

FROM THE EDITOR

I'm truly excited about this opportunity. As the new editor of *ACJS Today*, I hope to continue the great work that has been done by my predecessors. In continuing the tradition of making *ACJS Today* one of the best criminal justice newsletters, I have established a new creative vision. The biggest changes you will eventually see in the newsletter include a change in the tone and the length of the articles. I believe that revising the submission guidelines to include shorter articles will increase submissions and provide an opportunity for diversity. In addition, some of the changes you will see in the coming issues are highlighted below.

- **New Researcher Highlights:** This section of the newsletter will provide an opportunity for new researchers with few publications a forum for starting their writing careers.
- **PhD Forum:** This forum will offer new PhDs an opportunity to share the results of their dissertations.
- **Reader Questions:** This section will allow readers to send in questions on various criminal justice topics and receive responses from practitioners and experts in the field.
- **Your 2¢ Worth:** This segment of the newsletter will provide readers the opportunity to anonymously sound off on some of the most controversial topics in the field.
- **Professional Profiles:** This section highlights notable people in the field of criminal justice, criminology, law, sociology and the like.

I hope that some of the changes to *ACJS Today* encourage new readership and provoke a renewed interest in current readers. I am open to suggestions and encourage all to contribute to this effort. Thank you and I look forward to my work with *ACJS Today*. Please be sure to visit the web page at http://www.acjs.org/pubs/167_669_2918.cfm to review the new submission guidelines.

Nicolle Parsons-Pollard, Editor
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ENHANCING ACJS CONFERENCES FOR OUR MEMBERSHIP

by
Ronald D. Hunter
Western Carolina University
William G. Doerner
Florida State University

The Academy of Criminal Justice Sciences (ACJS) was established in 1963 to foster professional and scholarly activities for both criminal justice educators and practitioners. The overarching goal was to provide a forum for the dissemination of ideas related to issues in research, policy, education, and practice. ACJS attributes much of its success to the diverse composition of its membership. Its roster includes scholars with diverse interests and multi-disciplinary orientations, professionals from all sectors of the criminal justice system, and students seeking to explore criminal justice careers as future scholars or practitioners. It is this amalgam of constituencies that permits the lively interchange of ideas pertaining to crime, criminals, and justice among ACJS members.

In order to achieve its organizational goals, ACJS continues to expand the



2006 Annual Meeting in Baltimore, MD.

array of services it offers. The development of certification standards, establishment of a code of ethics, strengthened relationships with regional organizations, liaisons with other national and international organizations, and support for specialized sections within the Academy are evidence of this ongoing commitment. A recent survey revealed that ACJS members viewed the publication of

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PRESIDENT'S MESSAGE

We are less than 4 weeks away from the annual meeting! Everything is shaping up very nicely however there are still many "odds and ends" that need to be tidied up. We are working hard to see that the meeting is a great success. I am absolutely thrilled at the number of pre-registrations for the meeting, and at the number of hotel rooms booked by those attending the meeting. By all accounts it looks like Baltimore will be a huge meeting. I look forward to seeing you all in Baltimore.

As you might guess, some of the "odds and ends" that we are dealing with are changes to the program. We have posted the program to the webpage so participants can provide us with feedback on any problems that we might have with the program. Cathy Barth is keeping a list of cancellations and additions to the program. Just like in year's past, we will have an addendum to the program, and we will keep a final program posted online until the next meeting so we have an accurate record of the event. We never really had a mechanism in place to follow up after the annual meeting to insure that additions to the program were so noted, and cancellations too. This year we will be able to adjust the program accordingly and then we will post the final version on the web. This way if anyone needs additional confirmation about his or her participation at the meeting, it will be easy to obtain.

We are just back from the budget, finance and audit (BFA) meeting. At this meeting we counted the ballots. I am pleased to welcome aboard the following individuals: Wes Johnson, 2nd VP; Leanne Fiftal Alarid, Secretary; Todd Clear, At-large board member, and Ronald "Chip" Burns, Regional IV trustee. These folks represent you at the board meetings so please make sure you let them know what you think we are doing well, and what we might not be doing so well. We welcome and encourage any and all feedback from the membership.

In Baltimore Bill King will be rotating off the board after serving three years as the secretary. Bill's humor and wit will be missed by the remaining

board members. I think it is safe to say that no one writes minutes quite the same way as Bill. He has a flare for the dramatic, making the most mundane committee vote sound like an exciting event! We will miss you Bill, and we thank you for your service to the Academy.

With this latest edition of ACJS Today, we welcome the new editor, Dr. Nicolle Parsons-Pollard. Nicolle is a colleague of mine at VCU. She has some fantastic, novel ideas about the newsletter. She is computer astute and is very comfortable communicating in this mode. I expect we will see some very good changes to the newsletter format and content under her editorship. You should have received an email about some of Nicolle's newsletter priorities. I hope you agree with me that we selected an excellent candidate to replace Dr. Alex del Carmen. And speaking of Alex, let me take a minute to thank him for all his hard work with the newsletter. Alex came on board as we were transitioning from hardcopy to an electronic newsletter. Alex kept the quality of the newsletter very high even though we were "all electronic" and he served us well as an excellent editor. I am sure Alex and Nicolle will be in contact to make sure an easy transition occurs.

This is my last presidential message. I have enjoyed these communications but I like face-to-face conversations better. I am looking forward to the informal conversations, spending time with old friends, and meeting new colleagues in Baltimore. I wish you safe travels to Baltimore and again I look forward to seeing you all!!

*Laura J. Moriarty
February 2006*

ANNUAL MEETING ANNOUNCEMENTS

Early Registration Ends Next Week

Just a reminder that early registration rates for the ACJS Annual Meeting are only available through February 3, 2006. And, by registering early, your name will be placed in a raffle to possibly win one free night at the Baltimore Marriott Waterfront Hotel. So, when completing your registration form, be sure to also make your hotel reservations before all the rooms are taken! All registration and hotel information can be found at: http://www.acjs.org/pubs/167_668_2915.cfm.

Annual Meeting Program

The detailed program schedule is now available at the following link: http://www.acjs.org/pubs/167_668_12237.cfm

ACJS Employment Exchange

Finally, as in the past, we will host an Employment Exchange at the meeting in Baltimore. If you have a position to advertise or you are looking for a new position, you should email your information to the Exchange administrator, Dr. W. Wesley Johnson, at johnson@shsu.edu. Job announcements and vitas will also be accepted on site during the Annual Meeting.

Serving ACJS Workshop

Ron Hunter, ACJS Second Vice President, will host a workshop on "Serving ACJS" on Friday, March 3rd at 9:45-11:30.

Upcoming ACJS Meetings

Baltimore, MD
February 28-March 4, 2006

Boston, MA
March 10-14, 2009

Seattle, WA
March 13-17, 2007

San Diego, CA
February 23-27, 2010

Cincinnati, OH
March 11-15, 2008

Toronto, Canada
March 1-5, 2011

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CORRECTIONS

Occasionally during the course of publication misprints occur. We would like to extend our apologies to Mark Dantzker. Dr. Dantzker's article *Majoring in Criminal Justice: I Want a Job* was printed in the November/December 2005 issue of *ACJS Today*. Unfortunately, we listed his university affiliation incorrectly. Dr. Dantzker is a professor of criminal justice at the University of Texas-Pan American.

COMING SOON!

New Researcher Highlights: If you are a new researcher or know a new researcher tell them to submit their writing.

PhD Forum: Share the results of your dissertation by submitting your abstract.



Reader Questions: Have questions? Ask the experts!



YOUR 2¢ WORTH

Making Lemonade without Lemons

Today, many universities are asking faculty to do more with fewer resources. It begs the question... what's important? All in all, students lose.



Judging too quickly

Vermont Judge Edward Cashman has started a firestorm by sentencing Mark Hulett, 'admitted' child molester, to 60 days in jail. Judge Cashman allegedly stated that he no longer believes in punishment and wanted to ensure that Hulett got rehabilitation. Instead of looking at this situation very carefully, many have jumped on the media bandwagon. From O'Reilly to Nancy Grace -this is where the people get their news and opinions. Most don't know the facts of the case. What can we say about an era when sensationalized television is our news and 'hard' news programs and papers have to compete with entertainment? Sad indeed!

Got something to say...email
acjstoday@vcu.edu.

PROFESSIONAL PROFILE: MEET THE EXECUTIVE DIRECTOR

Mittie Southerland takes the helm



ACJS is pleased to announce Mittie D. Southerland as its first Executive Director. Southerland was appointed at the annual meeting held in Chicago in March of 2005. She has always been a staunch supporter of ACJS and served for 10 years on the executive board. Southerland's years of service include three years as the Southern Region Trustee, three years as the Trustee-at-large, and four years moving from 2nd Vice President to 1st Vice President, President and Immediate Past President. As the Executive Director, Southerland is charged with providing stability for the organization; implementing policy and acting as a resource for members. The executive director position is a three-year appointment in which Southerland's major projects will include implementing the ACJS certification process, creating an operations manual, and continuing to utilize the website as a means of effective communication.

Southerland's path to academia was an exciting journey. She was born the daughter of a police officer and her earliest memories are of department's Desk Sergeant. In the 8th grade Southerland knew she

wanted to work in criminal justice. Upon entering college she came to the realization that there were no programs geared toward her current interest in corrections. Southerland instead decided to study law enforcement and went on to get her master's in criminal justice. While teaching and attending school, a mentor and dean convinced Southerland to get her Ph.D. and further her academic career.

Southerland's professional life has taken an interesting path inside and outside of academia. She began her career as a criminal justice planner and then worked as a juvenile counselor. By 1978, Southerland entered academia at Eastern Kentucky University. Eventually, she landed at Murray State University and served as the Interim Di-

rector of Public Safety. As the interim director, she oversaw parking enforcement, the police department and dispatch. Southerland can be praised for her work in transforming the department and raising its profile as a model law enforcement agency.

As of 2003, Southerland retired from the university but she is Professor Emeritus. She continues her research in the areas of police administration, workplace violence and higher education. Today, Southerland enjoys her work with ACJS and hopes to be appointed to another term.

Contact Mittie Southerland at execdir@acjs.org.

Current Position: ACJS Executive Director and Professor Emeritus at Murray State University

Birthplace: Paducah, Kentucky

Current Residence: Melber, Kentucky

Education: B.S. in Law Enforcement; M.S. in Criminal Justice; Ph.D. in Studies in Higher Education

First Job: Driving a dump truck

Best Career Move: Getting a Ph.D.

Best Advice Received: Don't depend on others to know what you need. You should do your own research.

Your Motivation: A difficult job.

Career Advice for Students: If you spend your energy well as a student, honing your skills, and learning as much as you can – no matter what opportunities come in your path, you will be prepared.

Before I die I want to... take a Mediterranean Cruise

If I could change one thing... I would have spent more time with my oldest daughter when she was younger.

Family: husband Joel, daughters Rachael and Harper

Continued from page 1

Justice Quarterly, the *Journal of Criminal Justice Education*, and the online newsletter *ACJS Today* as quite important activities. However, the most highly regarded service is the provision of annual meetings whereby members convene to exchange information about the latest developments in criminal justice (Cullen et al., 2004).

The importance of ACJS as a forum for communicating scholarly information and a mechanism for enlightened criminal justice practices has been a key concern for the organization's Executive Board. Each of the three immediate past presidents has taken the time to address this role. Bennett (2004) used his presidential address to emphasize the importance of the Academy and the annual meeting as a forum for comparative criminology and criminal justice research. Lab (2004) also stressed the leadership role of ACJS in the development of new crime prevention strategies and called for greater involvement in criminal justice policymaking. Finckenauer (2004) continued this line when he wrote about the vitality of the annual meeting in accomplishing organizational goals. These efforts have been continued and enhanced during the presidency of Laura Moriarty (Moriarty, 2005a; 2005b). While the ACJS Executive Board takes all services seriously, it is obvious that the annual meeting has become the centerpiece for this professional association.

LITERATURE REVIEW

A recent survey showed that most ACJS members were satisfied with the services the organization provided them (Cullen et al., 2004). Of these services, the annual meeting was a primary focal point for the majority of respondents. Conference location drew a great deal of attention, with the recent venues of Anaheim and Orlando garnering mostly negative ratings. An allied concern was the expense associated with meeting attendance. Over half the participants reported their employers covered less than 50% of the financial costs of participating in the annual conference (Cullen et al., 2004, pp. 14-21). Finally, 9 out of 10 respondents considered the quality of paper presentations to be important. And, in order to ensure the quality of the annual meeting, there was a strong sentiment in favor of requiring participants to present completed papers.

Some of these results stand in stark contrast to earlier findings. For example, site location had no effect upon attendance figures 25 years ago (Lab, DeZee, & Do-

erner, 1982). One reason for this apparent change is that most travel budgets have not kept pace with the rapidly increasing cost of transportation and lodging. Members must not only pay rising travel costs, but also shoulder a greater portion of these expenses as institutional support dwindles.

Other aspects of the survey were consistent with earlier studies. Research conducted by other professional organizations and by the tourism industry isolated cost as a primary consideration for conference attendees (Crocker, 1990; Fortin & Richie, 1997; Grant & Weaver, 1996). Ease of travel arrangements and the quality of accommodations also emerged as important aspects (Kirshbaum, 1995; Nelson & Rys, 2000). The caliber of convention facilities, proximity to downtown, good restaurants in the vicinity, and interesting activities topped the list of priorities in other studies (National Council of Teachers of English, 2003; Colorado Chapter of the American Planning Association, 2003; Western Museums Association, 2003). The opportunity for activities outside the conference environment surfaced as an important draw for meeting participants (Ngamson & Beck, 2000; Opperman, 1997).

The Cullen et al. (2004) ACJS survey echoed the results obtained from an examination of the distances participants traveled to reach the annual meeting sites of the Southern Criminal Justice Association (SCJA). Doerner, Hunter, and Dantzer (2004) learned that holding the SCJA conference at various locations throughout the South during the 1998-2003 period impacted individual participation, membership, and institutional representation. Conventional wisdom has it that rotating the host city makes the organization more accessible to a greater number of people, increases association exposure to potentially interested parties, and lures new members into the fold. However, Doerner et al. (2004) demonstrated that convention sites requiring greater travel exhibited lower attendance and did not necessarily capture new members. At the same time, there was an identifiable core group of devoted members who showed up at the meetings no matter where the regional conferences were held. Contrary to what some observers might assume, the SCJA annual conferences did not attract much local interest and the membership roll displayed no subsequent net gains.

While the Cullen et al. (2004) respondents expressed a high degree of satisfaction, it was clear that the ACJS Executive Board should not rest on its lau-

rels. The national and regional meetings share very similar problems. For instance, Bohm and Moriarty (1997) found that the majority of attendees were satisfied with the timing and overall atmosphere of the SCJA conference, but were concerned about the quality of papers presented. A later study of the 2002 SCJA annual meeting reaffirmed these results (West, Crews, & Miller, 2003). Furthermore, a poll conducted at the 1997 ACJS conference revealed that 14% of the chairs and discussants failed to appear at their sessions and only 11% of the presenters distributed handouts or copies of their papers (Hale, Austin, Firey, & Smykla, 1999). A subsequent study uncovered serious concerns among panel chairs with respect to presenters who did not have completed papers or did not even bother to show up at sessions (Mueller, Giacomazzi, & Wada, 2004). In addition, a content analysis of the 2002 ACJS (Robinson, 2002a; Robinson, 2002b) and the 2002 SCJA conference programs (Robinson, 2004) revealed a number of important areas within the discipline that tended to be overlooked or under-represented among panel presentations.

An effort to gain additional insights regarding ACJS conference participation was conducted by Doerner and his colleagues (2005). This study examined the travel patterns of participants who attended the 1999-2004 annual meetings. Copies of the annual ACJS programs for the meetings that took place in 1999 (Orlando), 2000 (New Orleans), 2001 (Washington, D.C.), 2002 (Anaheim), 2003 (Boston), and 2004 (Las Vegas) were examined to obtain the names and institutional affiliations of persons who were scheduled to participate in roundtables, workshops, plenary sessions, and paper panels. The researchers then inventoried all meeting participants affiliated with American post-secondary educational institutions and calculated how far each program participant would have had to travel to arrive at the particular annual conference site.

The data collection strategy utilized by Doerner et al. (2005) suffered from several limitations. For one thing, the information was based upon printed program entries. Any additions, deletions, or cancellations that may have occurred after the programs went to press escaped attention. Second, meeting programs are not completely accurate pictures of actual participants. "No-shows," presenters whose names appeared on the program but who failed to attend their panels, are not identified. Bear in mind

that Hale et al. (1999) reported that 42% of the sessions at the 1997 ACJS meeting in Louisville had at least one scheduled paper that was a “no-show.” The number of panels with “no-shows” jumped to 59% by the 2003 Boston conference (Mueller et al., 2004, p. 213). Third, no attempt was made to differentiate faculty members from students. This inability to distinguish participants by academic status forced the authors to avoid a typical institutional analysis whereby schools are rated from the most to the least visible based upon the relative number of representatives showing up at the meetings. Despite these concerns and the attendant worries that tend to haunt secondary data, beneficial information was obtained regarding conference attendees participation patterns.

Attendance figures for each conference during the 1999–2004 interval are displayed in Table 1. The overall numbers show a decline in attendance when the annual meeting was held in the nation’s capital. The Anaheim meeting, which came on the heels of the September 11th tragedy, required a cross-country trek for many travelers and the precipitous drop in participation continued. However, attendance figures did rebound and registration reached a high mark by the 2004 meeting in Las Vegas.

[See Table 1 page 10]

Academicians dominate the ACJS conferences. Eight out of every 10 participants were faculty members from within the United States. Even though ACJS as an organization seeks to be a blend of academicians and practitioners, there has been a marked decrease in participation by non-academicians. Practitioners accounted for 16% of the presenters and 21% of the papers at the 1999 Orlando meeting. By 2004, those figures had slipped to 10% and 6%, respectively. Doerner et al. (2005) also found that, with the exceptions of the Washington, D.C. and the Boston meetings, ACJS conferences tend not to draw much local participation. They also found that the most distant sites (Anaheim and Las Vegas) recorded the lowest and highest number of papers presented throughout the 1999–2004 period. This observation suggests that distance and travel costs, while important, are only partial factors affecting the decision to participate at a conference. Attendance figures (1447) at the Chicago meeting in 2005 were consistent with the previous findings.

RESEARCH IMPLICATIONS

When taken as a whole, the limited studies that do exist in this vein indicate some displeasure with the way professional criminal justice conferences are conducted. Acknowledgment of these misgivings leads to the realization that critical and penetrating analyses of the annual meetings are in short supply. Yet, conference attendance is a focal point for many criminal justice educators. Over the years, the ACJS Executive Board has grappled with the perennial question of how to promote the conference program more effectively. Like other professional associations, ACJS has pursued several avenues to enhance meeting attendance, as well as overall member satisfaction. The program chairs have expanded the schedule to include plenary sessions and poster presentations, along with more banquets, receptions, and social functions to facilitate interaction in a more comfortable setting. Despite these efforts, at least three persistent problems haunt the annual meeting. They include program attractiveness, program administration, and paper presentations.

ACJS, like any other organization, has morphed over time. Earlier in its development, the Academy had a strong representation of practitioners. Today, however, that mix has changed with academicians gaining widespread representation. The annual meetings themselves do not attract a strong following from practitioner-oriented professionals and their presence is dwindling. ACJS must consider whether this trend is a welcomed evolution or if the organization needs to employ some stop gap measures. Should it elect to remain inclusive, some alternative strategies might be beneficial. ACJS might consider sponsoring reunions of local alumni from such esteemed programs as the Southern Police Institute, coordinating with mid-year meetings of organizations like the International Association of Chiefs of Police, or drawing upon other contact groups. It may also be that ACJS might wish to pursue a different professional theme each year. The focus could be on correctional leadership one year, police executives the next year, and then shift to juvenile specialists, victim service providers, the private security sector, and so forth. Utilizing the sections that already exist within ACJS might elevate these units to a more visible status and stimulate hitherto neglected segments.

Perhaps another way to promote

greater participation would be to institutionalize a series of professional development seminars. Several years ago, ACJS instituted several sessions aimed at enhancing faculty development and program growth. Four such sessions, all devoted to academic review, graced the 2005 Chicago program. Unfortunately, this activity was not well advertised in advance. If the organization is to encourage an in-flow of new members and to remain sensitive to current member needs, it might be worthwhile exploring a more relevant series of workshops. For instance, ACJS might sponsor limited-seating sessions for new chairs or program administrators to deal with such things as budgetary management, faculty performance reviews, recruitment procedures, staff supervision, student advising, and the like. Faculty members might find it helpful to learn about PowerPoint or other new software package applications, tips on preparing promotion and tenure review portfolios, grant writing, financial planning, retirement strategies, how to organize a trip abroad, consulting activities, expert-witness testimony, and other self-enhancing topics.

People in the earlier stages of their careers might benefit from discussions regarding writing skills, interchanges with journal editors, teaching particular topics, and the like. Training sessions could be devoted to program review procedures with attendees entering the pool of Academy-recognized reviewers for the next two years. Repeating these offerings on a multi-year cycle and aggressively advertising their availability could help build and expand a subscriber base. Finally, it would seem that the spring meetings would provide an excellent forum for showcasing graduate programs to local students interested in pursuing educational options in the very near future.

As indicated earlier, failure to present papers has become quite an organizational sore spot. There are obvious problems with panelists who fail to appear as scheduled and speakers who appear with hastily compiled presentations (Hale et al., 1999; Mueller et al., 2004). It may be that the ACJS Executive Board needs to intervene more emphatically. One option would be to send a letter to the home institution expressing disappointment with the person’s absence. Another possibility would be to establish a policy whereby each participant must submit a formal paper or set of remarks prior to the meeting. Or, the organization may insist that a non-refundable pre-registration fee accompany each submission.

The issues of program attractiveness, program administration, and paper quality are important considerations. However, based upon our findings, augmented by the recommendations of prior research, it is obvious that escalating travel and hotel costs will inhibit some members from attending conferences. The ACJS Executive Board is very much aware of this dilemma. Yet, limited funding may be the most difficult of all issues for the Board to resolve.

DISCUSSION ITEMS

These findings, augmented by the recommendations of the prior research, form the basis for a more informed discussion. At the same time, several constraints do exist. For example, the selection of program chairs and local arraignments committees takes place several years in advance in order to help those individuals learn their responsibilities and prepare for their specific meetings. While these people import new ideas and energy, they are busy professionals who volunteer their time. Are there ways in which we, as an organization, can improve the process to make these tasks easier? How can we improve local participation from area members, educational institutions, governments, and businesses?

A second aspect is that the ACJS membership survey, along with other studies, reiterates the fact that annual meeting participation by criminal justice practitioners has dwindled precipitously. What can be done to encourage the attendance and support of non-academics?

The Academy contracts with professional conference managers to help select appropriate and attractive meeting locations. However, these decisions require considerable advanced planning. For example, the Executive Board recently signed a contract to the 2012 meeting in New York City. Forecasting costs seven years out is an intriguing talent. Perhaps, greater weight should be given to promotional packages that highlight local area attractions to generate interest, local student promotions, destinations with special airfare packages, and the like.

The options the Academy have at its disposal are severely restricted by the organization's size. We must select larger cities that can accommodate our needs. Yet, at the same time, ACJS is much smaller than many other professional groups like the American Medical Association, the American Bar Association, and the American Psychological Association who, because of

their very large numbers, are able to negotiate and obtain greater concessions. Have we gotten too big? Or, as we suspect, do the very same issues that impacting the criminal justice regional organizations also affect the national group?

Lastly, it is apparent from the membership survey and prior research that there is a need to address concerns regarding the quality of paper presentations. Is it time to consider juried abstracts? Should participants be required to submit completed papers in advance? How should norm-violators be handled? What about presenters who do not even bother to show up for their sessions? While there appears to be a consensus among those surveyed that we need deal with this concern, is this problem unique to ACJS? How do other professional associations deal with this matter? And, could the cures be worse than the disease? For example, Cullen et al. (2004) noted that 38% of the respondents said they must present a paper in order to receive institutional funds to attend. Also, 26.7% indicated they had to be listed on the program in some capacity in order to attend the meeting. In any event, even though the list could go on and on, reaction to these concerns inevitably will create more ripples.

EXECUTIVE BOARD INITIATIVES

In a communication designed to inform the membership about the nimble, behind-the-scenes planning involved in producing the annual meeting, Finckenauer (2004) specifically mentioned the structure and processes that undergird a successful annual conference production. Balancing cost with quality considerations is an ongoing concern for the Executive Board. Finckenauer also mentioned the adverse impact of membership in other competing professional organizations. For example, the American Society of Criminology and many regional criminal justice organizations hold their meetings prior to the springtime ACJS conference. As a result, there is a drain on the finances available to fund ACJS travel. In addition, he described the rationale for selecting meeting locations. Some of those considerations include where past meetings have been held, their relative success, membership preferences of where future meetings should be held, regional distribution (northeast, south, central, west), international distribution (i.e., Canada, Mexico), travel convenience, and weather considerations. Finckenauer further explained how

accommodations are evaluated, whether the cities and hotels selected suit conference needs, proximity to major airports, attractiveness for attendees, and so forth. One acute realization is that some attractive venues are simply not in the running. Not-so-large cities and smaller hotels might be more affordable, but they are overwhelmed by our size and needs.

The current ACJS President, Laura Moriarty, has aggressively sought to address the above issues. She utilized the results from the Cullen survey to plan the 2006 annual meeting in Baltimore (Moriarty, 2005a). Particular emphasis is being placed upon providing faculty development opportunities. The program will include workshops on writing and publishing. A master plan has been adopted that will facilitate the coordination of conference events (such as regional and section meetings, as well as the scheduling of similar panels and roundtables) to avoid any temporal conflicts. In addition, the program is designed to accommodate the interests of educators, practitioners, and students and to enhance interaction among these groups (see Figure 1 on page 11).

The Executive Board has pursued a number of avenues to enhance the annual meeting and other services provided by the Academy. Some of these initiatives include the hiring of Dr. Mittie Southerland as Executive Director and installing Ms. Cathy Barth as Association Manager. A concerted effort has gone into developing a strategic plan to provide a proactive, rather than reactive, orientation to membership needs. Reliance upon technological advances has resulted in a much-improved and dynamic web site. For example, communicating with members has been streamlined, employment listings are now posted immediately for the benefit of both institutions and job-seekers, and staffs are constantly on the prowl to uncover new ways to offset the rising costs of travel and hotel expenses (Moriarty, 2005b).

CONCLUSION

The ACJS Executive Board is aware of these and other concerns. It is committed to seeking ways to remedy these operational difficulties. However, any actions must come within the context that ACJS is a volunteer organization. As such, there are some very real limitations that stem from a conscious choice to hold the line on dues and deliberately keep conference registration fees to a minimum. The Academy

does provide a number of excellent services to the members and our membership is, for the most part, appreciative of these efforts. The recent decisions to employ an executive director, to make the annual program more attractive, to upgrade the website, and to improve communications with members represent the latest entries in a long series of efforts aimed at enhancing membership satisfaction and service delivery. It is obvious that the annual meeting is the most visible, as well as the most challenging, component within the umbrella of services. On behalf of the Academy, the Executive Board welcomes your input and recommendations.

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TABLE 1

Participants and Papers at ACJS Conferences by Type of Affiliation

Affiliation	1999		2000		2001		2002		2003		2004		Total	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Participants:														
U.S. Academic	1,210	79	1,339	82	1,095	83	928	84	1,169	85	1,429	83	7,170	83
Non-Academic	239	16	216	13	160	12	117	11	135	10	163	10	1,030	12
Outside U.S.	67	4	70	4	56	4	54	5	71	5	86	5	404	5
Unknown	13	1	6	0	2	0	2	0	4	0	35	2	62	1
Total	1,529	100	1,631	99	1,313	99	1,101	100	1,379	100	1,713	100	8,666	101
Papers:														
U.S. Academic	877	71	966	75	725	87	645	90	788	88	1,063	89	5,064	82
Non-Academic	257	21	238	18	71	9	42	6	53	6	66	6	727	12
Outside U.S.	90	7	81	6	31	4	32	4	56	6	50	5	340	6
Unknown	12	1	7	1	2	0	1	0	2	0	10	1	34	1
Total	1,236	100	1,292	100	829	100	720	100	899	100	1,189	101	6,165	101

Source: Doerner, Hunter, Wright, & Dantzker (2005).

FIGURE 1

Highlights of the Upcoming 2006 ACJS Meeting in Baltimore

Educators

- Sessions on teaching large classes
- Sessions on how to create teaching portfolios
- Workshops on writing manuscripts for journals and books
- Harbor cruises, shopping, dining and entertainment

Practitioners

- Assessing death scenes
- Cutting-edge research on policing issues
- Cutting-edge research on correctional issues
- Crime scenes in a nutshell
- U.S.S. Constellation, historic Federal Hill

Students

- Death scene investigation
- Trip to the Medical Examiner's Office
- "Behind the Badge" – a social hour with local, state, and federal law enforcement representatives
- National Aquarium

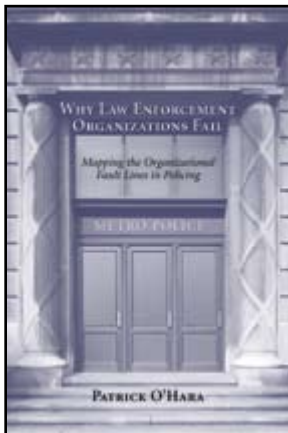
Source: ACJS Today, 30 (2) May/June.

BOOK REVIEW

O'Hara, Patrick. (2005). *Why Law Enforcement Organizations Fail: Mapping the Organizational Fault Lines in Policing*. Durham, NC: Carolina Academic Press.

REVIEWER: MEDA BARKER

Virginia Commonwealth University



It has been said numerous times before but the events of September 11th changed everything. The changes that have occurred have had a huge effect

on the law enforcement community. Congress began to examine, seemingly the first time, the many aspects of law enforcement that had been failing for so long. Changes were made and laws were passed to improve the coordination and communication between agencies. Long-time rivals such as the CIA and the FBI embraced one another in a feeling of camaraderie that hadn't been in existence for decades. Things definitely changed in the law enforcement community right after the terrorist attacks...but have they really? All too often, law enforcement organizations fail to adopt change and instead retain a culture that is destructive for them and everyone involved.

In *Why Law Enforcement Organizations Fail*, Patrick O'Hara gives a large number of detailed and often cyclical accounts of law enforcement organizations failing at every level. O'Hara carefully defines the 'hidden defects' of law enforcement organizations, dividing them into six different, yet equally important categories: normal accidents, structural failures, oversight failures, cultural deviations, institutionalizations, and resource diversions. Throughout the book the author analyzes each category and provides recent examples of the various defects.

In each chapter, the defects in the law enforcement organizations begin to emerge with shocking clarity as he recalls some of the most high profile incidents that have

taken place. Some of the cases O'Hara discusses include JonBenet Ramsey, O.J. Simpson, Waco, Ruby Ridge, Abner Louima, and September 11th. The author reminds us of what occurred in each of those incidents, and discusses the disastrous events that followed. Though the reminders are painful examples of law enforcement failures, they also provide us with a clear understanding of everything that can take place in an organization and how easily everything can get out of control. O'Hara uses these examples to provide law enforcement with the tools necessary to change the structural, behavioral and technical errors of the past.

O'Hara provides the reader with a much greater understanding of what law enforcement organizations are, how they function, and how they can improve. The defects defined by O'Hara can be applied to almost any organization and he does by exploring some non-law enforcement disasters such as Chernobyl.

Why Law Enforcement Organizations Fail could be useful in many different educational settings, though it would be especially useful in any criminal justice course that discusses police and police behaviors. The book is meant for everyone, but those who are already in law enforcement or planning to be should keep this book in mind. It is filled with many situations from which one can learn valuable lessons, and it is replete with suggestions that should be taken to heart.

O'Hara closes his book by reminding us of the consequences of failure in law enforcement organizations. He discusses the deaths of over three hundred firefighters who were in the Twin Towers when they fell on September 11th. Investigations have shown that the communications systems in place failed firefighters and police that day, although plans to improve the systems had been in place since the 1993 World Trade Center bombing. When we think about our law enforcement organizations and where they are after September 11th, we can only hope that they have changed for the better and that they have learned from past experiences what must be done in order to succeed.

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June

October

December

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January 15th

May 15th

September 15th

November 15th

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IN MEMORY TERRY LEE WELLS



Dr. Terry Lee Wells, age 48, a former resident of Blowing Rock, N.C., died October 23, 2005 in

Milledgeville, Georgia. Dr. Wells was an Associate Professor of Criminal Justice at Georgia College & State University. He had been at GC&SU since 1998, having taught previously at Sam Houston State University, Appalachian State University, West Virginia State College, and East Tennessee State University. He received his Ph.D. in Criminal Justice from the College of Criminal Justice at Sam Houston State University. He had published more than a dozen scholarly articles, and a number of his works had been reprinted in criminal justice anthologies. At GC&SU, he was serving as the director of the Project Safe Neighborhoods Research and Evaluation Grant for the U.S. Department of Justice, and had served as his department's coordinator of internship and coordinator of the USS Carl Vinson Distance Learning Project.

Dr. Terry Wells was one of the most unique individuals I have ever met. There was an ever present gleam in his eye that bounded some where between juvenile delinquent and scholar. While I was a mentor to Terry during his time at Sam Houston State University, in retrospect, I learned more from him than I think

he learned from me. Almost immediately we were friends...we were both from the Carolinas and shared numerous stories about fish, boats, and mountains. Terry was a people sponge. He engaged people. When you spoke to him you knew he was listening and his responses were always "on the money." He was an open book. You always knew where Terry stood. Terry could talk to anyone about most any thing...from statistical significance (he was a very strong statistician) to fishing and hunting. Terry died in the woods hunting...I am sure he died a happy man! If I had a nickel for every time Terry made me laugh I'd be a rich man. There was never a dull moment when he was around and I'll just leave it at that. He is survived by his wife, Sheryl Wells of Milledgeville, Georgia.

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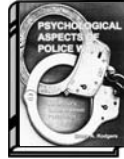
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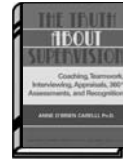
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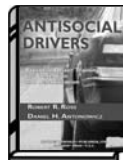


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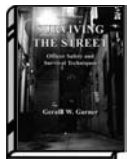


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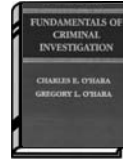
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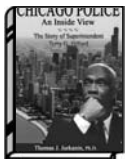


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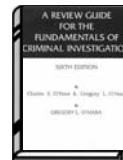


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