, commitment, and productivity. In policing, transformational leadership has been linked to enhanced community relations, increased trust and legitimacy, and more effective problem-solving (Brunetto et al., 2017).

However, transformational leadership also has some potential disadvantages. It requires a high level of employee skill and may not be effective in all situations. Additionally, some critics have argued that transformational leadership can be too focused on the leader's vision and may not be inclusive enough of diverse perspectives.

The transformational leadership style played a key role in the Community Problem-Solving era of policing. It remains an essential model for police leaders seeking to foster positive relationships with their communities and enhance organizational outcomes.

Servant Leadership

The servant leadership style is a relatively new concept in police leadership but has recently gained popularity. The approach emphasizes the idea that leaders should prioritize the needs of their subordinates and empower them to achieve their goals rather than an authoritarian presence. A servant leader is a mentor, coach, and facilitator who helps subordinates reach their full potential (Russell & Gregory-Stone, 2002).

The characteristics of the servant leadership style include prioritizing the well-being and success of subordinates, facilitating their personal and professional growth, and empowering them to make informed decisions and take effective action. The leader strives to foster a positive work environment that promotes collaboration, open communication, and mutual respect. The servant leader also leads by example, modeling the behavior they expect from their subordinates (Thompson et al., 2019).

One advantage of the servant leadership style is that it can lead to increased trust, respect, and commitment among subordinates (Thompson et al., 2019). When leaders prioritize the needs of their subordinates, it can create a sense of loyalty and gratitude among those who feel valued and supported. It can enhance job satisfaction, employee retention, productivity, and overall performance.

However, the servant leadership style also has its disadvantages. It can be challenging to implement in hierarchical organizations where power dynamics are entrenched, and there may be resistance to a leader who prioritizes the needs of their subordinates over their own goals (Russell & Stone, 2002). Additionally, the servant leadership style may not be effective in all situations, particularly in emergencies requiring quick, decisive action.

The servant leadership style emphasizes the importance of prioritizing subordinates' needs and empowering them to achieve their goals. While it may not be suitable for all situations or organizational

cultures, it can effectively foster trust, respect, and commitment among subordinates, thereby improving job satisfaction, retention, and performance.

Shared Leadership

Shared leadership is a relatively new concept in police leadership, involving a significant shift from traditional top-down leadership models. This approach distributes leadership responsibilities throughout the organization, and decision-making authority is shared among all members. The idea is to encourage and empower subordinates to take on leadership roles and contribute to decision-making, regardless of rank or position (Steinheider & Wuestewald, 2014).

The shared leadership style emphasizes collaboration, creativity, and innovation to improve organizational performance. This approach acknowledges that individuals at all levels of the organization possess unique skills, knowledge, and perspectives that can collectively contribute to more informed decision-making and more effective problem-solving. It also acknowledges that the traditional top-down leadership model can hinder creativity and innovation by restricting the flow of information and ideas.

Shared leadership is a collaborative process in which everyone is encouraged to participate in decision-making and share leadership responsibilities. This approach involves building trust among team members, fostering open communication, and cultivating a culture of learning and continuous improvement. It also requires a willingness to share power and authority, which can be a significant challenge for leaders accustomed to controlling every aspect of the organization (Steinheider & Wuestewald, 2008).

There are several advantages to the shared leadership style in policing. One of the primary benefits is increased collaboration, as the approach encourages everyone to work together to solve problems and make decisions. It can lead to better decision-making, improved problem-solving, and more effective resource utilization. The shared leadership style promotes creativity and innovation, as organization members are encouraged to share their ideas and perspectives.

Another advantage of shared leadership is enhanced job satisfaction and engagement among team members. When individuals are given greater autonomy and responsibility, they are more likely to feel valued and invested in their work. Autonomy can result in increased job satisfaction, higher levels of engagement, and lower turnover rates.

Nonetheless, shared leadership poses challenges. Adopting this leadership model demands significant time and resources, and it may not be appropriate for every organizational setting. Some leaders may struggle to relinquish control and distribute decision-making power, while team members who are unaccustomed to leadership responsibilities may resist this change.

Regardless of the leader's style, they may fall prey to several "sins of leadership" that can inhibit their success and that of the organization.

The Seven Deadly Sins of Police Leadership

This analysis stems from classroom discussions with police managers participating in the Administrator's Officers Course (AOC) at the Southern Police Institute, located at the University of Louisville. This twelve-week management course is offered twice each academic year. The AOC leadership course employs two textbooks: Kouzes and Posner's *The Leadership Challenge* (2012) and Phillips' *Lincoln on Leadership* (2009). The discussions relevant to this analysis took place over five years (2020-2025), addressing common errors made by police leaders.

The First Deadly Sin: Failure to Enforce Accountability

This issue often arises when police leaders fail to address policy violations. Such violations usually embarrass the department and lead people to question its performance. The leader may lack a moral compass that would ensure effective policy enforcement. These organizations tend to develop a permissive work-related culture that encourages supporting employee behavior, whether appropriate or not. Leaders must practice "tough love" when enforcing policies and recognize that doing so benefits the department and the individual. In this manner, the organization's moral and ethical climate is established and supported.

Leaders must also acknowledge that such enforcement may attract criticism that must be directly confronted. Their actions will affect others both inside and outside the department.

The Second Deadly Sin: Failure to Establish Clear Goals and Objectives

Police leaders must recognize that preventing crime is the primary function of their organization. Protecting the public is paramount. "To Protect and Serve" is a motto displayed on police cars throughout our nation. To ensure effectiveness, police leaders must establish, develop, and maintain an internal accountability system that accurately and reliably documents organizational activities and fosters an ethical environment within the organization. This information forms the basis for evaluating both individual and organizational performance.

The Third Deadly Sin: Failure to Practice Legitimacy – internal and external.

Police leaders must establish and enforce fair policies and procedures. The process improves when leaders consider the concerns of both subordinates and the community. Regarding professional credibility, police leaders must show that they have firsthand experience as frontline officers. They must foster a positive atmosphere rooted in communication and empathy. Current practices often fall short of meeting the needs and wishes of subordinates, which is essential for achieving organizational change.

The Fourth Deadly Sin: Failure to Set a Positive Example

The first of the Five Practices of the Leadership Challenge model is "Model the Way." Leaders find their voice by communicating their values, which they must express to empower and motivate others. Values are significant because they influence how leaders respond to their followers. Genuine beliefs foster passion and strong moral principles among colleagues. Modeling the way is also connected to competence; leaders must align their values with their actions, as successful leadership performance requires acting per their stated values. Doing so enables leaders to set an example and build consensus among their followers. They instruct and share stories to reinforce these values among their followers, bringing them to life through their example (Kouzes & Posner, 2023). Research findings from the police leadership literature support the concept of modeling the way. Murphy (2008, p. 176) directly observed

that officers admired transformational leaders who "walked the talk" and who "modeled the way" by understanding their responsibility as role models. Police leaders must understand their responsibility as role models to motivate and inspire subordinates and promote group cohesion.

The Fifth Deadly Sin: Internal and External Isolation

In their classic work, Peters and Waterman (1982) found that managers of excellent companies engaged in "Management by Walking Around" (MBWA). By leaving the office, they became more accessible to their subordinates in their environment. One police chief told Fischer, "You have to get off your butt, get out of your office, ride the streets, go to meetings, and see for yourself what the situation is. This helps you identify problems before they occur" (Fischer, 2009, p. 84). The Chief who practices MBWA can spontaneously stop for conversations with officers, engaging them in face-to-face communication to learn about the issues they face in the department and the community. Such informal discussions allow subordinates to ask questions and raise concerns. Seeing the Chief becomes a regular occurrence rather than a fearful one. MBWA provides leaders with easy access to the staff's knowledge base and expands operational options through team building. Leaders may not engage adequately with subordinates, both on and off the job, or understand their perspectives, which undermines trust and collaboration.

To meet the principles of Community Policing, leaders must involve residents as equal partners in addressing local crime and disorder issues. Community members can identify crime problems and share responsibility with the police in tackling safety concerns. MBWA within the community fosters collaboration while building partnerships based on mutual trust (Peak & Glensor, 2012). Police leaders must communicate effectively at all levels of the department by providing constructive feedback, maintaining visibility, actively listening, and fostering ongoing dialogue with the community and government.

The Sixth Deadly Sin: Failure to Practice Internal Transparency

Police leaders must communicate the purpose and goals of their operations to both subordinates and the community. Such communication provides a clear picture of both groups' expectations and prevents misunderstandings of intent. Evaluating programs and policies and acting on the results is also essential. Both actions promote efficiency and foster trust.

Transparency holds the police accountable for their actions. Policies must be made available to subordinates and the public. Information must be promptly made available to the public when problems arise regarding the use of deadly force, corruption, or constitutional violations.

The Seventh Deadly Sin: Failure to Confront the Organizational Culture

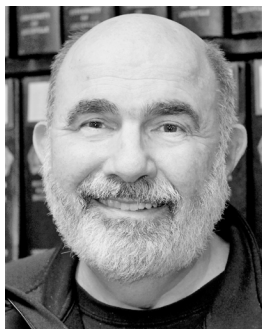
Organizational culture is a shared system of beliefs, attitudes, values, traditions, and behavioral norms that employees practice within the organization. Police culture teaches officers about acceptable behavior and the reasons behind their actions (Sparrow, 2016, p. 36). It reflects the beliefs of the department and its members, justifying the actions of its employees. In many departments, culture sustains and reinforces conformity to established acceptable practices, supporting the status quo. The status quo bias often lies at the core of resistance to change (Bratton & Tumin, 2012). People prefer to continue doing what they have always done. If a department's culture is misunderstood and poorly managed, it can hinder organizational change and negate policy (Gross, 2023).

Conclusion

Leaders can avoid these deadly sins through self-reflection and by seeking the advice of trusted department members, particularly those in command staff positions. Two literature reviews of research on police leadership found that policing may inadvertently promote ineffective leaders due to organizational constraints and a failure to develop and support true leaders (Pearson-Goff & Herrington, 2013; Coelho de Moura et al., 2022). This ineffectiveness has historically contributed to issues such as corruption, abuse of authority, use of force, police crimes, and civil rights violations. Holding officers accountable for their performance is

beneficial for the department and the community it serves. Correcting enforcement issues helps combat a negative police culture and promotes transparency and legitimacy within the community. Police leaders can promote reform even in very challenging situations.

Utilizing evidence-based practices is also crucial. For example, the NYPD recently used "Safety Zones" to target crime. Safety zones are areas in high-crime neighborhoods where the NYPD sets up both visible patrols and secretive operations to reduce violence. These zones are strategically chosen based on data showing the most shooting and street violence. Operations within the zones include the use of visible patrols to provide a deterrent presence. These covert actions focus on serious problems such as gun violence and targeted deployment to maximize impact. These zones, encompassing 70 areas across 59 precincts, led to a 60% reduction in crime within three weeks of their establishment (Moses, 2025). Attention to such innovations, along with avoiding the "Seven Deadly Sins," can go a long way toward achieving the goal of crime prevention while maintaining legitimacy.



Gennaro F. Vito is a professor in the Department of Criminal Justice at the University of Louisville, where he also served as a faculty member in the Administrative Officer's Course of the Southern Police Institute. He holds a Ph.D. in public administration from The Ohio State University. He is a past President and Fellow of the Academy of Criminal Justice Sciences and received its Bruce Smith Sr. Award, plus a service award from the ACJS Police section. His research interests are concerned with criminal justice policy analysis and program evaluation and police management.

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Organizational Development Change Process within the Public Sector

The Implementation of Change Process

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Abstract

Change is inevitable. As what Heraclitus of Ephesus says, “If there is one thing constant in life, it is change.” This statement emphasizes the fact that change always happens regardless of the person’s situation, condition, status, or position. Change occurs when a person or organization needs to move forward, experience pristine environment, or try new things (Miller, 2012). In regard to policing, it is a uniquely dynamic and emerging arena that shifts towards the community’s needs. This means that change occurs when something needs to be done differently—away from the common routine, culture, tradition, values, system, or structure of an individual, group, community, or organization. In the context of individuality, a person needs change to become better and to achieve greater success, whether in personal, professional or social life (Gardner & Powell, 2014). This can be a change in lifestyle, health, perspectives, beliefs, routine, or strategies, which can be done according to the designed goal. This means that change occurs when a person begins to create a goal for him or herself. To reach that goal, this person needs to set priorities and change things that would hinder his or her success. This interesting case is one of the common topics in research. Numerous studies are conducted discussing the concept of change because of its significant role and influence in organizations, businesses, and people (Doran & Larsen, 2016; Molouki & Bartels, 2017; Easton & Visser, 2008; Macdonald, Wong, & Gingras, 2011; Lyubomirsky, Sheldon, & Schkade, 2005). The purpose of this view of research literature is to analyze and evaluate the key ideas related to change within the public sector, in particular to law enforcement

organizations. Based on the designed goals and change model, this review discusses the significance of the change, leading change, emotional intelligence in leadership, and communication. These key points are important to understanding personal change. It is imperative to discuss the significance of change because it is necessary to identify its meaning and purpose. Aside from defining the term, this review presents significant information about change as a concept and perspective. Leading change is also discussed because the purpose of this research is to explore how an individual becomes an effective leader of change. This review also discusses leadership and corporate values to delve deeper into their context, influence, and function in promoting and developing change. Through this review, discussing the ways and strategies of leading change is discussed and evaluated.

Argument

The purpose of this review is to delve deeper into the context of change and the two characteristics of an effective change agent. The first part of this review discusses the nature of change wherein numerous studies are conducted discussing its diverse contexts and structure. Change can be personal, organizational, communal, or social depending on how it is used and why it is necessary to use. All these ideas are explored and discussed in the first part of the review. The second part focuses on how to lead change. According to research, leading changes require leadership. Leaders must have specific characteristics that enable them to lead their group to change. The third part discusses these characteristics, which are defined as emotional intelligence. Emotional intelligence is used to establish connections and relationships with subordinates. Leaders with emotional intelligence practice awareness, empathy, sensitivity, and commitment to their employees in order to address their needs and prioritize them despite their individual differences and the occurring change in the organization. Lastly, communication is discussed to explore its importance to change management and organizational change. Numerous studies show how internal communication plays a vital role in practicing and embracing change. This review shows how researchers are exploring communication as a tool for accepting change in the organization. Through this review, it can be said that emotional intelligence and communication are

both necessary in achieving successful change in the organization. However, it is also emphasized in this review that leaders must be an effective agent of change by considering different strategies and characteristics for effective leadership. Leadership effectiveness must be studied and practice to ensure credibility, reliability, and consistency during the change.

The Nature of Change

Change is necessary because it promotes betterment, success, and freedom from anything that confines an individual—and the need for change happens, sometimes, when least expected. Due to this, several studies are published discussing and examining change in different situations and conditions. In Molouki and Bartles' (2014) study, they explore the different kinds of change that maintain “a sense of personal continuity” (p. 1619). The researchers argue that there are allowable and disallowable types of change for personal continuity, which include improvement in morality, personality, preferences, experiences, and memories (Molouki & Bartels, 2017). They aim in their research to identify which of these characteristics treated as the most important consideration in promoting change and how individuals react to their imagined changes based on the define characteristics. The result of the study shows that “people consider characteristics falling into the categories of morality and personality traits to be most central to their personal identity, whereas experiences and memory are relatively less central” (Molouki & Bartels, 2017, p. 1623). This statement justifies that morality and personality are two of the most considered characteristics that define an individual. They are the characteristics that can provide positive change (Molouki & Bartels, 2017). For Eaton and Visser (2008), change plays an important role in defining human attitude. The researchers believe that there are different forms of attitudes used by individuals based on who they communicate or what they think is appropriate. From these attitudes, some are open to change, while others are not (Eaton & Visser, 2008). The researchers also emphasize that those with strong attitudes resist change because they see those attitudes as their armor against hostility and prejudice.

In Lyubomirsky, Sheldon, and Schkade's (2005) research, change is defined as a fundamental aspect of happiness. According to the researchers, the concept of happiness changes based on the person desired satisfaction (Lyubomirsky, Sheldon, & Schkade, 2005). They also argue that change happens when people grow older because they change the things that make them happy. However, for MacDonald, Wong, and Gingras (2011), "one may conclude that accepting what one cannot change is a sign of wisdom necessary for meaningful living" (p. 375). This means that there are times when people want to change something in their lives but are unable to do it. It happens when the time is over, things have been done, or words have been said. No matter what people do, they cannot change what has happened. This is a different kind of idea about change but remains an important thought because it presents the concept's alternative depiction. Considering these thoughts, it can be said that change occurs in many ways—depending on the situation, condition, and position of an individual.

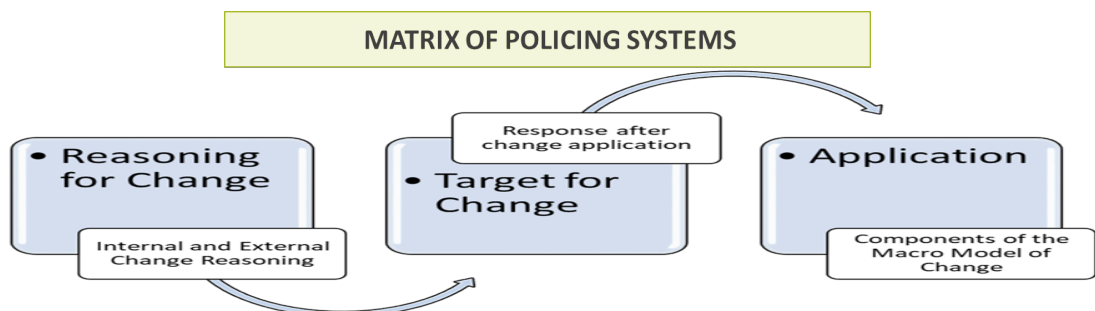
Duran and Larsen's (2016) study is different because it talks about the use of change in the business context. According to the researchers, change is important to achieve success in the challenging field of tourism. They also emphasize that change promotes a sustainable future for the tourism industry. However, change also challenges businesses to move forward beyond their traditional nature and platform (Duran & Larsen, 2016). In order to address their clients' needs, demands, and expectations, businesses need to change their social and personal norms (Duran & Larsen, 2016). The need for personal change occurs in this case because employees need to change their culture and system to move to a higher level of service. Duran and Larsen (2016) argue in this research that change is inevitable in businesses because of the endless expectations and demands of the consumers, especially in this changing world. From all of these studies, it can be said that understanding changes a concept and scenario—is important and necessary to learn more about the need and situation of an individual, group, community, or organization. To perform proper change, appropriate leadership must be fostered.

Leading Change

Change is unachievable without someone leading. In the organizational context, the leader often promotes change based on the needs of the team, though everyone can be the source of change depending on the situation and need. In Gardner and Powell's (2014) research, they argue that even common teachers can promote change. According to them, change leads an organization for the better (Gardner & Powell, 2014). This means that change must begin with someone or individuals who are willing to defy the negative and resistant culture or tradition of the organization. For Gardner and Powell (2014), change must be established as a common core because it promotes progress and development. For Daggett and Jones (2014), change is essential, but there must be answers to why, what, and how. The researchers argue that it is important to define change and present its significance. The leaders should also discuss the necessary things to do in the midst of change, as well as the ways on how to do it. Like Gardner and Powell (2014), Daggett and Jones (2014) use education as a context to explore how change works and what leaders must consider when promoting a new system.

In his research, Kotter (2007) discusses the necessity for organizational change. According to the researcher, "Change requires creating a new system, which in turn always demands leadership" (p. 3). This definition shows that change establishes a new system, which requires leadership. However, Kotter (2007) believes that if change is necessary, there must be an appropriate process to consider in order to achieve success. In his article, the researcher provides a graph showing the stages of change to avoid pitfalls. The following image shows Kotter's (2007) stages of leading change.

Change is a part of any organization that seeks to grow and perform improved and sustainable operations. As to law enforcement entities, they deem progress towards an enhanced and maintainable mission statement, seeking to improve safety and crime reduction.



Stage	Actions Needed	Pitfalls
Establish a sense of urgency	<ul style="list-style-type: none"> • Examine market and competitive realities for potential crises and untapped opportunities. • Convince at least 75% of your managers that the status quo is more dangerous than the unknown. 	<ul style="list-style-type: none"> • Underestimating the difficulty of driving people from their comfort zones • Becoming paralyzed by risks
Form a powerful guiding coalition	<ul style="list-style-type: none"> • Assemble a group with shared commitment and enough power to lead the change effort. • Encourage them to work as a team outside the normal hierarchy. 	<ul style="list-style-type: none"> • No prior experience in teamwork at the top • Relegating team leadership to an HR, quality, or strategic-planning executive rather than a senior line manager
Create a vision	<ul style="list-style-type: none"> • Create a vision to direct the change effort. • Develop strategies for realizing that vision. 	<ul style="list-style-type: none"> • Presenting a vision that's too complicated or vague to be communicated in five minutes
Communicate the vision	<ul style="list-style-type: none"> • Use every vehicle possible to communicate the new vision and strategies for achieving it. • Teach new behaviors by the example of the guiding coalition. 	<ul style="list-style-type: none"> • Undercommunicating the vision • Behaving in ways antithetical to the vision
Empower others to act on the vision	<ul style="list-style-type: none"> • Remove or alter systems or structures undermining the vision. • Encourage risk taking and nontraditional ideas, activities, and actions. 	<ul style="list-style-type: none"> • Failing to remove powerful individuals who resist the change effort
Plan for and create short-term wins	<ul style="list-style-type: none"> • Define and engineer visible performance improvements. • Recognize and reward employees contributing to those improvements. 	<ul style="list-style-type: none"> • Leaving short-term successes up to chance • Failing to score successes early enough (12-24 months into the change effort)
Consolidate improvements and produce more change	<ul style="list-style-type: none"> • Use increased credibility from early wins to change systems, structures, and policies undermining the vision. • Hire, promote, and develop employees who can implement the vision. • Reinvigorate the change process with new projects and change agents. 	<ul style="list-style-type: none"> • Declaring victory too soon—with the first performance improvement • Allowing resisters to convince "troops" that the war has been won
Institutionalize new approaches	<ul style="list-style-type: none"> • Articulate connections between new behaviors and corporate success. • Create leadership development and succession plans consistent with the new approach. 	<ul style="list-style-type: none"> • Not creating new social norms and shared values consistent with changes • Promoting people into leadership positions who don't personify the new approach

Figure 1: Kotter's Stages of Leading Change (Kotter, 2007)

As shown above, there are eight stages of leading change: (1) establish a sense of urgency, (2) form a powerful guiding coalition, (3) create a vision, (4) communicate the vision, (5) empower others to act on the vision, (6) plan for and create short-term wins, (7) consolidate improvements and produce more change, and (8) institutionalize new approaches. These stages serve as leaders' pattern in promoting and practicing change, which is also necessary for personal growth and development. Galvin and Clark (2015) utilize Kotter's (2007) stages of leading change in their case study of the U.S. Military leaders.

Unfortunately, according to the researchers, "this has not necessarily improved the U.S. military's capabilities for implementing change" (p. 1). The researchers argue that those who enter the military, after graduating from senior college, use the eight stages of Kotter's (2007) leading change, but they have difficulty applying the model making them counterproductive. Galvin and Clark (2015) also state that Kotter's (2007) model does not work among new senior leaders because it fails to address the reality of the military and law enforcement arenas. In their research, Galvin and Clark (2015) present the different limitations and problems of Kotter's (2007) model, which include the problem of urgency and the strict agency for immediate change. These are not applicable to the military along with law enforcement because any change in the system can affect the military and public safety mission purpose performances (Galvin & Clark, 2015). In contrast to Kotter's (2007) model of leading change, Galvin and Clark's (2015) case study shows that the eight stages of change are not appropriate for all kinds of organizations.

In Collarbone's (2012) study, it is shown how much she wants to experience change in her organization after decades of confinement from their traditional organizational culture and system. She argues in her case study that financial institutions have difficulty changing their culture and leadership because of the structured system that moves the employees through the years (Collarbone, 2012). Nonetheless, the need for change based on the demands and expectations of the consumers force her institution to address change. However, despite her excitement, Collarbone (2012) believes that change is a challenge because it aims to create a new system away from the traditional organizational structure. Nevertheless, she believes that change must be made to save the organization from both internal and

external threats. In her case study, Collarbone (2012) discusses the different aspects that can be changed, which include leadership for sustainable change. The researcher believes that leadership plays a vital role in the situation of the organization. Therefore, changing leadership is necessary to stabilize the organization and prolong its existence. This is an important point to consider because it shows that leadership is necessary to practice and accomplish change—amidst all its challenges and circumstances.

Communications within Leadership and Emotional Intelligence

Leadership is one of the identified important characteristics of an effective change agent, which is the promotion of emotional intelligence. It is true that leadership plays an important role in practicing change because leaders must lead their team to achieve their goals and purpose. Through leadership, the agent of change would be able to confidently initiate change not only within the organization, but within himself as well. In research, the topic of leadership is widely explored, discussed, and evaluated. In Bolden's (2004) case study, leadership is defined as a process, influence, group context, and goal attainment. The researcher argues that leadership is difficult to define because it has different context and uses. However, leadership can be contextually defined as the process of leading using specific methods, characteristics, strategies, and styles. In Gilley, Dixon, and Gilley's (2008) research, they argue that leaders must hold leadership characteristics in order to become effective. They have to establish appropriate characteristics in promoting change for the success of the organization. This is an important consideration because leaders lead their team to success in the midst of change. Their actions, behavior, and decisions shape the future of the organization after the change process. With this, Gilley, Dixon, and Gilley's (2008) study is an important source of exploring the significance of leadership characteristics. Based on the arguments presented by Bolden (2004) and Gilley, Dixon, and Gilley (2008), leaders must have specific characteristics that would shape their leadership style. This thought is important to consider because the agent of change must be successful and effective in promoting change. These researchers explore the nature of leadership, as well as the characteristics of leadership that can be defined as emotional intelligence to help leaders in promoting, practicing, and addressing change.

Spears (2010) argues in his research the importance of having caring and effective leaders in the process of change. For the researcher, servant leadership is an appropriate leadership style during the period of change (Spears, 2010). In servant leadership, ten characteristics are defined: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community (Spears, 2010). These characteristics are identified as emotional intelligence wherein social and emotional connection are established between leaders and subordinates. Researchers believe that through these characteristics, a public safety leader (i.e.) Chief of Police is not only able to manage their agency, but lead into a newly shaped and transformational one, which addresses a multi-dimensional purpose.

Spears' (2010) discussion of servant leadership can be related to the challenge of change. Policing is shifting towards a revised platform of servant leadership and looking back to its simplest form of engaging the public through Sir Rober Peel's – Nine Peelian Principles of Policing. When change is practiced, leaders must be aware of the situation of their subordinates. They must listen to the needs of their employees and address them appropriately. Furthermore, leaders should be committed to the growth of their people, which they promote in practicing change. From this sense, it can be said that the characteristics of servant leadership can be used in becoming a successful and effective agent of change. In Zaccaro's (2007) study, he explores the characteristics of trait-based leadership.

According to the researcher, leaders must hold specific traits to define their methods of promoting leadership. Zaccaro (2007) calls this case as leader traits. This term is defined as “relatively coherent and integrated patterns of personal characteristics, reflecting a range of individual differences that foster consistent leadership effectiveness across a variety of group and organizational situations” (Zaccaro, 2007, p. 7). This definition shows that leader traits are patterns of personal characteristics for leadership effectiveness despite the individual differences. Zaccaro (2007) believes that trait-based leadership enables leaders to properly absorb, recognize, and address change, which demonstrate emotional

intelligence. They can easily adapt when the situation changes because of their flexibility and ability to adjust to the situation occurring within their organization.

Communication

Effective communication is one of the most important considerations in change management. A leader without proper communication with his or her team will lead to chaos, destruction, or instability. In the organization, communication is necessary to keep the lines between the leader and subordinates open. It is necessary that the leader is open for communication in order to ensure that the subordinates' actions and behavior are structured according to the designed change. Husain (2013) explains in his research the usefulness of communication in the process of managing change in the organization. The researcher argues that communication and organizational change have significant connections and relationships. Through successful communication, the organization would be able to face the challenges and demands of change (Husain, 2013). The researcher explains that leaders must establish strong and clear communication with their team to ensure that the process of change would be beneficial to the organization.

In Gilley, Gilley, and McMillan's (2009) research, they emphasize the importance of communication, along with motivation and leadership effectiveness, in organizational change. According to them, "Leading change requires the use of a diverse set of communication techniques to deliver appropriate messages, solicit feedback, create readiness for change along with a sense of urgency, and motivate recipients to act" (Gilley, Gilley, & McMillan, 2009, p. 79). This statement shows that communication is an essential aspect of change management, but leaders must be aware of the different communication techniques to inform their workers.

In the case study conducted by Stoyanova (2011), she argues that leaders must effectively communicate with their employees to ensure the success of change. The researcher emphasizes that with effective communication, change management would be able to establish a clear relationship with the employees. This perspective reveals that communication—like in any other aspects of human life—is a

way to express opinion, suggestions, recommendations, and ideas in the midst of transformation. In the context of the organizational system, employees should have clear communication with their leaders because they need to know the changes in the flow of their team. They must be aware of the changes occurring in their organization in order to perform their tasks appropriately and properly. According to Saary (2014), internal communication is imperative to achieve successful change in the organization. The researcher argues that communication can be used as a strategy in addressing, practicing, and accomplishing change.

In her study, Saary (2014) shows how communication in the company brings success in promoting change. The researcher believes that by promoting effective internal communication, corporate performance can be developed and strengthened. This is an interesting argument to discuss because it shows how effective communication can lead to increased corporate performance. These studies reveal that effective communication is giving the leaders and workers better relationships in the middle of change, which is important to retain the connection in the organization despite the changes that occur within the team.



During his 29 years of service with the Cook County Sheriff's Office, Dr. Goulos has assisted in seizing approximately \$19 million in illicit US currency and roughly \$80 million in estimated street value of illicit narcotics. He has also directly assisted in the capture of violent suspected offenders who were actively endangering the community.

Dr. Goulos is also a 14-year higher education professional currently serving at the University of St. Francis as an Assistant Professor (Tenure Track) for the Criminal & Social Justice undergraduate studies, who has developed a comprehensive understanding in the areas of experience in mentoring, academic advising, criminal justice research, case studies, undergraduate and graduate learning platform classroom instruction, meeting the past, current and future trends of the criminal justice and policing arenas with a practitioner's mindset.

Effectively applying to the practical form of policing while addressing the community's justice reform needs.

Entering his third year at the University of St. Francis, Joliet, IL, Dr. Goulos is researching restorative justice and domestic violence victimization rates and is furthering the study to one day transition into an undergraduate textbook on policing and service a diverse group of domestic violence survivors the criminal justice educational arena.

As a professor and officer, Dr. Goulos has contributed strategically and effectively in law enforcement and higher education settings. He looks forward to providing a platform for upcoming and current policing academics/practitioners to share their research and insights. Dr. Goulos was also awarded Advisor of the year for 2025 through the prestigious Alpha Phi Sigma – National Criminal Justice Honor Society.

Dr. Goulos understands the necessity of experiential based learning of the criminal justice systems, while balancing theoretical concepts. Thus, potentially improve the sustainability of safety within our communities.

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SECTION AWARDS

POLICE SECTION AWARDS

The Police Section of the ACJS confers several prestigious awards each year. Awards are conferred at the section's banquet during the annual conference. These awards recognize individuals who have made significant contributions to the field of policing, including practitioners, scholars, students, and authors. All Police Section members are encouraged to nominate peers deserving of these awards. Self-nominations are also accepted for all awards. Nominations are due to Eric Dlugolenski, Police Section Chair, by October 16th. Email nominations to edlugolenski@ccsu.edu. Any questions about the awards can be directed to Dr. Dlugolenski. Awardees are selected by a committee of at least three Police Section members.

O.W. Wilson Award

The O.W. Wilson is the section's flagship award. Past recipients include the field's most prominent and influential scholars. The award recognizes outstanding contributions to police education, research, and practice.

Criteria:

The nominee can be a practitioner, policy maker, researcher, or educator who, over many years, has exemplified and supported the following ideals:

1. Quality higher education for the police field.
2. A distinguished record of rigorous and applied police research.
3. Cooperation and collaboration among police educators, researchers, policymakers, and practitioners.
4. Evidence supporting effective, equitable, and accountable policing.
5. A strong record of mentorship to junior scholars or practitioners
6. The nominee does not need to be a section member at the time of nomination.

Requirements:

- Submission of a letter summarizing the nominee's contributions as they relate to the criteria
- A copy of the nominee's curriculum vitae
- Supporting materials are encouraged but not required. Examples below
 - Letters of support from other colleagues

Selection Process:

- The past three OW recipients who have received the OW Award. The section chair forwards nominees for their review and final consensus recommendation.

Outstanding Service Award

Description: The Outstanding Service Award is given to individuals who are deemed deserving of special recognition for their outstanding contribution to the Police Section. This award was established to honor those who have provided significant service to the Police Section.

Eligibility Criteria:

- The nominee must have provided significant service to the Police Section, serving in one or more official roles.

Requirements:

- Submission of a brief summary of the nominee's contributions.
- Supporting materials are encouraged but not required.

Police Pracademic Excellence Award

Description: The Police Pracademic Excellence Award recognizes a police practitioner who champions evidence-based practice and research in policing. This award celebrates those who bridge the gap between academia and practical law enforcement, applying scientific research to real-world policing strategies. It aims to recognize recent achievements in the field and is not a lifetime achievement award.

Eligibility Criteria:

- Must be an active (or recently retired) police officer or a civilian working for a police department (civilian and sworn are eligible). Crime analysts, professional staff, and sworn staff may apply.
- Must have a demonstrated commitment to incorporating evidence-based practices in policing.
- Must have contributed to or conducted applied policing research.
- Collaboration with academic institutions or researchers is a plus.

Requirements:

- Submission of a nomination letter highlighting the nominee's contributions to evidence-based practices, including any published research, implemented policies, or collaboration with academic institutions.
- Evidence of a positive impact within the community or department due to the nominee's evidence-based initiatives.

Emerging Policing Scholar Award

Description: The Emerging Policing Scholar Award recognizes an outstanding early career scholar who has shown remarkable potential and achievement in producing quality research in the field of policing. This award is intended to celebrate the future leaders in policing scholarships, encouraging continued excellence and innovation.

Eligibility Criteria:

- Ph.D. must have been conferred; the conferral must have been within the last six years.
- Must have demonstrated a capacity to produce quality research specifically related to policing.
- Must show promise for future contributions to the academic and practical aspects of policing.

Requirements:

- Submission of a nomination letter highlighting the nominee's research portfolio, including published articles, conference presentations, and ongoing research projects related to policing.
- Attachment of the nominee's current curriculum vitae.

Promising Student in Policing Award

Description: The Promising Student in Policing Award recognizes an undergraduate or graduate student who shows exceptional promise and dedication to the study and advancement of policing. This award aims to encourage and support the next generation of scholars and practitioners in the field.

Eligibility Criteria:

- Must be currently enrolled in an undergraduate or graduate program related to Criminal Justice, Criminology, or Policing. Nomination must be made before degree conferral.
- Must have demonstrated academic excellence and a strong interest in policing research or practice.
- Involvement in extracurricular activities, internships, or projects related to policing is a plus.

Requirements:

- Submission of a current academic transcript (unofficial copies accepted).
- Letters of recommendation from professors or professionals in the field detailing the nominee's potential and achievements in policing studies.
- A personal statement from the nominee outlining their interest in policing, academic achievements, and future goals.

Best Policing Book of the Year

Description: The Best Policing Book of the Year Award recognizes a significant book publication that has substantially contributed to the understanding, development, or practice of policing. This award celebrates authors who have provided fresh insights, rigorous research, and innovative perspectives on law enforcement.

Eligibility Criteria:

- The book must be published within the last calendar year (e.g., for the following year's annual conference, the book should have been published in the previous year).
- The book must primarily focus on policing or law enforcement. This includes various aspects of law enforcement functions and disciplines.
- Eligible books can be academic or practitioner-oriented, catering to different readerships within the field.

Requirements:

- Submission of a copy of the book, digital file if possible, but hard copies can be submitted.
- Submission of a nomination letter highlighting the book's significance, contributions, and impact on the field of policing, including reviews or endorsements from scholars, practitioners, or experts in the field of policing, and information about the publisher and publication date.

Award Procedures

1. Nominations for each award must be submitted to the Chair of the Police Section by October 16th of the calendar year preceding the annual conference (e.g., by October 16th, 2026, for acknowledgment at the 2027 annual meeting)
2. The nominator must be a current Police Section member.
3. Submission of supporting materials with nominations is encouraged to increase the application's competitiveness. However, supporting materials are not required.

4. The nomination is to include a summary of the nominee's contributions following the award criteria, an explanation of the significance of these contributions, and a current vita or resume of the nominee.
5. While we do not require nominees to be section members at the time of nomination, we do request that they join the section upon nomination

Most Influential Peer-Reviewed Article in Policing Award

Description: The Most Influential Peer-Reviewed Article in Policing Award recognizes an outstanding scholarly article that has made a significant contribution to the study or practice of policing. This award honors rigorously reviewed, innovative work that offers empirical advancements or theoretical breakthroughs with substantive and practical implications

Eligibility Criteria:

- The article must be peer-reviewed and published in an academic journal within the last calendar year (e.g., for the following year's annual conference, the book should have been published in the previous year).
- The article must focus primarily on policing or law enforcement.
- Co-authored articles are eligible.
- At least one author should be affiliated with an academic, research, or practitioner institution.

Requirements:

- Submission of a PDF copy of the article.
- A nomination letter highlighting the article's impact, originality, relevance, and contribution to the policing field.
- If available, include citation metrics, public impact statements, or evidence of influence on policy or practice (optional but encouraged).

ACJS Lifetime Membership

Please remember that you still must pay the Police Section dues annually to remain a member of the Police Section. Membership is \$37 per year and includes a subscription to *Police Quarterly*. Payment of dues is made to ACJS.

Call for Papers, Authors, Applicants

If you are working on a project and need authors for book chapters or encyclopedia entries, let us know. We'll include that call in *Police Forum* for free.

Or, if you are hosting a conference or seminar and need participants, let us know that too. We'll be happy to help spread the word for free.

Or, if you have a job opportunity—particularly of interest to those teaching or researching in areas related to policing—we'd love to help you announce that position. Send any announcements that you would like to have included in the next issue of *Police Forum* to acjspoliceforum@gmail.com

Submission Guidelines for *Police Forum*

Format Criteria

The format criteria for all submissions are as follows: reasonable length (less than 30 pages), double-spaced, and in a font similar to 12 pt Times New Roman. All submissions should be in Word format. All charts, graphs, pictures, etc. must be one page or smaller and contained within standard margins. Please attach these at the end of the submission as appendices. Due to formatting limitations, all appendices must be in a Word, Excel, or similar format - PDFs cannot be used.

Feature Articles

Feature Articles can be quantitative or qualitative. Tables, figures, and charts should be kept to a minimum and should be inserted at the end of the document with an appropriate reference to placement location within the text. The page limits are flexible; however, the editors reserve the right to edit excessively long manuscripts.

Practitioners Corner

Articles written from the perspective of persons currently or formerly working in the field, expressing personal observations or experiences concerning a particular area or issue. Page limits are flexible, however long articles may be edited for length.

Academic Pontification

Articles for this area should focus on making an argument, presenting a line of thought, or formulating a new conceptual idea in policing.

Submission Guidelines – cont.

Point/Counterpoint

Authors are encouraged to work with another person to develop a point/ counterpoint piece. The initial argument should be between 2 and 5 pages. The initial argument should contain roughly 3 to 5 main points. Following the exchange of articles between debating authors, a 1 to 3-page rejoinder/ rebuttal will be submitted.

Research Notes

Research notes should describe a work in progress, a thumbnail outline of a research project, a conceptual methodological piece, or any other article relating to research methods or research findings in policing.

Reviews

Book reviews on any work relating to policing. Reviews of Internet sites or subjects concerning policing on the Internet are also welcome.

Policing in the News

News items of interest to the police section are welcomed in any form.

Legal News in Policing

Reviews of court cases, legal issues, lawsuits, and legal liability in policing are welcomed submissions.

Letters to the Editor

Questions, comments, or suggestions about a given Criminal Justice topic, article, or research.

This Date in History

Submissions on prior hot topics, research, or research methods in Criminal Justice from the past.

Good News

Submissions relating to professional and personal good news for our members - promotions, new jobs, marriages, etc.

Submission Guidelines – cont.

How to Submit

Submissions may be made electronically by sending a copy in a Word format to acjspoliceforum@gmail.com or agoulos@stfrancis.edu.

Disclaimer

The editor(s) of this publication reserve the right to edit any submissions for length, clarity, or other issues.

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