Research Statement

I have integrated my research statement into the candidate statement.

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Research Load, Expectations, and Goals

Research Load

The School of Public and Environmental Affairs (SPEA) at IUPUI has a base tenure-track faculty effort allocation of 40 percent Research, 40 percent Teaching, and 20 percent Service (40/40/20). During my time at SPEA IUPUI I have successfully secured external funding that included release time. This release time reallocated effort from teaching to research. Thus, my research allocation from 2013-Present has been 60 percent research, 20 percent teaching, and 20 percent service. SPEA IUPUI does not articulate specific research load or outputs beyond these general allocations of effort. The research load of faculty is best assessed in the context of the SPEA IUPUI expectations for tenure-track faculty. I identify these expectations below and provide evidence and discussion of how I have met these expectations.

Research Expectations

The SPEA at IUPUI expects the following factors identified in italics to be supported for excellence in research. Below I provide evidence to support my performance in each of these areas.

Faculty are encouraged to do interdisciplinary work

My research to date has strongly embraced interdisciplinary science. The externally-funded Technology Operational and Evaluation Demonstration projects (which I discuss in detail within the Significance of Grants section of the dossier) on which I am the co-principal investigator integrates traditional social science criminologists and hard science-trained engineers from the communications sector. These projects examined a range of technology implementations in criminal justice organizations with the goal of capturing process and outcome findings. Throughout these projects a variation of methods from different disciplines were integrated to fulfill the goals of the projects. For example, in the evaluation of an over-the-air-programming capability of land mobile radios in public safety, the project utilized human factors engineering methods from psychology, scenario forecasting models from physical communication engineering, and geo-spatial estimates from criminology. A separate project evaluating a managed access system to combat contraband cell phones in prison employed trend analyses from criminology in addition to engineering techniques to identify unique mobile device transmissions.

Additional examples of my interdisciplinary work are exemplified in a number of my peer-reviewed articles. The following articles incorporate an interdisciplinary focus, as noted in the brief comments:

Carter, J. G., Grommon, E. & Harris, P. (2016). From conceptual to operational: Over-the-air-programming of land mobile radios. *Physical Communication*, 19, 18-29.

> This article, in collaboration with a colleague trained in communications engineering, was published in an engineering journal and reported the functional engineering behind the over-the-air-programming technology as well as programming engineering process of land mobile radios.

Salvemini, A., Piza, E., Carter, J. G., Grommon, E. & Merritt, N. (2015). Integrating human factors engineering and information processing approaches to facilitate evaluations in criminal justice technology research. *Evaluation Review*, 39(3), 308-338.

> This publication employed a human factors engineering component, in collaboration with a colleague from human factors psychology, to identify and discuss methodological improvements for conducting technology evaluations in criminal justice organizations. This article also incorporates lessons learned from physical engineering to refine measurement and expected outcomes.

Carter, J. G. & Rip, M. (2013). Homeland security and public health: A critical integration. *Criminal Justice Policy Review*, 24(5), 573-600.

This publication, in collaboration with a colleague from epidemiology in public health, articulated how public health information can be integrated into homeland security preparedness.

Carter, J. G. & Gore, M. (2013). Conservation officers: A force multiplier for homeland security. *Journal of Applied Security Research*, 8(3), 285-307.

This publication, in collaboration with a colleague from fisheries and wildlife, identifies approaches to harness conversation officer resources to enhance local homeland security efforts in conjunction with local police.

Faculty are encouraged to do work that realizes synergies between their teaching, research, and service

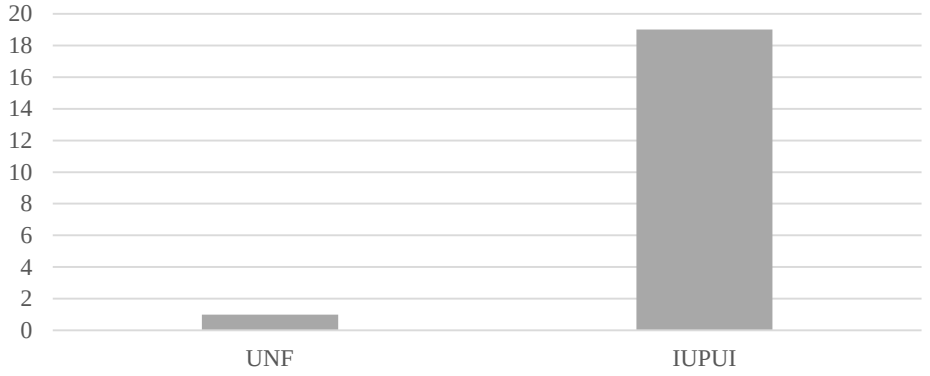
My research, teaching, and service are highly correlative. As a translational and applied scholar, my research lends itself to community engagement and partnerships to promote service and applied learning opportunities for SPEA students. As just one example of many in my research career to date, I was recently awarded a grant from the Central Indiana Community Foundation to provide data-driven analytic training to the Indianapolis Metropolitan Police Department (IMPD) command staff and analysts. This grant encompasses a research component in that my personal research on Indianapolis' criminogenic micro-places and the broader evidence base of crime and place serve as the foundation for training IMPD personnel on how to utilize their available data to develop effective problem solving strategies in Indianapolis' high crime areas. The training focus of the grant speaks to my abilities to communicate knowledge to others and help improve the skills of others – the same skillset I employ in the university classroom setting. As part of this project, and as a result of the cumulative relationship I have built with IMPD, SPEA now has three dedicated workstations at IMPD's real-time data center on the eastside of the city. These dedicated workstations are intended for SPEA students to work under my direction as well as that of IMPD to develop applied skills and help have an impact on their community. Students assigned to work at the real-time data center will help to facilitate my research projects and develop their professional skills. Moreover, I plan to integrate material from the IMPD training program into my courses to illustrate the real world applications of the material and research we discuss in my classes. Furthermore, by conducting this training program specifically, and my research agenda more broadly, I am providing a valuable service to the city of Indianapolis that is a direct result of my research agenda.

Lastly, my research has generated unique and noteworthy service opportunities. As one example, based on my research on technology adoption in criminal justice agencies, the Director of the National Institute of Justice (NIJ), U.S. Department of Justice, invited me to participate on NIJ's Standing Scientific Review Panel that reviews funding proposals and provides guidance to NIJ for future research solicitations. In 2014 I served as a member of this panel and was the first, and only, member at the rank of assistant professor. The following year, in 2015, the Director of NIJ invited me to assume the responsibility of co-chairing this same Standing Scientific Review Panel. As another example, from 2010-2013 I served as the Editor-in-Chief of the peer-reviewed *Journal of Intelligence Analysis*. This journal is managed by the International Association of Law Enforcement Intelligence Analysts who solicited my service to take over the editorship in 2010 based on my research reputation in the area of law enforcement intelligence. During my tenure as the editor, the journal experienced increases in the number of articles published and citations, and growth in readership. By virtue of serving in this position, I was able to expand my professional network that has led to additional research opportunities. This experience also led to my selection to be a member of the American Society of Criminology's (the leading national criminology association) journal committee within the division of policing. In sum, I constantly strive to create linkages between my research, teaching, and service – a connection that often times occurs naturally. Additional examples of the impact my research has on community service can be read in the letters of support from professionals across the country. These letters are provided in the Additional Evidence appendix in my dossier.

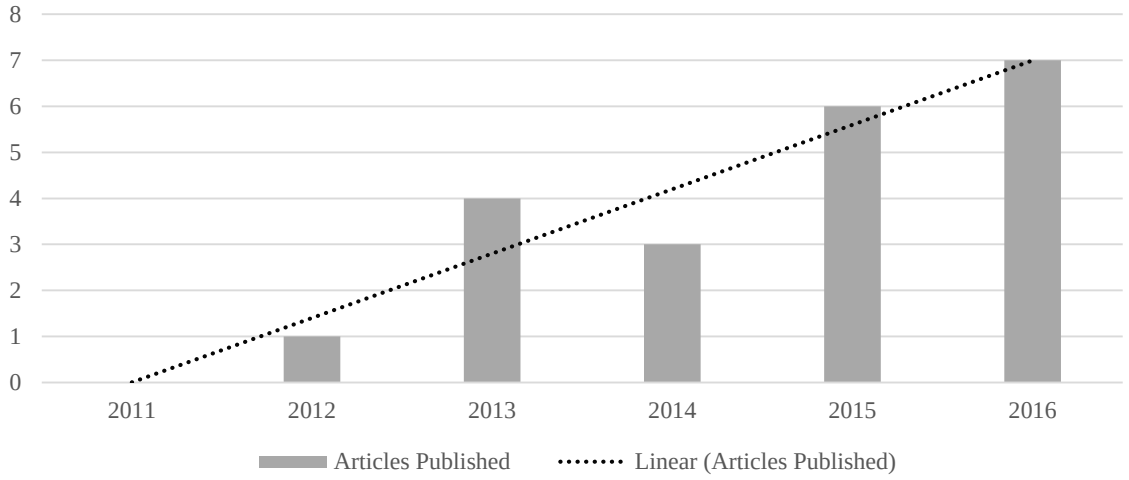
Faculty research should demonstrate high quality and quantity of published work

My research program to date has yielded a number of high impact publications. I have published 20 peer-reviewed articles in rank. These articles have appeared in top-ranked criminal justice and policing journals. Further evidence of my research impact is presented and discussed within the Discussion of Most Significant Publications and Research Impact section of my dossier. As the *Peer-Reviewed Articles by University of Employment In Rank* figure shows, all but one of my publications have come during my time at SPEA IUPUI. As illustrated in the *Peer Reviewed Articles Published by Year In Rank* figure below, my in rank research trajectory has been positive and indicative of a sustained and promising research program. I have averaged 4 peer-reviewed publications per year during my time in rank. Moreover, my publications have garnered 233 Google Scholar citations to date, speaking to the quality and relevance of my research.

Peer-Reviewed Articles by University of Employment In Rank



Peer-Reviewed Articles Published by Year In Rank

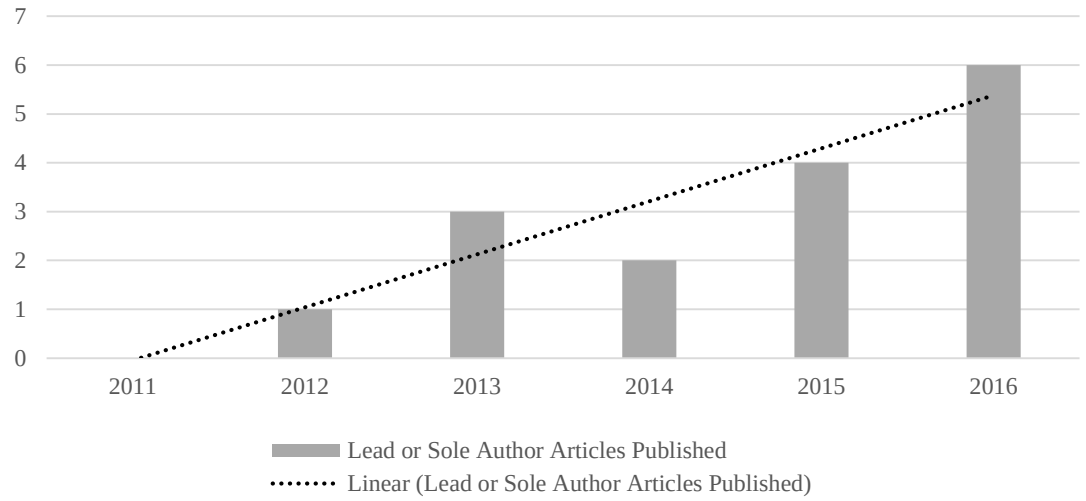


Faculty should demonstrate independence of research output

A more detailed discussion of my individual contributions to collaborative research can be found in the Documentation of Individual Contributions to Collaborative and Interdisciplinary Work section of my dossier. I have also provided letters from lead authors on articles in which I was not the lead author of co-author work. These letters are provided in the Additional Evidence appendix of my dossier. For purposes of demonstrating here my independent contributions to research, the *Lead or Sole Author Peer-Reviewed Publications by Year In Rank* figure below illustrates my personal contribution to research outputs. These individual outputs are high in quantity, indicating my level of individual activity, and demonstrate a positive

trajectory. Of the 20 peer-reviewed articles I have published in rank, I am the lead or sole author on 17. Lastly, I have only published 4 articles with my graduate mentors (3 of which I am the lead author).

Lead or Sole Author Peer-Reviewed Publications by Year In Rank



Faculty should demonstrate their professional reputation

Evidence of my national research reputation can be supported by a number of metrics and examples. A nationally recognized scholar should be able to demonstrate a successful record of publications, a growing level of peer-review referee activity, service to the discipline, membership on journal editorial boards, invitations to present their research, and invitations to serve on national committees. I have mentioned and discussed many of the factors previously in this section and in others within the dossier. Worth noting is that I received the President's Award from the International Association of Law Enforcement Intelligence Analysts (IALEIA) for my work as the editor of the Journal of Intelligence Analysis. This award was presented to me in 2013 at the IALEIA annual conference in Chicago, IL. Below is a list of supporting evidence accrued in rank that I have established a national reputation as an expert in policing, law enforcement intelligence, and technology:

- Published 20 articles (23 overall) in rank, garnering 233 citations to date
- Awarded $416,140 in research funding
- Co-Chair, 2015 NIJ Standing Scientific Review Panel (national committee)
- Member, 2014 NIJ Standing Scientific Review Panel (national committee)
- Editor-in-Chief of *Journal of Intelligence Analysis*, 2010-2012
- Editorial board member, *Journal of Intelligence Analysis*, 2012-Present
- Associate Editor, *Salus Journal*, 2013-Present (International journal)
- Peer-reviewed 36 manuscripts for 15 different journals
- Member, American Society of Criminology Division of Policing journals committee
- 6 invited presentations to national groups
- 20 presentations as national professional conferences in my discipline
- Invitation from the Police Executive Research Forum to participate in a national focus group
- Invitation from the RAND Corporation to participate in a national focus group

Research Goals

As a translational scholar, my research goals have always been, and will continue to be, to create unique knowledge and understanding of issues that both progress the knowledge base and inform policy.

To this end, I have consciously targeted specific journal outlets for my publications that best ensure knowledge is communicated to other scholars for the advancement of science, but also communicated to practitioners who are most likely to translate findings into practice. This approach requires the submission of my work to not only top-tier scholarly journals, but also journals that target both academicians and practitioners alike. As illustrated in the *Publication Outlets in Rank* table below, I have published my work in these range of peer-reviewed journals. These journals vary from the top-ranked criminology/criminal justice journal (*Journal of Criminal Justice*) to journals with large applied science and practitioners audiences such as Journal of Intelligence and Analysis (subscription base of more than 5,200 persons) and Law Enforcement Executive Forum (commonly subscribed to by chiefs of police). The "impact" of these different outlets vary by metric, or value. Journals with an applied emphasis communicate findings to practitioners who can promote change. I often receive feedback from professionals in the field (such as chiefs of police or intelligence analysts) who provide compliments or additional insights on my work published in these applied journals. Again, additional evidence of commentary from professionals in the field are provided in the Discussion of Most significant Publications and Research Impact section of my dossier, with complete letters from such persons in the Additional Evidence appendix. Journals with a more academic-orientation garner higher rates of citation from other scholars. My impact in this area is perhaps best demonstrated by my overall citation count to date (Google Scholar) of 233. Overall, I believe my research has demonstrated a significant and substantive impact on both scholarship and practice.

Publication Outlets In Rank

Journal	Articles Published In This Journal	5-Year Impact Factor
Journal of Criminal Justice	1	2.686
Journal of Interpersonal Violence	1	2.092
Policing and Society	2	1.610
Physical Communication	1	1.530
Police Quarterly	3	1.272
Homicide Studies	1	1.170
Security Journal	1	.879
Evaluation Review	1	.874
Criminal Justice Policy Review	1	.648
Criminal Justice Review	1	.559
Journal of Police and Criminal Psychology	1	.373
Police Practice and Research	1	.330
Journal of Crime and Justice [a]	1	.300
Journal of Applied Security Research [b]	1	.140
Policing: A Journal of Policy and Practice [c]	1	-
Journal of Intelligence Analysis	1	-
Law Enforcement Executive Forum	1	-

[a] Official journal of the Midwest Criminal Justice Association
[b] Official journal of the Security Section of the Academy of Criminal Justice Sciences
[c] Published by Oxford University Press
Note: Impact factors were retrieved from Thomson Reuters Journal Citation Reports for 2015 (published in June 2016). In instances where journals were not indexed in the Journal Citation Reports, impact factor data was retrieved from Scopus using the Scopus Journal Ranking (SJR).

Discussion of Most Significant Publications and Research Impact

There exists varying lenses through which impact or significance of a scholarly publication can be viewed. In an article in the Criminologist (the newsletter for the American Society of Criminology, the most prominent national criminology association) Bushway and Weisburd (2006)[1] argued that scholarship in criminology/criminal justice needed to advance through what they termed the three I's: importation (from other fields and a focus on interdisciplinary work), introspection (proper use of techniques and specification), and innovation (for unique and emerging issues in criminology). Relatedly, one of the preeminent policing scholars, Jack Green (2014)[2], contended that for policing research to be truly impactful for both social inquiry and policy development, scholars should seek to balance empirical specification with a nuanced understanding of policy and qualitative context. As a translational scholar, my body of work to date has aligned with these recommendations, striking a balance of scientific rigor with discussions of actionable policy within emerging and innovative areas in policing. Below I discuss my 5 most significant publications followed by a table reporting the impact and visibility of my publication record more broadly and how these publications are intended to meet the aforementioned goals of criminal justice science and the missions of SPEA and IUPUI.

Discussion of Significant Publications

Law Enforcement Intelligence

The body of knowledge pertaining to intelligence practices in law enforcement (post-September 11, 2001 policing), and generally referred to as intelligence-led policing (ILP), remains underdeveloped compared to other aspects of policing research. My scholarship in these areas has helped to progress the conceptual understanding and empirical specification of this emerging area. My first impactful publication in rank (Carter, J. G. & Carter, D. L. (2012). Law enforcement intelligence: Implications for self-radicalized terrorism, *Police Practice and Research*) articulated the application and practices of law enforcement intelligence in the context of self-radicalized terrorism; arguably one of the most pressing homeland security concerns in contemporary society. This article not only provided a conceptual foundation for how scholars and practitioners can understand intelligence practices, but also illustrated the expectations of how intelligence can be leveraged and for what outcomes. For example, this article explained the relationship between intelligence practices and various crime/terrorism types and how this interplay is expected to be interwoven into police practice for purposes of mitigation and prevention. In addition to these concepts, this publication articulated intelligence concepts in a manner that would facilitate future empirical research. Put simply, this article explained what types of data and outcomes could be captured to begin quantitative explorations of this new policing philosophy.

Two more of my significant publications built upon this conceptual guidance, in addition to a number of my others works, to produce two of the first empirical assessments of ILP in police agencies nationwide. The first of these two quantitative works – which was published in one of the top-ranked Criminology journals (impact factor 2.766) – (Carter, J. G., Phillips, S. W. & Gayadeen, S. M. (2016). Implementing intelligence-led policing: An application of loose-coupling theory. *Journal of Criminal Justice*) employed a series of models exploring agency characteristics on six individual dependent measures indicative of ILP. This publication was the first to provide evidence that agencies nationwide appeared to be closely following federal recommendations to enhance information sharing practices and that larger agencies in the United States were more likely to be engaged in ILP. The other empirical publication of significance was recently published in a top-ranked policing journal (Carter, J. G. (2016). Institutional pressures and isomorphism: The impact on intelligence-led policing adoption. *Police Quarterly*) and was

1 Bushway, S., & Weisburd, D. (2006) Acknowledging the centrality of quantitative criminology in criminology and criminal justice. *Criminologist*, 31(4), 1-4.

2 Greene, J. R. (2014). New directions in policing: Balancing prediction and meaning in police research. *Justice Quarterly*, 31(2), 193-228.

the first publication in the literature to develop a robust dependent measure of ILP. The handful of quantitative ILP studies to date have utilized myopic outcome measures to explore ILP – largely due to the difficulty of obtaining intelligence-related data from police agencies. This sole-author article in *Police Quarterly* leveraged data from 254 agencies across the country and developed a 12-item index measure representative of ILP practices. In addition to this unique measurement contribution, this publication employed structural equation models to test drivers of ILP adoption. One of the key findings was that police agencies perceived ILP to provide crime control benefits – the first such empirical finding linking ILP directly to police perceptions of impacting crime versus terrorism and other threats.

Technology Adoption

In the area of technology adoption to impact criminal justice practice, I have published two noteworthy articles that report findings on police use of mobile broadband. Put simply, in-field data demands for police have risen exponentially. Police must collect, report, and access large amounts of information from their patrol vehicles. While many agencies continue to lack basic data capabilities from their patrol vehicles, others are limited to commercial cellular data communications (i.e., air cards). Cellular data communications suffer from a number of inefficiencies including coverage, reliability, bandwidth, and cost. A potential remedy to these issues is mobile broadband – essentially wireless broadband internet – within patrol vehicles. As part of a National Institute of Justice, U.S. Department of Justice-funded project on which I was the co-principal investigator, I conducted a study of the Brookline, Massachusetts Police Department who had implemented a dedicate mobile broadband capacity. This project yielded two significant publications. The first (Carter, J. G. & Grommon, E. L. (2014). Wireless broadband for municipal police: Evaluating clearance times of calls for service. *Police Quarterly*) was published in *Police Quarterly* and provided evidence that mobile broadband can positively affect police operations. Specifically, this publication employed a quasi-experimental pooled time series design to examine the time required by police to clear calls for service. Results indicated that overall officers were able to clear calls significantly faster following the adoption of mobile broadband and that these effects were even more pronounced in patrol areas that experienced weak cellular coverage prior to implementation. This publication was the first to quantify the impact of mobile broadband data communications on police practice. As society generally and police more specifically move to become more data communications reliant, and as these technologies become more cost efficient for municipalities, this publication will likely serve as a foundational study in this area.

Lastly, and consistent with Greene's (2014) call for a nuanced understanding of the environments from which quantitative findings are generated, I co-authored an additional article from this mobile broadband study that reported officers' perceptions of this innovative technology (Carter, J. G. & Grommon, E. Officer perceptions of the impact of mobile broadband technology on police operations. *Policing & Society*). Employing a mixed-methods design, my colleague and I surveyed 76 of the agency's patrol officers as well as conducted interviews with the agency's Chief of Police, Director of Technology, a Sergeant of the Patrol Division, a Lieutenant of the Training Division, and an Analyst. This approach allowed for primary end-users (patrol officers) to convey their perceptions about mobile broadband technology across multiple metrics as well as glean operational and implementation insights from varied personnel via the interviews. Findings in this article lend additional support to the findings from the previous study examining clearance times of calls for service. Patrol officers reported perceptions that mobile broadband improved time savings and execution of job tasks after implementation. Moreover, both survey findings and qualitative interview data suggested that mobile broadband positively influenced information flow, quality, and accessibility. This publication was the first to report findings on police perceptions of mobile broadband technology. Beyond these unique findings, this article reported process information regarding the agency's implementation of mobile broadband technology; specifically with respect to procurement, deployment, and potential cost-saving metrics. In sum, this article not only provided unique evidence in support of mobile broadband in policing, but also posited pathways for future research in this area.

Evidence of Journal Stature and Visibility

Criminology/criminal justice is an applied science that seeks to convey knowledge to those who can leverage it for change. For this reason, and coupled with my dedication to being an applied and translation scholar, I have consciously targeted specific journal outlets for my publications that best ensure knowledge is communicated to other scholars for the advancement of science, but also communicated to practitioners who are most likely to translate findings into practice. This approach requires the submission of my work to not only top-tier scholarly journals, but also journals that target both academicians and practitioners alike. As illustrated in the *Publication Outlets in Rank* table below, I have published my work in these range of peer-reviewed journals.

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Policing: A Journal of Policy and Practice [c]	1	-
Journal of Intelligence Analysis	1	-
Law Enforcement Executive Forum	1	-

[a] Official journal of the Midwest Criminal Justice Association
[b] Official journal of the Security Section of the Academy of Criminal Justice Sciences
[c] Published by Oxford University Press
Note: Impact factors were retrieved from Thomson Reuters Journal Citation Reports for 2015 (published in June 2016). In instances where journals were not indexed in the Journal Citation Reports, impact factor data was retrieved from Scopus using the Scopus Journal Ranking (SJR).

These journals vary from well-respected criminology/criminal justice journals to journals with large applied science and practitioners audiences such as *Journal of Intelligence and Analysis* (subscription base of more than 5,200 persons) and Law Enforcement Executive Forum (commonly subscribed to by chiefs of police). The "impact" of these different outlets vary by metric, or value. Journals with an applied emphasis communicate findings to practitioners who can promote change. I often receive feedback from professionals in the field (such as chiefs of police or intelligence analysts) who provide compliments or additional insights on my work published in these applied journals. I believe their commentary regarding how my work has positively affected change in their organizations speaks to the true impact of my research. I further document this impact with commentary from practitioners below. Full letters from these practitioners that speak to my research impact are provided in the Additional Evidence appendix in the research section of my dossier. These letters come from, among others, persons such as the Indianapolis Metropolitan Police Department Chief of Police, Los Angeles Police Department Chief of Police, Indianapolis Director of Public Safety, and a Senior Instructor from the Federal Bureau of Investigation

National Academy. Journals with a more academic-orientation garner higher rates of citation from other scholars. My impact in this area is perhaps best demonstrated by my overall citation count to date (Google Scholar) of 233. Overall, I believe my research has demonstrated a significant and substantive impact on both scholarship and practice.

Research Impact Comments from Practitioners

Troy Riggs, Chief of Police, Indianapolis Metropolitan Police Department
"IMPD is faced with a number of challenges to promote effective public safety in Indianapolis. Dr. Carter's expertise in the areas of police operations, intelligence, crime analytics, and technology have greatly helped our efforts to curb these challenges. In this letter I will note a few of the areas in which Dr. Carter has been immensely valuable. Finally, Dr. Carter has served myself and others at IMPD as an expert sounding board. Dr. Carter is an accessible and knowledgeable resource that greatly benefits IMPD and the city of Indianapolis on all-issues policing. The combination of his constant willingness to help our organization develop more effective strategies and IMPD's willingness to partner with Dr. Carter to engage in original research is truly an invaluable asset for all parties involved. To speak to the level at which I believe in the value Dr. Carter has for IMPD, IMPD has dedicated two workstations at the real-time data center specifically for Dr. Carter and his research assistants. Again, his efforts are deeply impactful for IMPD and we recognize the need to assist in any manner possible. In closing, I cannot overstate the value of having Dr. Carter involved with IMPD. I am truly grateful for his efforts and look forward to our continued relationship."

Charlie Beck, Chief of Police, Los Angeles Police Department
"On behalf of the men and women of the LAPD, I would like to thank you for providing and assisting the LAPD's Project Management Office, Information Technology Bureau with your Intelligence-Led Policing Self-Assessment Tool. The self-assessment tool enabled our officers to objectively measure our current organizational capabilities with respect to criminal intelligence management. The tool proved to be both comprehensive and informative. The corresponding action steps provided an excellent road map for improving our capacity to fight crime using advanced technologies, training, de facto standards, and the unbiased, ethical application of Intelligence-Led Policing. We look forward to working on future collaborative efforts that will enhance the quality of life throughout the City of Los Angeles."

David Wantz, Director of Public Safety, City of Indianapolis
"You have seen from his vita, Dr. Carter is an expert in his field. What I have seen is the relevance of that scholarly activity to the Department. We have precious few people we can rely on for both expert and helpful advice. Some scholars will want to accumulate our data for their own research agendas, whether or not it is helpful to us. We in turn may have questions of importance that do not appeal to the researcher. In Jeremy Carter we find an intersection of both scholarship and practical application. Much has been said and written about data-driven policing. Indeed, the use of data has been significant in the police department of late. It is, however, simply descriptive data and percentages are the only statistics used to describe the data. Dr. Carter has established himself in the Department as a trusted resource for understanding what more there is left to do. We cannot get to the place where we have sophisticated intelligence-led policing until and unless we are able to move beyond the gross data collection we are currently doing. Again, we rely on him to help us know where the gaps are and to get a sense of the equipment and programs available to us that will help police officers know what to do with their own data. We have eager and intelligent officers who want to grow. Dr. Carter's accessibility engenders trust which in turn allows him to teach what he has learned through his research. I can think of only a handful of scholars with that kind of respect and reputation around here."

Hal Wilson, Intelligence Analyst Instructor, FBI National Academy

"I know for a fact Dr. Carter has been an innovative leader in this field and his research has helped facilitate the understanding and practice of intelligence operations across the United States. I can say this because of the feedback I get from students (Law Enforcement Managers/Leaders, who take my classes) who use or have implemented concepts from his book and article I will mention below. Further, if you'd care to check on the use of the medical article which address the health parts of the ILP. I know of two Fusion centers who use the article as a guide in bridging the gap they have desperately needed to know and this article gave them direction. I currently use two of his published materials in both of my graduate classes. As an example, I have ordered numerous copies of his Intelligence-Led Policing book and have them designated for student use only (these are on the shelves in the FBI's library) and are used as the primary resource/source in my courses. The second is the peer-reviewed article "Homeland Security and Public Health: A Critical Integration." Why is this one so vital to the class? This article blends a number of vital pieces of information together to inform fusion centers across the country to best engage health care professionals into the sharing pieces they need in order to make our states safer. I have been in Law Enforcement since 1974, and though I do not possess the appropriate training to evaluate the scientific contribution of Dr. Carter's work, as the lead instructor of law enforcement intelligence and intelligence-led policing at the FBI's NA I feel as if I am in a unique vantage point to speak to Dr. Carter's professional impact in this area. The creation, sharing and application of intelligence have been a hot and misunderstood focal point of law enforcement prior to and especially following the events of September 11, 2001. This emphasis would be less directed/focused and more ambiguous if not for the easy to follow and grasp work/research of Dr. Carter. His work has made my work for the past 16 classes of NA students easier based upon the way he lays out intelligence-led policing for these Law Enforcement Executives so they can make a difference in their city, county, state, or region. In closing I want to reaffirm my personal and professional support for Dr. Carter's research, work ethic, and impact that he has provided not only to the FBI NA but to the field of policing. If you were to ask him about this praise 'they' give me and I've passed it to him it is likely you never hear of it since he seems to dismisses how critical and vital his research and contributions have become."

Mary Wise, Operations Manager, Denver Community Corrections

"The research Dr. Grommon and Dr. Carter are involved in will greatly impact not only our program, but programs across the country. Their research will open the door for jurisdictions to have meaningful discussions surrounding how to best utilize the technology with the IPV population. During the last year, Dr. Grommon and Dr. Carter have exemplified professionalism, honesty, and respect towards the needs of my organization. Their dedication to this project is, not only important to me, but also visible in each interaction. They impressed me with their immediate grasp and understanding our Denver City and County structure involving different levels of court participation. This is paramount to understanding what we do as a program."

Scott Wilder, Director of Technology, Brookline Massachusetts Police Department

"During the time of the evaluation project, and in the years since, both Dr. Carter and Dr. Grommon have been an invaluable resource for BPD and the greater law enforcement community. Specific to their project with BPD, Dr. Carter and Dr. Grommon exemplified professionalism and expertise. I have worked with countless researchers throughout my career and I can say without qualification that Dr. Carter and Dr. Grommon are truly top-tier in every aspect of their work. I often observe that researchers struggle to comprehend the "policing side" of the research project and cannot provide the hosting agency with anything tangible for practice, policy, or simple knowledge gains. Dr. Carter and Dr. Grommon demonstrated a thorough understanding of BPD's needs and operations in terms of the technology and deployment and integrated this understanding into the core of their research project. As a result, their research was able to provide direct evidence of the technology's impact on BPD. I was further impressed with how Dr. Carter and Dr. Grommon not only captured the nuance of this technology for BPD, but then translated their

findings to be applicable to other agencies throughout the country. Beyond their exemplary research and partnership skills, their area of research is of significant importance to law enforcement and public safety nationwide. I cannot recall the countless times I have had discussions with colleagues or been at a professional conference or meeting and had someone broach the topic of the research project that Dr. Carter and Dr. Grommon conducted at BPD. The scarcity of, and movement towards, dedicated wireless broadband systems in policing make their research in this area incredibly valuable to the policing community. It is my understanding that Dr. Carter and Dr. Grommon are engaged in additional research projects in other areas of technology. I imagine they are making a similar impact on their project partners as they have on me, and that this impact will extend to the highest levels of research and policy development."

Lucas Gannon, Captain, Fishers Indiana Police Department

"Each component of the ILP Assessment brought to light action that needed to be taken. The power of the assessment was that it was backed by Dr. Carter's thorough research. Due to everyone being committed to this unit and the ILP process our agency now scores in the mature category for each component. The ILP Assessment acted as a catalyst for change within our organization and the dividends continue to this day. Thanks to Dr. Carter, our Intelligence Unit is relied upon heavily by command staff and officers alike for asset allocation and crime prevention. I hope to continue our relationship with Dr. Carter as we strive to stay current in the Intelligence field offering the best intelligence techniques available to our community."

Significance of Grants

To best promote original, high impact, and policy relevant research, I have actively pursued and secured research funding. From a scholarly perspective, research funding provides the necessary resources to support my dedicated research time, graduate assistants, analytical software, and robust data collection tools. The successful award of research funds is also a strong indicator of a research faculty's expertise, innovation, and scholarly abilities. From an administrative perspective, research funding provides additional resources to SPEA and IUPUI while bringing notoriety for successful research endeavors. From a teaching perspective, research funding provides additional opportunities and support for graduate students to be involved in applied research while also enabling me to integrate contemporary research and evidence into the classroom. In terms of service, research funding creates partnerships to strengthen existing community relationships and develop new partnerships that may facilitate future research, student internships, and community service opportunities. Put simply, research funding strengthens all aspects of the university mission. Below I summarize my funded projects in rank and list proposals awaiting a decision and proposals that were submitted, but not funded. **During my time in rank and as principal investigator or co-principal investigator, I have secured a total of $416,140 in research funding.**

Chronological Summary of Funded Projects In Rank

Grant Title: Progressing the Indianapolis Metropolitan Police Department Towards the Minimum Criminal Intelligence Training Standards
Role: Principal Investigator
Funding Entity: Central Indiana Community Foundation.
Award Amount: $25,000
Performance Period: August – December 2016

In February 2016 the Indianapolis Metropolitan Police Department (IMPD) launched an operational real-time crime center, prompting a need to educate IMPD analysts on proper use of crime statistics and information. In collaboration with the IMPD, I am in the process of developing a training program that will begin to educate IMPD operational and analytic personnel on core competencies of data-driven policing strategies. Police personnel today have more diverse information and are required to produce more explicit tactical and strategic intelligence products. Such products are used to inform decision making regarding the deployment of operational assets, the identification of real-time crime environments, administrative reporting, and the development of effective policing strategies. Analytic products must be actionable and easily consumed, not only by intelligence professionals but also by line-level law enforcement officers. The intent of this project is to 1) educate IMPD personnel on the different types of data at their disposal, 2) educate IMPD on how to best analyze and interpret these data for purposes of operational, tactical, and strategic planning, and 3) assess the impact of this training program on IMPD's data-driven processes.

To assess training impact, outcomes will be measured in three primary ways. Each of these outcome assessments also provide mechanisms to identify areas for improvement as well as more effective operational practices. First, all personnel enrolled in the training program will complete a pre- and post-test that assess core competency knowledge. These pre- and post-tests will be identical and include questions that target training objectives. IMPD personnel will take the pre-test prior to attending the training program and the post-test immediately upon completion of the training. In theory, analysts will demonstrate improved competencies, or improved scores, on the post-test. Second, I will work with IMPD to identify mechanisms to quantify the analytic products created, the channels through which products are disseminated, and the agencies/organizations with which products are shared. In theory, with improved analytic competencies and awareness of analytic sharing mechanisms, analysts should be able to gain

efficiencies in analytic processes and increase product creation and sharing frequency. Third, I will work with IMPD to evaluate the quality of analytic products. In theory, analysts should develop improved skills and competencies that result in more comprehensive, actionable, and informative products. This process is also likely to include feedback from end-users (those who receive products). This project strikes an ideal balance between research, education, and service to the community. Expected outcomes of this project include peer-reviewed journal articles on data-driven policing as well as training effectiveness in police settings. The relationships developed as part of this project are likely to facilitate future research and service endeavors as well as opportunities for students to engage in applied learning with IMPD.

Grant Title: Technical Operational Evaluation and Demonstration Projects
Role: Co-Principal Investigator
Funding Entity: US Department of Justice, Office of Justice Programs, National Institute of Justice. Subcontract from Engility Corporation.
Award Amount: $353,640
Performance Period: 2013-2015

Seeking to use innovative strategies to evaluate criminal justice technologies, the National Institute of Justice (NIJ), U.S. Department of Justice created a unique initiative between the NIJ Office of Research and Evaluation and the NIJ Office of Science and Technology known as the "Technical Operational Evaluation Demonstration Projects" program (TOED). This program was essentially a portfolio of research projects intended to evaluate a range of technologies implemented within different criminal justice organizations. The prime funding awardee was Engility Corporation – a technology engineering company with no social science experience. A colleague of mine from SPEA IUPUI, Dr. Eric Grommon, was initially contacted by NIJ and Engility to participate in this initiative as a research subject matter expert for research design and methods development. After reviewing the portfolio of projects, Dr. Grommon then reached out to me given my expertise in policing and information sharing. Together we initially provided subject matter expertise for this initiative. Based on our performance, NIJ recognized the need to solicit a formal social science research partner to serve as the principal investigator. Dr. Grommon and I were selected to be the principal investigators of this research portfolio beginning in August 2013 and continuing through July 2015. The total funds awarded for this two-year period was $353,640.

The TOED portfolio sought to inform the operational effectiveness and efficiency, procurement process, and further development of emerging technologies within law enforcement and corrections. Technologies evaluated included wireless mobile broadband for police patrol, location-based monitoring of domestic violence defendants, managed access system for contraband cell phones in prison, and over-the-air-programming of public safety portable radios. These projects utilized a range of research methodologies including administrative data extracts, technology system data, GeoSpatial estimation, original surveys, semi-structured interviews, case studies, and scenario-based forecasting. Projects were conducted in Colorado, Massachusetts, North Carolina, and Mississippi. TOED objectives can be summarized as follows:

1. Develop a multi-disciplinary research program to guide future research of technology within criminal justice agencies. This program utilizes expertise from engineers, criminologists and psychologists to assist the creation of appropriate research designs for technology in practice.
2. Examine the impact of a dedicated 4.9ghz wireless broadband capability on daily police patrol operations. The use of wireless broadband is believed to enhance in-field tasking while improving clearance times of calls for service.
3. Investigate the efficacy of a managed access system to combat contraband cell phone use in a state penitentiary. Quantify contraband cell phone use by inmates as captured by the technology. Identify operational challenges and lessons learned for improved use.
4. Assess the potential of emerging over-the-air-programming hardware to enhance portable radio programming for public safety. This technology is believed to increase efficiency across emergency response, event preparation and daily operations and maintenance scenarios.

5. Evaluate the impact of GPS technologies as a means to supervise offenders of intimate partner violence. The use of geo-fencing is a unique application of GPS technologies that is believed to be beneficial in improving the monitoring of offenders and the notification of victims related to incidents of domestic violence.
6. Determine the operational impact of channel bonding technology on police operations. This technology is believed to enhance mobile communications and information technologies while in the field.
7. Provide technical assistance to criminal justice organizations seeking to adopt emerging communications technologies on an as-needed basis and continue to expand the existing portfolio of operational evaluation research projects.

As a result of these projects, both Dr. Grommon and I have become recognized leaders of criminal justice technology research. We have been invited to speak at a number of national focus groups on technology and presented four invited presentations to professional organizations serving policing and correctional administrators and practitioners. The scholarly impact of these projects is best demonstrated through peer-reviewed outputs; of which there have been a number of journal articles and peer-reviewed technical reports to date. These products are listed below. In addition to these published works, Dr. Grommon and I have a number of additional manuscript in progress that resulted from these projects that will be under review by the end of 2016.

Peer-Reviewed Journal Articles Resulting from TOED Projects

1. Carter, J. G. & Grommon, E. (2016). Police as alert responders? Lessons learned about perceived police roles and responses from pretrial GPS supervision of domestic violence defendants. *Policing: A Journal of Policy and Practice*. DOI: 10.1093/police/paw009
2. Carter, J. G., Grommon, E. & Harris, P. (2016). From conceptual to operational: Over-the-air-programming of land mobile radios. *Physical Communication*, 19, 18-29.
3. Carter, J. G. & Grommon, E. (2015). Officer perceptions of the impact of mobile broadband technology on police operations. *Policing & Society*. DOI:10.1080/10439463.2015.1112388.
4. Salvemini, A., Piza, E., Carter, J. G., Grommon, E. & Merritt, N. (2015). Integrating human factors engineering and information processing approaches to facilitate evaluations in criminal justice technology research. *Evaluation Review*, 39(3), 308-338.
5. Carter, J. G. & Grommon, E. L. (2014). Wireless broadband for municipal police: Evaluating clearance times of calls for service. *Police Quarterly*, 17(3), 226-249.

Peer-Reviewed Technical Reports Resulting from TOED Projects

1. Carter, J. G., Piza, E. L., Grommon, E., Salvemini, A., Frantz, F. & Harris, P. (2016). *An Exploration of the Impacts of Utilizing Broadband-Enabled Over-the-Air-Programming of Portable Land Mobile Radios*. Rome, NY: Engility/L-3 Communications Global Security and Engineering Services. Report to the National Institute of Justice.
2. Grommon, E., Carter, J. G., Frantz, F. & Harris, P. (2016). *Mississippi State Penitentiary Managed Access Technology Operational Evaluation*. Rome, NY: Engility/L-3 Communications Global Security and Engineering Services. Report to the National Institute of Justice.
3. Carter, J. G., Grommon, E. & Frantz, F. (2013). *Impact of Mobile Broadband Data Access on Police Operations: An Exploratory Case Study of One Medium-Sized Municipal Police Department*. Rome, NY: Engility/L-3 Communications Global Security and Engineering Services. Report to the National Institute of Justice.
4. Grommon, E. & Carter, J. G. (Under Review). *Case Study of the Use of GPS Pretrial Supervision for Intimate Partner and Domestic Violence Offenses*. Rome, NY: Engility/L-3 Communications Global Security and Engineering Services. Report to the National Institute of Justice.

Grant Title: Law Enforcement Mobile Broadband Technology: An Impact Evaluation
Role: Co-Principal Investigator
Funding Entity: University of North Florida
Award Amount: $7,500
Performance Period: 2011-2012

This grant was a competitive internally-funded award from the University of North Florida (UNF) to facilitate promising faculty research. These funds allowed for me to provide funding for a graduate student at UNF to assist with complex data coding for an on-going project. In addition to providing needed support for the project examining wireless broadband technology to impact police operations, this funding provided a graduate student with hands-on research experience. The student I hired to work on this project continued here education as a doctoral candidate and expressed appreciation for the opportunity to engage in applied research.

Grant Title: Factors Impacting the Intelligence Process in the United States
Role: Co-Principal Investigator
Funding Entity: U.S. Department of Homeland Security, National Consortium for the Study of Terrorism and Responses to Terrorism
Award Amount: $30,000
Performance Period: 2011-2012

In 2011 my colleagues and I were awarded a research grant from the National Consortium for the Study of Terrorism and Responses to Terrorism (START) – a research center of excellence funded by the U.S. Department of Homeland Security – to explore officer perceptions of intelligence practices to counter terrorism. This project yielded three insightful findings. First, law enforcement perceptions about what is a serious threat in their community has changed significantly over time. Law enforcement is much more concerned about sovereign citizens, Islamic extremists, and militia/patriot group members compared to the fringe groups of the far right, including Christian Identity believers, reconstructed traditionalists, idiosyncratic sectarians, and members of doomsday cults. In fact, sovereign citizens were the top concern of law enforcement, but the concern about whether most groups were a serious terrorist threat actually declined for most groups. Second, when examining whether the respondents thought that various agencies and sources were useful in their counterterrorism efforts, the agencies that appear to be most useful to SLT law enforcement include state/local fusion centers, the FBI's Joint Terrorism Task Force(s), the FBI, and DHS Office of Intelligence and Analysis. Overall, the internet and the use of open source materials, human intelligence sources, and the media were perceived as providing the most useful information. Security clearances, adequate personnel, adequate training, adequate resources, adequate time, or the organizational culture were all perceived as barriers for the sharing of intelligence and information across agencies.

Third, several factors impacted whether an agency was prepared for a terrorist attack. Agencies with satisfied working relationships with state organizations were twice as likely to be prepared, agencies that produce threat assessments and risk assessments more frequently are three-and-a-half times more likely to be prepared than agencies who create them less frequently, and the creation of vulnerability assessments also appears to be a predictor of preparedness as they more than quadruple an agency's preparedness likelihood. In addition, as agencies experience problems related to personnel, training, and resources, the likelihood they will consider themselves prepared is reduced by approximately three-fold. Agencies that felt they were not prepared highlighted problems with resources, training, and quality of working relationships with other organizations. Particularly for practitioners, the most important aspect of this research may not be the findings on the variable analyses, per se, but on the benchmarks identified in trends found in the data. Some clear trends emerged which indicate programmatic successes for information sharing and intelligence, as well as areas where problems remain. When considering these findings in the context of research on organizational development, it is clear that organizational leadership is an important

factor for organizational successes in information sharing as well as for preparedness. If the leadership of a law enforcement agency is willing to expend the effort to train personnel, develop partnerships, and participate in state, regional and national information sharing initiatives, then greater levels of success will be achieved. While one would intuitively assume this, the findings from this project empirically support this assumption.

Scholarly outputs from this project include a peer-reviewed technical report and an invited presentation to discuss the project and results at the START annual conference in Bethesda, MD. A peer-reviewed manuscript resulting from this project is currently in progress.

Peer-Reviewed Technical Report

1. Carter, D. L., Chermak, S, Carter, J. G. & Drew, J. (2014). *Understanding Law Enforcement Intelligence Processes*. National Consortium for the Study of Terrorism and Responses to Terrorism (START). U.S. Department of Homeland Security.

Invited Presentations

1. Chermak, S. & Carter, J. G. *Understanding Law Enforcement Intelligence Processes*. National Consortium for the Study of Terrorism and Response to Terrorism. Bethesda, MD.

Proposals Awaiting Funding Decision

Grant Title: Integrating Body-Worn Cameras into Hotspot Patrol Beats In Indianapolis
Role: Co-Principal Investigator
Funding Entity: Laura and John Arnold Foundation
Performance Period: FY 2016-2018
Letter of Interest Date Submitted: April, 2016
Full Proposal Date To be Submitted: July 15, 2016
Amount Requested: $593,594

In April 2016 I submitted, along with two colleagues, a letter of interest (mini proposal) to the Laura and John Arnold Foundation (LJAF) to conduct a randomized control trial of police body worn cameras in Indianapolis. In partnership with IMPD, this project seeks to examine the effects of body cameras on police discretion and behavior. In May 2016 I was notified that this proposal was selected as a finalist, which requires the submission of a full proposal by July 15, 2016. The LJAF received more than 100 letters of interest, with only five being selected as finalist to submit a full proposal. This selectiveness speaks to the quality of the project proposed. As part of this project, and speaking to the relationship I have developed with IMPD to conduct research, IMPD has committed $192,000 to purchase body camera equipment for this study. An award decision is expected in early fall 2016.

Proposals Submitted But Not Funded

During my time in rank, I have also applied for five grants that were not selected for funding. These not-awarded grants are listed in my CV. Though not funded, the reviewer comments and scores reflect strong proposals.

IU Grand Challenges

In collaboration with a number of colleagues across the IU system, I was a member of two proposal teams submitting to the IU Grand Challenges Initiative. One proposal focused on cyber security while the other on firearm violence. Though neither proposal was selected as a finalist, the process of developing these proposals allowed me to develop new and strengthened relationships with diverse faculty and academic units in the IU system that are likely to facilitate future endeavors.

Significance and Impact of Research Presentations

Invited Presentations

During my time in rank I have been invited to present 7 research presentations; 6 of which were for a national audience. These invited presentations are listed below.

1. Grommon, E., Carter, J. G., Piza, E., Salvemini, A., Scheer, C. (2015). *Assessing the Size of Contraband Cell Phone Use in Prison: Evidence and Implications from a Managed Access System*. American Correctional Association. Indianapolis, IN.
2. Chermak, S. & Carter, J. G. (2014). *Understanding Law Enforcement Intelligence Processes*. National Consortium for the Study of Terrorism and Response to Terrorism. Bethesda, MD.
3. Carter, J. G. (2012*). Intelligence and Analysis in Human Trafficking*. Memorial Institute for the Prevention of Terrorism. Oklahoma City, OK.
4. Carter, J. G. (2012). *Operational Evaluations: Impacts of Technology in the Field.* National Institute of Justice, Annual Conference. Washington, DC.
5. Carter, J. G. & Grommon, E. (2012*). Sustainability of Police Mobile Broadband*. Academy of Criminal Justice Sciences. Sustainable Justice Roundtable. New York, NY.
6. Carter, J. G. (2012). *Talk or Action?: Implementing Intelligence-Led Policing.* University of North Florida. Research Highlight Series. Jacksonville, FL.
7. Grommon, E. & Carter, J. G. (2011). 4.9 *Mobile Broadband Operational Evaluation*. Communications Technology Working Group. U. S. Department of Justice. Washington, DC.

Competitive Selected Presentations

The below two presentations required a paper to be submitted for review prior to acceptance for presentation.

1. Merritt, N., Harris, P. & Carter, J. G. (2013). *Scientific-Based Operational Evaluation of Advanced Communications Technologies*. Association of Public-Safety Communications Officials. Anaheim, CA.
2. Binder, M. & Carter, J. G. (2013). *Impacts of Concealed Carry Laws*. Southern Political Science Association. Orlando, FL.

Presentations at Professional Conferences

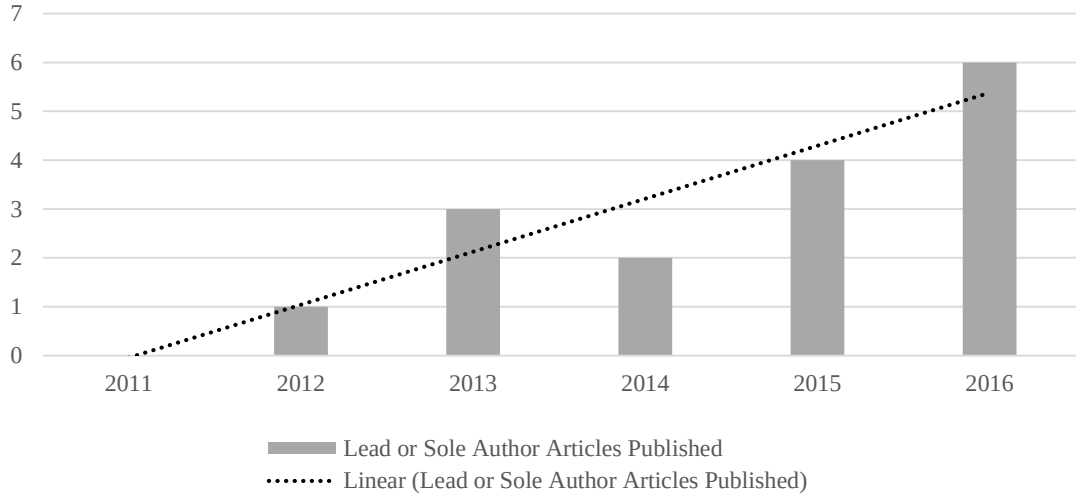
I have presented 27 papers at professional criminal justice conferences; 25 of which at national conferences for the American Society of Criminology and American Criminal Justice Association. A full list of these presentations is included in my CV. A conference-specific breakdown is provided below.

Presentations at the American Society of Criminology Annual Conference (national): 9
Presentations at the American Society of Criminology Annual Conference (national): 16
Presentations at the Midwest Criminal Justice Association Annual Conference (regional): 1
Presentations at the Southern Criminal Justice Association Annual Conference (regional): 1

Documentation of Individual Contributions to Collaborative Interdisciplinary Work

Below I document my individual contributions to peer-reviewed journal articles I published in rank. The convention in Criminology/Criminal Justice publishing is to list authors in order of relative contribution. Thus, the first/lead author is believed to have made the most significant contribution to the work. For purposes of supporting my independent contributions to research, the *Lead or Sole Author Peer-Reviewed Publications by Year In Rank* figure below illustrates my personal contribution to research outputs. These individual outputs are high in quantity, indicating my level of individual activity, and demonstrate a positive trajectory. Of the 20 peer-reviewed articles I have published in rank, I am the lead or sole author on 17. I have only published 4 articles with my graduate mentors (3 of which I am the lead author). For the articles on which I am not the lead author, I have included co-authors letters from the lead author. Complete co-author letters are provided in Additional Evidence appendix of my dossier. Below are select narratives from co-author letters regarding my contributions to collaborative scholarly publications. Generally, my contributions to scholarly articles has been inclusive of all aspects pertaining to the production of scientific knowledge. The specific areas of each paper to which I contributed are noted below in the *Individual Contributions to Published Peer-Reviewed Journal Articles In Rank* table. For each of my publications in rank, this table reports: whether or not I was the lead author; my personal percent of total article effort; and whether or not I contributed to the conception of work; acquisition, analysis, and interpretation of data; writing and revisions; and administrative and material support.

Lead or Sole Author Peer-Reviewed Publications by Year In Rank



<u>Comments from Lead Co-Authors</u>

<u>Dr. Steve Chermak, Professor, Michigan State University</u>

"Just to be clear, Jeremy's role was as a valued scholarly partner. We collaboratively designed the survey instruments for the project, developed an on line platform to collect the data, cleaned and prepared the data, and then conducted the analysis. The project included four case studies, and he was involved in the interviews and document data collection for each, and was the lead writer on the case study summaries. He took the lead on completing the analysis for the paper that was published, and helped in writing the entire paper. He contributed a great deal to the project. He is an outstanding scholar who is able to run a major funded project in an effective manner. He understands the importance of deadlines and does more than his part in producing high quality work. He can run sophisticated analysis, but also is comfortable in the field, interviewing key informants. He writes well and can produce deliverables that are of interest to both

scholars and practitioners. In my view, he is an outstanding scholar and I look forward to working with him on many projects in the future."

Dr. Carla Lewandowski, Assistant Professor, Rowan University

"I solicited Dr. Carter's collaboration on this article given his expertise in this line of research and after we met at an American Society of Criminology conference where we presented on a panel about law enforcement intelligence and counter-terrorism. Dr. Carter was responsible for collaborating on all major aspects of the manuscript. Specifically, he collaborated with me on 1) establishing the purpose of the study and its unique contribution to the policing and fusion center literatures, 2) the development of qualitative data coding schemes, 3) quantitative analysis of survey data, 4) interpretation of both qualitative and quantitative results, and 5) development of the implications for policy and future research. Dr. Carter's involvement with this article was critical to its publication and scientific contribution. With respect to the two manuscripts under review at this time, Dr. Carter's involvement and mentorship were consistent with the activities noted above. For purposes of avoiding redundancies, Dr. Carter was actively involved in all aspects of the manuscripts. Moreover, these papers are products of a project that Dr. Carter and I collaborated on from the beginning. As such, Dr. Carter's effort were central to the study design, development of survey instruments, interview protocols, data analysis, and the development of manuscripts. Put simply, Dr. Carter was actively involved in all aspects of these projects and manuscripts. As a junior faculty member, Dr. Carter's mentorship and collaboration with me on these articles has been truly instrumental in my development as a scholar and productive faculty member."

Dr. Anthony Salvemini, President, Performance Criteria Inc.

"Dr. Carter's role in this article was to collaborate with me and the other research team members in identifying how human factors engineering could be integrated into a systematic approach for designing and conducting technology evaluations. To this end, Dr. Carter helped to conceptualize and articulate the research design and methodological stages of technology evaluations and the points at which human factors components could be applied. Dr. Carter achieved this through a review of relevant criminal justice evaluations from the literature and many critical meetings and discussions with the research team. Perhaps more importantly, he helped to demonstrate and apply these guiding principles using specific technology examples such as CCTV and GPS supervision. As l am not intimately familiar with the criminal justice literature, or agency operations, Dr. Carter's insights were central to the scientific contribution of the article. In sum, Dr. Carter demonstrated a high level of activity, effort, and scholarship throughout the publication process."

Dr. David L. Carter, Professor, Michigan State University

"All three of these articles were collaborative in the purest sense of the word. Jeremy provided intellectual development, taking the data in new directions, as well as doing the "heavy lifting" on the literature research and review. In all three cases Dr. Carter was a co-author in the truest sense."

Individual Contributions to Published Peer-Reviewed Journal Articles In Rank

Article #	Article	Lead Author	Percent Effort	Conception of Work	Acquisition, Analysis, Interpretation of Data	Writing, Revisions	Administrative and Material Support
23	Carter, J. G., Carter, D. L., Chermak, S., & McGarrell, E. (2016). Law enforcement fusion centers: Cultivating an information sharing environment while safeguarding privacy. *Journal of Police and Criminal Psychology*.	X	50%	X	X	X	X
22	Carter, J. G., Lewandowski, C., & *May, G. (2016). Disparity between fusion center web content and self-reported activity. *Criminal Justice Review*.	X	65%	X	X	X	X
21	Carter, J. G. & Grommon, E. (2016). Police as alert responders? Lessons learned about perceived police roles and responses from pretrial GPS supervision of domestic violence defendants. *Policing: A Journal of Policy and Practice*.	X	55%	X	X	X	X
20	Carter, J. G. (Forthcoming, 2016). Institutional pressures and isomorphism: The impact on intelligence-led policing adoption. *Police Quarterly*.	X	100%	X	X	X	X
19	Carter, J. G. & Binder, M. (2016). Firearm violence and effects on concealed gun carrying: Large debate and small effects. *Journal of Interpersonal Violence*. Advanced Online Publication. DOI: 10.1177/0886260516633608.	X	65%	X	X	X	X
18	Carter, J. G., Grommon, E. & Harris, P. (2016). From conceptual to operational: Over-the-air-programming of land mobile radios. Physical Communication. Advanced Online Publication. DOI:10.1016/j.phycom.2016.01.007.	X	45%	X	X	X	X
17	Carter, J. G. & Grommon, E. (2015). Officer perceptions of the impact of mobile broadband technology on police operations. *Policing & Society*. DOI:10.1080/10439463.2015.1112388.	X	55%	X	X	X	X
16	Carter, D. L. & Carter, J. G. (2015). Effective police homicide investigations: Evidence from seven cities with high clearance rates. *Homicide Studies*. Advanced Online Publication. DOI: 10.1177/1088767915576996		40%	X	X	X	
15	Salvemini, A., Piza, E., Carter, J. G., Grommon, E. & Merritt, N. (2015). Integrating human factors engineering and information processing approaches to facilitate evaluations in criminal justice technology research. *Evaluation Review*, 39(3), 308-338.		15%	X		X	X
14	Carter, J. G. (2015). Intelligence analysis within U.S. law enforcement agencies: Empirical insights from a national sample. *Journal of Intelligence Analysis*, 22(3), 11-38.	X	100%	X	X	X	X
13	Carter, J. G. & Phillips, S. W. (2015). Intelligence-led policing and forces of organizational change in the United	X	60%	X	X	X	X

	States. *Policing & Society*, 25(4), 333-357.						
12	Carter, J. G. (2015). Inter-organizational relationships and law enforcement information sharing post-September 11, 2001. *Journal of Crime and Justice*, 38(4), 522-542.	X	100%	X	X	X	X
11	Lewandowski, C. & Carter, J. G. (2014). Intelligence dissemination from a state fusion center in the United States. *Security Journal*. Advanced online publication. DOI:10.1057/sj.2014.38.		45%	X	X	X	
10	Carter, J. G., Phillips, S. W. & Gayadeen, S. M. (2014). Implementing intelligence-led policing: An application of loose-coupling theory. *Journal of Criminal Justice*, 42(6), 433-442.	X	50%	X	X	X	X
9	Carter, J. G. & Grommon, E. L. (2014). Wireless broadband for municipal police: Evaluating clearance times of calls for service. *Police Quarterly*, 17(3), 226-249.	X	55%	X	X	X	X
8	Chermak, S., Carter, J. G., Carter, D., McGarrell, E., & Drew, J. (2013). Law enforcement's information sharing infrastructure: A national assessment. *Police Quarterly*, 16(2), 211-244.		15%	X		X	
7	Carter, J. G. & Rip, M. (2013). Homeland security and public health: A critical integration. *Criminal Justice Policy Review*, 24(5), 573-600.	X	85%	X	X	X	X
6	Carter, J. G. & Gore, M. (2013). Conservation officers: A force multiplier for homeland security. *Journal of Applied Security Research*, 8(3), 285-307.	X	85%	X	X	X	X
5	Carter, J. G., Carter, D. L. & Chermak, S. (2013). Intelligence training. *Law Enforcement Executive Forum*, 13(2), 1-18.	X	60%	X	X	X	X
4	Carter, J. G. & Carter, D. L. (2012). Law enforcement intelligence: Implications for self-radicalized terrorism, *Police Practice and Research*, 13(2), 138-154.	X	60%	X	X	X	X

*Graduate student co-author

Note: Three of my articles were published before rank.

Future Plans for Ongoing Program of Research

While promotion to associate professor at IUPUI is an honor in and of itself, I hope that it is but a single step in a long and productive career. In the coming years I will work to remain a productive scholar and community partner, building upon the successful research program I have developed with the goal of eventual promotion to full professor. I am continuing to take a leadership role on funded research endeavors that address matters of great importance locally, nationally, and internationally. I will seek to maintain an active and highly visible research agenda targeting top-tier peer review outlets in the social sciences. Given the policy relevance of my work, I will continue to pursue external funding sources to support my research agenda and bring additional resources to the community and university. I believe the experience I have gained on federally and locally funded projects will aid in this effort and promote success. Below I describe in greater detail select projects that are part of my forthcoming five year research plan.

First, my involvement in a number of recently completed and active projects has provided me with a wealth of data to promote a continued and strong publication record as well as partnerships with community organizations and colleagues to seek additional projects and grant opportunities. In particular, the criminal justice technology projects demonstrate significant potential for publications and continued funding. Recently I completed three technology projects that either just had the peer-reviewed technical report published or the technical report is under review – thus the process of developing peer-reviewed manuscripts from these projects has just begun. This projects include evaluations of 1) a managed access system to capture illegal cellular transmissions within a state penitentiary, 2) an emerging wireless programming capability of portable radios for a state police agency, and 3) GPS monitoring of domestic violence defendants. I currently have one manuscript under review and two others in progress from these technology projects. These manuscripts and projects are positioned to inform a number of questions regarding criminal justice agency use of innovative technology, implementation and procurement processes, and expected operational outcomes from adoption. For example, the research outputs from the managed access evaluation to combat contraband cell phones in prison will provide the first empirical benchmark of contraband cell phone activity in prisons by quantifying the number of cellular transmissions from inside the facility. This project will also yield an article that illustrates inmates' use of contraband cell phones – such as the types of calls they make, during what time of day this illegal activity occurs, and how frequently illegal cellular transmissions are attempted from the same device. Not only are each of these areas under-represented in the literature, each is emerging as a priority within federal funding streams that will be a focus of my post tenure grant work. Moreover, these issues are salient to U.S. criminal justice agencies as well as agencies abroad.

Second, I will continue to conduct original research and publish articles in the field of law enforcement intelligence and intelligence-led policing (ILP). I have recently completed a multi-method examination of a regional fusion center in Delaware examining the center's information sharing practices and its connectivity with end-user agencies. The literature to date has been largely silent on the utility of regional fusion centers to inform local police operations. This study, with two manuscripts currently under review, will directly examine this issue. Moreover, I have a manuscript in progress that develops a structural model of the ILP and community policing concepts that will inform the academic debate surrounding the extent to which these concepts are similar or different. This debate is fueled by conceptual ambiguity as to whether ILP is grounded in a community policing philosophy or if ILP operates independent from community policing. This debate has been a central focus of the ILP literature with no evidence to inform the most appropriate theoretical framework for this body of research. This manuscript in progress will directly inform this debate and likely serve as a key contribution in this field. With respect to current projects, in addition to the training I will provide IMPD as part of the grant I received from the Central Indiana Community Foundation, I will conduct a valuation assessment of the data IMPD uses to create intelligence, crime, and situational awareness products and how these products are disseminated to various groups within IMPD to inform resource allocation and effective problem solving. This research strongly aligns with emerging evidence of the hotspots policing movement – a focus on criminogenic micro-places that contributes to large proportions of crime and demands for police service. In short, current research suggests that police are best positioned to reduce crime and disorder in hotspots by utilizing an intelligence-

led approach that focuses on habitual offenders, environmental characteristics, and real-time trends in calls for service. Thus, I plan to work collaboratively with IMPD to strengthen their ILP capability, especially as applied to hotspots in Indianapolis. This collaboration will generate original research and also provide a substantive service to the community.

Further, I am currently working on a project with a colleague in SPEA to examine police use of nasal naloxone – a drug that reverses overdose effects from opioids. This project is positioned to make a unique contribution to the emerging literature that posits police should focus on reducing public harm. Moreover, this project is likely to be competitive for funding from multiple justice and public health sources. Lastly, I am currently forming a project with IMPD to develop and evaluate new patrol beats to combat violent crime and disorder. These efforts build on my current work, which includes a manuscript under review at *Journal of Quantitative Criminology* and another to be submitted to *Journal of Research in Crime & Delinquency* by August 2016, related to criminogenic micro-places in Indianapolis. This project will encapsulate varying interventions with experimental designs to evaluate policing strategies and the delivery of social services in high crime areas. As an example, one of these interventions will examine proactive community-based policing strategies versus traditional aggressive policing tactics. In sum, this project provides a cache of potential for publications, pilot programs for grant proposals, and opportunities for further community engagement for myself and SPEA students. It should also be noted that I am in the process of developing a robust database of crime, socioeconomic, business, and environmental metrics to examine criminogenic micro-places in Indianapolis. This database, which is being developed in collaboration with my SPEA colleague Tom Stucky and a colleague from John Jay College in New York, will allow for multiple approaches to explore how to best specify models of crime and place. For example, research on crime and place integrates social disorganization and environmental criminology frameworks that are typically measured at two different levels of specification. This dataset will allow for the two theories to be captured at the same level of measurement – resulting in a significant contribution for this literature and enhancing the policy-relevant application of this research.

Relatedly to my work with IMPD, In April 2016 I submitted a letter of interest (mini proposal) to the Laura and John Arnold Foundation (LJAF) to conduct a randomized control trial of police body worn cameras in Indianapolis. In partnership with IMPD, this project seeks to examine the effects of body cameras on police discretion and behavior. In May 2016 I was notified that this proposal was selected as a finalist, which requires the submission of a full proposal by July 15, 2016. The LJAF received more than 100 letters of interest, with only five being selected as finalist to submit a full proposal. This selectiveness speaks to the quality of the project proposed. As part of this project, and a metric that speaks to the relationship I have developed with IMPD to conduct research, IMPD has committed $192,000 to purchase body camera equipment for this study. An award decision is expected in early fall 2016. It is also important to note that if this project is not selected for funding, IMPD has expressed such an interest in the study that they are willing to find available resources to make the experiment a reality. Thus, this project is highly likely to occur regardless of the external funding decision.

Lastly, I have aspirations for my research to have an international impact – which I have primarily achieved through publications in international journals to date. I intend to broaden my collaborative project and grant proposal efforts to include international opportunities in the near future. For example, I have recently had discussions with the New South Wales Police Force in Australia to conduct an evaluation of their intelligence-led policing capacity in addition to their use of mobile technologies to enhance this policing strategy. This potential evaluation would be in collaboration with a colleague of mine, Dr. Hank Prunckun, from Charles Sturt University in Bathurst, Australia – whom I met during my tenure as the Editor of *Journal of Intelligence Analysis*. This project exemplifies the synergy I create between my research and service, my scholarly reputation, and the international relevance of my research program.

In conclusion, my future plan at Indiana University – Purdue University Indianapolis is to continue to strive for excellence in my research as well as in my teaching and service.