



## Papers From the Harvard Executive Session on Policing and Public Safety (2008-2015)

### From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals

By Sue Rahr and Stephen K. Rice, April 2015

The authors advocate for a recommitment to democratic ideals within law enforcement agencies to combat the culture and mindset that law enforcement officers are warriors at war with the people they are sworn to protect.

### Measuring Performance in a Modern Police Organization

By Malcolm K. Sparrow, March 2015

The author describes strategies police organizations could employ to more effectively measure their performance.

### Rightful Policing

By Tracey Meares with Peter Neyroud, February 2015

The authors describe “rightful policing,” which looks at elements of procedural justice in police encounters with the public as a way to organize police work.

### Managing the Boundary Between Public and Private Policing

By Malcolm K. Sparrow, September 2014

This paper provides a framework that police executives can use to examine their interactions with private policing to determine how to maximize the benefits to society while minimizing risk.

### Policing and Wrongful Convictions

By Anthony Batts, Maddy deLone and Darrel Stephens, August 2014

The authors present multiple recommendations related to wrongful convictions that require strong leadership from police agencies, including a more system-wide approach to learning from wrongful convictions to improve the system as a whole.

### The Challenge of Policing in a Democratic Society: A Personal Journey Toward Understanding

By Charles H. Ramsey, June 2014

In this bulletin, Commissioner Ramsey evaluates “zero tolerance” for crime and uses the lessons of the Holocaust to help the police protect the rights of all citizens.

### Social Media and Police Leadership

By Edward F. Davis III, Alejandro A. Alves and David Alan Sklansky, March 2014

This paper discusses the lessons learned from the Boston Police Department’s use of social media during the investigation of the April 2013 Boston Marathon attacks.

### Police Leadership Challenges in a Changing World

By Anthony W. Batts, Sean Michael Smoot and Ellen Scrivner, July 2012

This paper examines the challenges and opportunities for police leadership as they interact with a new generation

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of police recruits with habits and expertise in areas that sometimes clash with traditional police culture.

### **Exploring the Role of Police in Prison Reentry**

By Jeremy Travis, Ronald Davis and Sarah Lawrence,  
July 2012

The authors evaluate the high recidivism rates among returning offenders, their concentration in some of the poorest, highest crime neighborhoods, and the role urban police departments have to play in prisoner reentry.

### **Police Discipline: A Case for Change**

By Darrel W. Stephens, June 2011

This paper describes the challenges law enforcement agencies face with current disciplinary procedures and offers alternate approaches that can improve internal morale and external relationships with the community.

### **The Persistent Pull of Police Professionalism**

By David Alan Sklansky, March 2011

Resisting the pull of models of “professionalism” for the police (including one articulated by Stone and Travis), the author offers a model of “advanced” community policing that addresses unanswered specifics found in earlier notions of community policing.

### **Moving the Work of Criminal Investigators Towards Crime Control**

By Anthony A. Braga, Edward A. Flynn, George L. Kelling and Christine M. Cole, March 2011

This paper identifies the challenges in moving the work of criminal investigators toward a more active role in crime control and suggests ways to allocate proactive and problem-solving work between criminal investigators and patrol officers.

### **Toward a New Professionalism in Policing**

By Christopher Stone and Jeremy Travis, March 2011

The authors argue that it is time for a new policing model for the 21st century, a “New Professionalism,” focused on accountability, legitimacy, innovation and national coherence.

### **Police Science: Toward a New Paradigm**

By David Weisburd and Peter Neyroud, January 2011

The authors urge police to take ownership, make use of science in policing, and lay out a proposal for a science-based policing paradigm.

### **Governing Science**

By Malcolm K. Sparrow, January 2011

This paper argues that an emphasis on social science methods to establish evidence-based practices for policing unnecessarily limits and distracts from a range of relevant and substantive contributions to be had using a wider array of scientific methods.

### **Making Policing More Affordable: Managing Costs and Measuring Value in Policing**

By George Gascón and Todd Foglesong, December 2010

This paper examines the rising costs of policing in medium-size cities and asks what is driving up the costs of policing and what return on their investment are cities and their residents receiving?

### **The Changing Environment for Policing, 1985-2008**

By David H. Bayley and Christine Nixon, September 2010

This paper asserts that the police can reduce crime when they focus operations on particular problems or places and supplement law enforcement with other regulatory and abatement activities.

### **One Week in Heron City: A Case Study**

By Malcolm K. Sparrow, September 2009

The paper describes police work in the fictional “Heron City” to show how data, analysis and problem-solving are effective strategies for police executives and their agencies. (Two case studies plus teacher’s note are available.)

### **Coming Soon**

#### **Toward a Profession of Police Leadership**

By Edward A. Flynn and Vicki Herrington

#### **Race and Policing: An Agenda for Action**

By David H. Bayley, Michael A. Davis and Ronald M. Davis

#### **The Police and Public Discourse on “Black-on-Black” Violence**

By Anthony A. Braga and Rod K. Brunson

#### **Children’s Exposure to Repeated Traumatic Events: What the Police Should Know and What They Can Do [working title]**

By Richard G. Dudley, Jr.

#### **Crime and Policing, Revisited**

By Anthony A. Braga