Preface

The practice of public administration has modified its approach during the last few decades and has seen the increase of governance in public institutions that has included stronger and more creative interactions with their communities (DeWitt et al. 1994; Grell and Gappert 1992; Vigoda 2002). This is a change from the traditional style of government that independently identified issues impacting the public, and subsequently provided responses that were deemed appropriate and helpful. Because the problems confronting public institutions have become more complex, the demands from stakeholders have increased, and resources have become more constrained, responses from public institutions have included different perspectives. These circumstances have inundated the independent and stand-alone capacity and resourcefulness of public institutions, and have prompted calls for organizational change and innovation to address more appropriately the present-day problems confronting communities and their members (Callahan and Holzer 1994). The solution for many public institutions has been the development of a governance framework based on shared responsibility between government institutions and stakeholders in identifying and responding to community issues and problems. The primary mechanism public institutions have used to foster such shared governance has been the formation of partnerships with private organizations, community members and organizations, and academic institutions (Vigoda 2002). The underlying goal of these partnerships is to combine the resources, skills, and knowledge of the entities in a way that will allow them to achieve better results in managing problems more effectively and efficiently than could be accomplished individually or by government agencies alone (Lasker et al. 2001). In short, governance aims to promote "synergy" whereby the mission statements of multiple agencies are realized through partnerships that pool resources and facilitate innovation.

In this monograph, we explore how, as a public institution, policing has changed and become more involved in partnerships. Here, we focus on the particular partnership between police agencies and academic researchers. Fortunately, there has been a great deal of attention paid to the partnerships formed between researchers and police practitioners. Unfortunately, the majority of the literature is from the

perspective, and perhaps bias, of the researcher. And while we may know something about the relationships, we do not understand completely why police managers lack the willingness to accept and integrate research findings into policing practice, let alone jointly pursue projects with the research community. There is little published research from the perspective of the police practitioner and presumably even less information from the combined perspectives of the researcher and police practitioner.

This monograph is both unique and fresh in that it examines the subject of research application from the perspective of both the researcher, and distinctly, the police practitioner. It examines the areas of interface and difference, and discusses a few examples where the engagement occurs at an optimum level. Case studies of excellent practice are identified and equally those examples where research has not worked effectively or failed to reach optimum levels of engagement are discussed. Our work discusses the history, development, and methods to maintain police-researcher partnerships. We provide information useful to police managers and researchers who are interested in creating and sustaining partnerships to conduct research, work together to improve policing, and to help others understand the linkages between the two. Specifically, the brief begins with a general overview of the literature on research utilization and practitioner–researcher partnerships in policing and other fields. Chapter 2 provides a review of research findings on the existence of these partnerships and nuances to engaging in them in the United States, which is then followed in Chap. 3 by a review of these relationships in Australia from the perspective of a long-time practitioner. Chapter 4 concludes with a discussion of these partnerships in general, where they have been and how they can improve. Although both countries experience similar issues of trust, acceptance, utility, and accountability between researchers and practitioners, the experiences in the countries also differ. In the United States there are somewhere between 17,000 and 18,000 agencies, the use of research findings by police agencies requires understanding, diffusion, and acceptance. In Australia with a small number of large agencies, the problems of translating research findings are different, but as in the USA, include acceptance and application of findings.

As long as police practitioners and academic researchers hold distinct and different impressions of each other, the likelihood of positive, cooperative, and sustainable agreements between them will suffer. Our work offers hope to researchers and law enforcement personnel that it is effective and efficient to work together to advance and apply research findings. Indeed, through the mutual understanding of the perspectives of each, the end result will be different and greater than the sum of the parts (i.e., Gestalt theory). Given the inherent challenges in law enforcement today around resourcing, the words of Ernest Rutherford, a famous New Zealander (who was awarded the Nobel Prize in Chemistry in 1908) are particularly relevant: "We've run out of money…It is time to start thinking."

This monograph is rooted in the experiences and work of the authors. Peter Martin is an Assistant Commissioner in the Queensland (Australia) Police Service, and he is currently pursuing a Ph.D. in Psychology and Counselling at the University of Queensland. Peter has long championed the use of research to

information police actions and fostered partnerships with the research community, efforts for which he was recently recognized by his induction into the Evidence-Based Hall of Fame sponsored by the Center for Evidence-Based Crime Policy at George Mason University. Geoff Alpert is a Professor in the Department of Criminology and Criminal Justice at the University of South Carolina, and has devoted his career to examining practical problems facing the law enforcement community, such as vehicle pursuits, use of force, the deployment of conducted energy devices, racial profiling, and officer involved traffic collisions. Through these efforts he has engaged and partnered with dozens of law enforcement agencies to conduct research on these problems. Jeff Rojek is an Associate Professor in the Department of Criminology and Criminal Justice at the University of South Carolina, and is a former police officer with the Los Angeles Police Department. He has also engaged in numerous partnerships with law enforcement agencies, exploring such issues as tactical responses, racial profiling, officer discipline, responses to youth and gang violence, and officer involved vehicle collisions.

Collectively, the authors have learned lessons about developing and maintaining practitioner–researcher partnerships through a process of trial and error. In addition, Alpert and Rojek have recently engaged in research funded by the National Institute of Justice (NIJ) that examines multiple partnerships between police practitioners and researchers to identify barriers and facilitators to the development and sustainability of these relationships. The chapters that form this monograph thereby draw on this personal and vicarious knowledge and experience to discuss the evolution of police practitioner–researcher partnerships, contemporary issues, and recent research.

In line with these goals, the material in Chap. 1 introduces the police practitioner-research partnerships as a form of gaining knowledge and translating it to practice. Chapter 2 offers a literature review of police practitioner–researcher partnerships and experiences in the United States. The chapter also provides a review of findings from the above mentioned NIJ study to provide a current picture on the prevalence, nature, and issues with these partnerships in the United States. Chapter 3 reviews the research partnerships in Australia and reviews the problems and prospects that country has faced in developing and improving its police service. A unique feature of this chapter is that it gives voice to the practitioner perspective that has often been ignored in the pursuit of police research. Chapter 4 concludes with an outline for the path forward for supporting the growth and sustainability of these partnerships.

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A Comparative Analysis

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