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**NATIONAL INSTITUTE OF JUSTICE
JOHN B. PICKETT FELLOWSHIP
IN CRIMINAL JUSTICE POLICY AND MANAGEMENT
AT THE JOHN F. KENNEDY SCHOOL OF GOVERNMENT
HARVARD UNIVERSITY**

Final Report to:

National Institute of Justice
Office of Justice Programs
U.S. Department of Justice

By:

Program in Criminal Justice Policy and Management
of the Malcolm Wiener Center for Social Policy
John F. Kennedy School of Government
Harvard University

FINAL REPORT

June 2003

Approved By:

M. Battle

Date:

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PICKETT FELLOWS: 1992-2003¹

Municipal Police Agencies

Assistant Chief Goliath Davis III, Fellow '93
St. Petersburg (FL) Police Department
**More recently, Chief of Police and Deputy Mayor, St. Petersburg*

Sergeant Frank Dwyer, Fellow '93
New York City (NY) Police Department
**More recently, Lieutenant New York City Police Commissioner's Office, & Fulbright Scholar*

Deputy Commissioner Michael Farrell, Fellow '93
New York City (NY) Police Department
**More recently, Deputy Director of Criminal Justice, State of New York*

Deputy Chief Beverly Harvard, Fellow '93
Atlanta (GA) Police Department
**More recently, Chief of Police, Atlanta*

Sergeant Roy Hechavarria, Fellow '93
Boston (MA) Police Department

Colonel Donald Shinnamon, Fellow '93
Community Policing, Baltimore (MD) Police Department

Chief Charles Austin, Sr., Fellow '94
Columbia (SC) Police Department

Carl Ringwald, Fellow '94
New York City (NY) Police Department
**More recently, Captain, New York City Police Department*

Chief Victor Rodriguez, Fellow '94
Brownsville (TX) Police Department
**More recently, Chairman, Board of Pardons & Parole, Texas*

Assistant Chief William White III, Fellow '94
Metropolitan Police Department (D.C.)

Commander Garrett Zimmon, Fellow '94
Los Angeles (CA) Police Department

Assistant Chief Rafael Pineiro, Fellow '95
New York City (NY) Police Department

Deputy Chief Thomas Scanlon, Fellow '95
Bridgeport (CT) Police Department

Chief Edward Flynn, Fellow '96
Chelsea (MA) Police Department
**More recently, Massachusetts Secretary of Public Safety*

John Lindsay, Fellow '96
Investigator, Palo Alto (CA) Police Department
**Chief of Staff, City of Miami until '00; Most recently, Consultant*

Assistant Chief Michael McDonald, Fellow '96
Austin (TX) Police Department

Chief Richard Pennington, Fellow '96
New Orleans (LA) Police Department

Chief Joseph Polisar, Fellow '96
Albuquerque (NM) Police Department
**More recently, Chief of Police, Garden Grove (CA)*

Commanding Officer Dennis Weiner, Fellow '96
New York City (NY) Police Department
**More recently, Chief of Police, Centre Island (NY)*

Chief William Berger, Fellow '97
Chief of Police, North Miami Beach (FL) and President-Elect, International Association of Chiefs of Police

Deputy Chief Paul Conner, Fellow '97
Las Vegas (NV) Metropolitan Police Department

¹ Please note the position listed represents the Fellow's current or most recent position at the time that the Pickett Fellowship was awarded. In the cases where more recent information is known, an * indicates this.

LIST OF NIJ PICKETT FELLOWS

Deputy Chief Teresa Gooch, Fellow '97
Richmond (VA) Police Department

Senior Sergeant Marc Goodman, Fellow '97
Internal Affairs, Los Angeles (CA) Police
Department

Margaret Poethig, Fellow '97
Research & Development, Chicago (IL) Police
Department

**More recently, Executive Director, Policing for
Prevention, Metropolitan Police Department
(D.C.)*

Superintendent of Police Ed Davis, Fellow '98
Lowell (MA) Police Department

Commander John Buchanan, Fellow '99
Phoenix (AZ) Police Department
**More recently, Assistant Chief of Police,
Phoenix*

Chief Michael Chitwood, Fellow '99
Portland (ME) Police Department

Chief Ronald Lowe, Fellow '99
Dayton (OH) Police Department

Chief Ronald Sloan, Fellow '99
Arvada (CO) Police Department

Sergeant John Beatty, Fellow '00
Special Operations, New York City (NY)
Police Department

Chief Melbourne Gorris, Fellow '00
Port Arthur (TX) Police Department

Chief Rafael Hernandez, Fellow '00
Chelsea (MA) Police Department

Sheriff Leon Lott, Fellow '00
Richland County (SC)

Chief Louis Quijas, Fellow '00
High Point (NC) Police Department

Assistant Chief David Wray, Fellow '00
Greensboro (NC) Police Department

Christine Cole, Fellow '01
Community Liaison, Lowell (MA) Police
Department

Captain John Monaghan, Fellow '01
New York City Police Department

Police Director Joseph Santiago, Fellow '01
Newark (NJ) Police Department

**Assistant Chief of Police Anthony Scales,
Fellow '01**
Greensboro (NC) Police Department

Captain Kevin Walsh, Fellow '02
New York City (NY) Police Department

Assistant Chief Luke Williams, Fellow '03
St. Petersburg (FL) Police Department

District Attorney/County Prosecutor Offices

W. Michael Murphy, Jr., Fellow '94
County Prosecutor, Morris County (NJ)
**More recently, Partner, Scarinci & Hollenbeck*

Carmen Messano, Fellow '95
County Prosecutor, Hudson County (NJ)
**More recently, Judge, Superior Court, New Jersey*

Marc Buller, Fellow '96
Assistant District Attorney, Santa Clara County (CA)

Timothy Searight, Fellow '96
Deputy District Attorney, Riverside County (CA)

Peter Weinmann, Fellow '96
Assistant District Attorney, Buffalo (NY)
**More recently, Private Law Practice/Vice-Chair
Human Rights Commission, Buffalo*

Marna McLendon, Fellow '99
State's Attorney, Howard County (MD)

Kurt Kumli, Fellow '03
Supervising Deputy District Attorney,
San Jose (CA)

LIST OF NIJ PICKETT FELLOWS

Public Defender Offices

Nick Chiarkas, Fellow '97
State Public Defender, Wisconsin

Karl Dean, Fellow '99
Metropolitan Public Defender,
Davidson County (TN)
**More recently, Director, Metropolitan Dept of Law*

Ross Alderman, Fellow '03
Metropolitan Public Defender,
Davidson County (TN)

State Police Agencies/Bureaus

Michael Shanahan, Fellow '94
Massachusetts State Police
**More recently, Lieutenant Colonel, Massachusetts State Police*

Dennis O'Donnell, Fellow '95
Deputy Superintendent, Oregon State Police

Robert Castelli, Fellow '96
Intelligence Officer, New York State Police
**More recently, Security Consultant/Professor*

Chief Annette Sandberg, Fellow '96
Washington State Patrol

Special Agent John Heinen, Fellow '98
Bureau of Investigation, Georgia
**More recently, Assistant Special Agent in Charge, Bureau of Investigation, Georgia*

State Attorney General Offices

Daniel Anderson, Fellow '96
Assistant Attorney General (MD)
**More recently, Trial Attorney, U.S. Department of Justice*

Departments of Correction

Patrick Coleman, Fellow '97
Substance Abuse Coordinator, Iowa Department of Corrections
** Deputy Director, Bureau of Justice Assistance, U.S. Department of Justice (until '01); Most recently, Senior Policy Specialist, Caliber Associates (VA)*

Odie Washington, Fellow '98
Director, Department of Corrections (IL)
**More recently, Director, Department of Corrections (D.C.)*

Commander Thomas Hammarstrom,
Fellow '00
Correctional Officer Training Academy, Department of Corrections (AZ)

U.S. Attorney Offices

J. Preston Strom, Jr., Fellow '95
U.S. Attorney, Columbia (SC)
**More recently, Attorney, Strom & Associates*

Jerome Holmes, Fellow '00
Deputy Criminal Chief, U.S. Attorney's Office, Oklahoma

Kathleen Davies, Fellow '02
Assistant U.S. Attorney, Washington, D.C.

Andrew Kline, Fellow '02
Assistant U.S. Attorney, Washington, D.C.

Other Criminal Justice Organizations

Gerald Cooper, Fellow '93
General Counsel, Illinois Criminal Justice Information Authority
**More recently, Deputy Chief, Criminal Justice Information Authority*

Eileen Luna, Fellow '96
Executive Officer, San Diego (CA) Citizens Law Enforcement Review Board
**More recently, Assistant Professor, American Indian Law & Policy, University of Arizona*

LIST OF NIJ PICKETT FELLOWS

Brent LaRoque, Fellow '97
Special Assistant to the Director, Office of Law
Enforcement Services, Bureau of Indian Affairs

D'Arcy Morgan, Fellow '99
Management Associate, Police Executive
Research Forum (D.C.)
**More recently, SETA Program Manager, Office
of Science and Technology, National Institute of
Justice, U.S. Department of Justice*

Paul Hodge, Fellow '00
Chairperson, National Healthcare Law
Enforcement Alliance

Kevin McHugh, Fellow '00
Deputy Executive Director, Division of Parole &
Community Programs (NJ)

Daniel Schneider, Fellow '00
Trial Attorney, U.S. Department of Justice
**More recently, Center for Public Leadership*

Sheryl Walter, Fellow '02
Acting Assistant Attorney General, Office of
Legislative Affairs, U.S. Dept. of Justice

David Breen, Fellow '02
Assistant Corporation Counsel, City of Boston (MA)

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I. INTRODUCTION

From 1992 to 2003, the National Institute of Justice (NIJ), in cooperation with the Program in Criminal Justice Policy and Management,² awarded 73 John B. Pickett Fellowships in order to provide criminal justice professionals with the opportunity to study policy and management at Harvard University's John F. Kennedy School of Government. This report, based in part on interviews with more than 20 former Pickett Fellows, discusses the pivotal role that the NIJ Pickett Fellowship has played in furthering innovative leadership within criminal justice.

Brief History of the John B. Pickett Fellowship at the Kennedy School of Government

In 1992, the National Institute of Justice established the John B. Pickett Fellowship in Criminal Justice Policy and Management at the Kennedy School of Government. The Fellowship was created in memory of John Pickett, NIJ's first Director of Planning and Management, shortly after his untimely death in 1990. Like all outstanding career public servants, he was committed to enhancing the public value of his work.

Over the course of his 20-year career at NIJ, John Pickett worked closely with the Kennedy School's Program in Criminal Justice Policy and Management. In addition to receiving training himself in one of the Kennedy School's Executive Programs, Mr. Pickett was instrumental in establishing the Kennedy School's Executive Session on Policing in the 1980s, sponsored in part by NIJ, which helped to develop the concept of community policing and to change the way policing is carried out throughout the country.

After John Pickett's death, NIJ and the Kennedy School established the John B. Pickett Fellowship to honor and promote the careers of public servants like John Pickett. In part, NIJ's Pickett Fellowship was designed to ensure the continued development of innovative leaders in criminal justice policy and management.

NIJ Pickett Fellows have been selected to attend the Kennedy School based on their demonstration of integrity, professionalism, and dedication to public service. Additionally, Pickett Fellows must exhibit the motivation and values necessary to act as leaders in the field of criminal justice and to strive towards excellence in government.

The Kennedy School of Government's mission is to train future and current leaders in public service. Through the Pickett Fellowship, experienced

"John Pickett was a terrific man.... If you had to construct the ideal career government official, it would be John. He had absolute integrity; he was very smart and he was really committed to the ideas of criminal justice—equality and fairness in justice. John felt very strongly about the value of government service. So for folks to have a chance, mid-career, to get reinvigorated and to be exposed to colleagues in different areas of endeavor, John would have really appreciated that."

- Mike Farrell, Deputy Director of Criminal Justice, New York State
(Pickett Fellow '93)

² For more on the Program in Criminal Justice Policy and Management, see Appendix I.

professionals and senior government executives have participated in one of two Kennedy School programs:

- **Program for Senior Executives in State and Local Government (State and Local Program):** An intensive three-week program for senior elected and appointed officials from the public and non-profit sectors. The goal of the State and Local Program is to return senior public officials to their jurisdictions with new tools for leadership, a reinvigorated commitment to public office, and a network of peers they can call on for support and guidance as they wrestle with public leadership and management issues in their communities.
- **Mid-Career Master's Degree in Public Administration (Mid-Career Program):** A one-year master's degree program for individuals with at least seven years of work experience. The Mid-Career Program, the Kennedy School's oldest degree program, is specifically geared towards experienced professionals in the most productive years of their careers. While students design the bulk of their own curriculum, they are required to take courses in strategic public and non-profit management, quantitative analysis, and political advocacy and leadership.

An Overview of the NIJ Pickett Fellows

Since the inception of the Fellowship program, NIJ Pickett Fellowships have been awarded to 73 individuals.³ These professionals represent diverse backgrounds and a wide range of experiences and perspectives on criminal justice.

- Approximately half of the Pickett Fellowships have been awarded to individuals from local law enforcement agencies—some to those showing promise on the front lines and others to those already in high-level decision-making positions.
 - Thirteen Fellowships were awarded to chiefs of police from municipalities around the country.
 - Eleven were awarded to assistant or deputy chiefs, at least two of whom have become chiefs since receiving the Pickett Fellowship.
 - Ten Fellowships were awarded to sergeants, captains or commanders in local police agencies, at least one of whom has been promoted to chief.
- Ten Fellowships were awarded to individuals from local prosecutors' or public defender offices from around the country, at least one of whom has become a judge.
- Other Fellowships have been awarded to an assistant attorney general, a U.S. attorney, an assistant U.S. attorney, a director of corrections, and individuals from other local, state, and federal criminal justice-related offices and agencies.

³ To date (1992-2002), NIJ has granted \$399,381 to the Kennedy School for John B. Pickett Fellowships, of which approximately \$390,000 already has been awarded to Fellows (for an average Fellowship of approximately \$6,000). NIJ funds are used exclusively for tuition assistance; the Kennedy School does not charge for administering this grant. For a complete list of NIJ Pickett Fellows, refer to the beginning of this report.

II. IN THEIR OWN WORDS: THE VALUE OF THE NIJ PICKETT FELLOWSHIP AT THE KENNEDY SCHOOL OF GOVERNMENT

In preparation for this report, more than 20 former NIJ Fellows were interviewed about the Pickett Fellowship and their experiences at the Kennedy School.⁴ This section discusses, in the words of the Fellows themselves, the importance of these experiences and the education they received. In particular, the Fellows mention the value of:

- seeing criminal justice within a larger context;
- “thinking outside the box”; and
- improving management and implementation skills.

“Every time I face a new challenge, I still analyze it in terms of environment, capacity, and value [three key issues emphasized at the Kennedy School].”

-Chief of Police and Deputy Mayor
Goliath Davis III
St. Petersburg, Florida
(Pickett Fellow '93)

Seeing Criminal Justice Within a Larger Context

According to many Pickett Fellows, an important difference between studying at the Kennedy School and studying at other programs focused more narrowly on criminal justice is that students at the Kennedy School are provided a chance to explore how criminal justice policies relate to other policy areas. This is critical for a number of reasons. First, because of the adversarial and

“I tell you what has stayed with me the most is primarily the exposure we had to the disciplines other than criminal justice. The law enforcement executive of the future (or of this decade) can't operate in a vacuum like we did in previous decades.”

-Assistant Chief of Police
Michael McDonald
Austin, Texas
(Pickett Fellow '96)

high-stakes nature of criminal justice work, practitioners tend to approach policy problems from their specific role without understanding (or sometimes even considering) the broader impact of their decisions.

Second, far too often public policymakers forget to incorporate the interconnection between different fields; thus, their decisions or actions have unintended consequences. The success or failure of criminal justice policies often depends on the response or capacity of other non-criminal justice agencies and actors.

Finally, many Pickett Fellows express frustration over the extent to which criminal justice is misunderstood by other policymakers. For many of the Fellows, particularly those who come from law enforcement, an important “side effect” of the Kennedy School program is that it

⁴ Invitations to participate in this report were sent to the addresses available for all former Fellows. Over one-third responded, within weeks, that they were eager to be interviewed. The quotes presented in this report are representative of their remarks.

creates an opportunity to expose other government officials and policymakers to criminal justice challenges and innovations. The criminal justice attendees often start out as “outsiders” in their classes but then become educators themselves. Their non-criminal-justice classmates come away with greater respect for and understanding of the components of the criminal justice system and where they fit with other governmental agencies that are trying to improve the quality of community life. Thus, the Pickett Fellows make an impact from the moment they arrive at the Kennedy School.

- ◆ **Ed Flynn, Chief of Police, Chelsea, Massachusetts (Pickett Fellow '96):** “It’s essential for criminal justice policies and practices to be contextualized and recognized as a significant part of local and state government. We know that crime and criminal justice frequently emerge as political issues, but the issues tend to be portrayed in a very simplistic manner. One of the biggest values of the program is getting other government managers to appreciate the capacity that policing represents for local government efforts and to be willing to engage with the police on broader issues facing local governments.”
- ◆ **John Buchanan, Assistant Chief of Police, Phoenix, Arizona (Pickett Fellow '99):** “The degree to which the criminal justice system is not a system was evident to me in the first year I was a police officer and it is still sadly evident. The degree to which criminal justice is dumped on when society doesn’t know how to figure out its problems—whether it be drug addiction or mental health or something else. They say ‘Oh well, the cops can solve that.’”
- ◆ **Marc Buller, Assistant District Attorney, Santa Clara County (Pickett Fellow '96):** “Public safety has gotten larger than just criminal justice. These days you have to be able to interact with the social services agency, child protective services, health and hospitals, the local political body, etc. You have to be able to collaborate.”
- ◆ **Michael Chitwood, Chief of Police, Portland, Maine (Pickett Fellow '99):** “Again, it helps to broaden your thinking, your experiential basis. When you’re sitting there [in a class at the Kennedy School] with the director from the governor’s office in California and someone who is running the department of human services in Michigan, it’s important to realize that in the day-to-day management of organizations, the same principles affect all of us.”
- ◆ **Joseph Polisar, Chief of Police, Garden Grove, CA (Pickett Fellow '96):** “Being able to mix it up with other senior executives—to not only see and feel their perspectives about the police, but also to show them that we’re not one-dimensional knuckle-dragging Neanderthals. It’s a great opportunity for us to engage and not only look at things from our own perspectives, but also to help others see what our perspectives are.”
- ◆ **William Berger, Chief of Police, North Miami Beach Police Department and President-Elect of the International Association of Chiefs of Police (Pickett Fellow '97):** “I was automatically stereotyped because I was a police chief. There was a woman from a social service agency who very early on said, ‘I don’t feel comfortable with this man sitting next to me. He stands for everything I am against.’ She didn’t even know me. . . . I think the

barriers fell down during the second week as we started to treat each other as individuals and not just in terms of the agencies we represented.”

- ◆ **Dan Schneider, Center for Public Leadership (Pickett Fellow '00):** “The notion of partnering has been brought to the forefront for me. You can mouth the words ‘partnership’ or ‘collaboration,’ but now after my year here I see how necessary this is to get things done. Being here forces you to really think about who you are serving—the public or the bureaucracy?”
- ◆ **Daniel Anderson, Senior Counsel, U.S. Department of Justice (Pickett Fellow '96):** “I think it is very important when you are attempting to think about regulating an industry—whether it is health care or anti-trust or something else—if you’re on the side of enforcement it’s vital you learn how it works, not just so you can be more clever, but so you can understand the system. It makes you much more reasonable and thoughtful if you know what they’re confronting.”
- ◆ **Peter Weinmann, Attorney and Vice-Chair of the Human Rights Commission in Buffalo (Pickett Fellow '96):** “My perspective was broadened. Before coming to the Kennedy School, I dealt with one case at a time. I was focussed on that specific case—the defendant with a record a mile long and a victim whose car had been stolen or who had been raped, whatever the charge was. I would see the full gamut within each case, but I would see it on a micro level. But going to the Kennedy School, it was about the big picture and it was still practical.”

“Thinking Outside the Box”

Pickett Fellows from various fields of criminal justice frequently mention that their time at the Kennedy School was critical in preparing them to return to their department or organization and implement important, but often difficult,

changes. The Pickett Fellows describe their experience at the Kennedy School as an opportunity to discover new ways to challenge outdated paradigms. They also talk about the

“I found this [the Kennedy School approach] to be very useful in understanding the larger picture in terms of how to be a change agent. It solidified a view that we must continue to seek change and seek to improve the management style. . . .”

- Brent LaRoque
Chief of Internal Affairs, Bureau of Indian Affairs
(Pickett Fellow '97)

emphasis that the Kennedy School places on creating newer workable frameworks. Many Fellows discuss the importance of new frameworks that incorporate a broader picture and encourage “thinking outside the box.”

- ◆ **Eileen Luna, Assistant Professor of American Indian Law and Policy at the University of Arizona (Pickett Fellow '96):** “At Harvard, they got me to realize you don’t have to accept the current way things are done. I had come to accept the status quo. But, I started to see that there was much more that can be done.”
- ◆ **Frank Dwyer, Lieutenant, New York City Police Department and Fulbright Scholar (Pickett Fellow '93):** “I think probably one of the most significant changes is that I now really believe that the police can have a real and dramatic effect on crime. . . . I wasn’t so sure about this before. I only thought in terms of the number of prison cells and I knew that police made more arrests than there were cells. Therefore, I wasn’t sure about the effect that the police could actually have—as if the only way to address crime was to put people in prison. Now, I really believe that small interventions ultimately cause big outcomes.”
- ◆ **Ed Davis, Superintendent of Police, Lowell, Massachusetts (Pickett Fellow '98):** “When you take over an agency, you have to broaden your perspective beyond law enforcement. That area of expertise is no longer enough to operate in a world of politics and public policy, especially if you are trying to convince people in your city that a certain path of change is appropriate. This program came along at a perfect time for me.”
- ◆ **John Buchanan, Assistant Chief of Police, Phoenix, Arizona (Pickett Fellow '99):** “I’m more convinced now that there are things the police can do that require a shift in philosophy. I believe we are as vital a public resource as we have ever been and we’re more capable than we have ever been.”
- ◆ **Carmen Messano, Superior Court Judge, New Jersey (Pickett Fellow '95):** “I assumed that being at the Kennedy School with other executives was going to be interesting, but I didn’t expect it to be as important as it was. It changed my way of thinking.”

Improving Management and Implementation Skills

Many Pickett Fellows feel that the Kennedy School's focus on improving management skills and its emphasis on striving for excellence in public service were essential in enabling them to return to work more enthused and more effective. In particular, the Fellows discuss learning about how

"The ability to think about management in a broader sense, not just the perspective of 'lawyer' as manager, but broader management skills and issues was very useful. To be able to integrate quantitative statistical analysis into the things I do helps me to get a sense of whether or not we are creating value."

- Jerome Holmes
Deputy Criminal Chief, U.S. Attorney's Office
(Pickett Fellow '00)

to design outcome measurements as a management tool, to integrate quantitative analysis into their evaluations, to improve media relations, and to adjust to different management roles.

- ◆ **Patrick Coleman, Senior Policy Specialist, Caliber Associates (Pickett Fellow '97):** "A lot of us came in as technicians—we were focused on the technical aspects of our specific policy area. And a lot of us left more as managers with a big picture focus. We had a different view of how systems work together and against each other."
- ◆ **William Berger, Chief of Police, North Miami Beach, Florida Police Department and President-Elect, International Association of Chiefs of Police (Pickett Fellow '97):** "Today's police chief is different. Certainly, there is the policing side, but you have to be a manager also. If you can't set goals and objectives and put monetary values to them, you're not going to get anywhere."
- ◆ **Nick Chiarkas, State Public Defender, Wisconsin (Pickett Fellow '97):** "The Kennedy School program was, without question, the best program I've ever been to. Ever since then I've made sure we've sent two of our top managers every year. That way when we have meetings here about planning or implementation, we focus on the 'strategic triangle' [a classic Kennedy School Venn diagram] and everybody knows what we're talking about."
- ◆ **Carmen Messano, Superior Court Judge, New Jersey (Pickett Fellow '95):** "Those aspects that stressed measurement of outcomes and quantification of goals and objectives were very important and are things I routinely try to think about. . . . Lots of time in public office, you don't think about things in a quantifiable way, particularly in criminal justice, because many of us view this as a unique system where the outcomes are difficult to define with any numerical expression, but the program emphasized that and it has been helpful in everything I've done since then."

III. CONCLUSION: Statement by Francis X. Hartmann, Executive Director and Senior Research Fellow, Program in Criminal Justice Policy and Management, John F. Kennedy School of Government, Harvard University

The Program in Criminal Justice Policy and Management is proud of its work in the area of community policing, especially the Executive Session on Policing and the *Perspectives on Policing* series of papers. John B. Pickett played a crucial role in that work. Without his relentless pressure on us to do better, without his astute opinions on the substance of the work, without his understanding of the police arena, and without his knowledge of how the federal government might be a wonderful partner, the gains made on community policing would not have occurred. John was essential to that progress. He was special, but at the same time, we always believed that he represented the many federal employees who are special in the same way.

It is an honor for the Program in Criminal Justice Policy and Management and the Kennedy School of Government to sponsor, with the National Institute of Justice, the John B. Pickett Fellowships for persons who are open to increasing their capacity to contribute to the best in criminal justice policy and practice. One goal of the Program in Criminal Justice Policy and Management is to bring together criminal justice researchers and practitioners; to devise situations in which the researchers learn from the practitioners and the practitioners learn from both the researchers and each other; to synthesize and extract the best ideas; and to work to put these ideas into good currency. The Pickett Fellowship has enabled more than 70 practitioners to come to the Kennedy School, learn new ideas, help others (including us) to see a new perspective, and take this learning back into the world. As we look at the list of Fellows who have been able to take advantage of the Fellowships in the last nine years, we are awed by the full list. They are terrific people, they are well placed to continue to do good, they are in the John Pickett image. John is honored in them and their work.

As the Pickett Fellows themselves note, the Kennedy School offers a unique exposure to a wide range of ideas and people, which encourages innovative, creative thinking. Thus, NIJ sponsorship of the Pickett Fellowships at the Kennedy School has made and will continue to make a significant contribution to the formation of criminal justice leaders. We look forward to the ongoing impact the Pickett Fellows will have on their agencies and communities.

APPENDIX I. ABOUT THE PROGRAM IN CRIMINAL JUSTICE POLICY AND MANAGEMENT

Established in 1980 by the Daniel and Florence V. Guggenheim Foundation, the Program in Criminal Justice Policy and Management has conducted research on major issues in criminal justice policy and management. Integrating theory with practice and academicians with practitioners, the Program in Criminal Justice has attempted to challenge conventional wisdom in various domains of criminal justice policy. The Program's research agenda has included policing, prosecution, drug policy, youth violence, firearms trafficking, public defense, and community revitalization. The overarching themes that link these subject areas are: improving public safety, creating partnerships between communities and public agencies, problem solving, and enhancing the quality of life in communities. The Program is particularly proud of its work on, and contributions to, the strategy of community policing, the problem-solving process that led to the reduction of youth violence in Boston and elsewhere, and its role in what might be called "the movement toward community" in all parts of the criminal justice process.

The Program in Criminal Justice can point to several important accomplishments. Through its Executive Session on Policing (and projects that grew out of this work, such as the *Perspectives on Policing* series and ongoing discussions with the National Institute of Justice and others) the Program has been a major contributor to the evolution of community policing. For example, just as "broken windows" has become a common term in public safety (originating with the 1982 article published in *The Atlantic* by James Q. Wilson and George Kelling), community policing has become the dominant strategy of policing across the country.

In the area of youth violence, the Program's research helped to reduce youth gun homicides in Boston. Led by David Kennedy, Anthony Braga, and Anne Piehl, the Boston Gun Project was an innovative partnership between researchers and practitioners to assess the city's youth homicide problem and implement an intervention designed to have a substantial impact on the problem. The resulting intervention, known as Operation Ceasefire, focused on a small number of chronically offending gang-involved youth responsible for much of Boston's youth homicide problem. A rigorous impact evaluation revealed that this intervention was associated with a 63 percent reduction in youth homicide victimization and significant reductions in shots fired and gun assaults. The use of a multi-agency working group for information-based problem solving, which is at the core of the Boston success, has become a well-accepted approach for developing unique and effective solutions to local problems. While the Program in Criminal Justice continues to build on this work in other projects (Strategic Crime Prevention in Baltimore; Strategic Approaches to Community Safety Initiative), jurisdictions around the country also are trying to replicate this work.

In looking at the work of the Program in Criminal Justice and the direction in which it points, it is clear that the word "community" is attached to several areas of practice. Starting with community policing, which redefines the philosophy and work of police to include problem-solving partnerships with the community, the Program has applied similar thinking to prosecution and public defense. Prosecutors and public defenders engaged these issues in separate Executive Sessions. Many prosecutors around the country are developing community-based strategies for organizing the work of their offices. Some public defenders are starting to rethink the strategies of their offices to broaden their role and provide more "holistic" services to

APPENDIX I. ABOUT THE PROGRAM IN CRIMINAL JUSTICE POLICY AND MANAGEMENT

their clients. These observations, along with other current conversations (e.g., about restorative justice), raise the question of whether the various practices might come together under the term “community justice.” If so, over the course of 20 years, Program in Criminal Justice research has been helping to build the intellectual underpinnings of this concept.

APPENDIX II. ABOUT THE JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Since its inception, the John F. Kennedy School of Government at Harvard University has been committed to training future and current leaders in public service. The Kennedy School was established at Harvard in part to serve as the “policy hub” of the many university schools and departments with an interest in public policy. In addition to its advanced Degree Programs in Public Policy and Public Administration, the Kennedy School offers a number of Executive Programs for senior public officials.

Pickett Fellows participated in one of two programs at the Kennedy School:

- an intensive three-week **Program for Senior Executives in State and Local Government** (State and Local Program) for senior elected and appointed officials from the public and non-profit sectors; or
- a one-year **Mid-Career Master’s Degree in Public Administration** (MPA) for individuals with at least seven years of work experience.

Program for Senior Executives in State and Local Government

The Kennedy School has been conducting the Program for Senior Executives in State and Local Government since 1979. Over the past few years, the ongoing issue of managing the massive changes in the federal-state relationship and the resulting effects on local government has been an integral part of the State and Local Program.

The cases and exercises used in the State and Local Program are designed to assist managers with assessing the increasingly complex tasks they face in creating and managing results-driven agencies. The curriculum integrates current challenges in three broad strategic policy areas: strategic and political management, public value and policy analysis, and internal capacity. The goals of the State and Local Program are to return senior public officials to their jurisdictions with new tools for leadership, with a reinvigorated commitment to public office, and with a network of peers they can call on for support and guidance as they wrestle with public leadership and management issues in their communities.

According to Robyn Champion, Director of the Kennedy School’s State and Local Program, the representatives from criminal justice are integral to the program. “In many of the cases we study, law enforcement officials are the ones who have to execute the policies developed by legislators or other policymakers. They add a note of realism to the discussions. When you talk to someone who regularly carries a gun and may have taken a life and they feel passionate about a budget issue, it means something different. It can be a real dose of reality to have them in the room.”

When asked why it might be important for law enforcement officials to participate in the State and Local Program, Ms. Champion responded with a recent example: the riots in Cincinnati earlier this year. She went on to explain that one of the recurring themes in the State and Local Program is why people in authority positions make the decisions they do. As we go through the cases, we really try to get at what is underlying the decisions that are made. Which assumptions

and stereotypes were at play? What did people recognize as options? Why didn't they recognize other options? Over and over again, we see that decisions are determined by what authority figures understand about the audience for whom they are deciding—their capabilities, anger, anticipated reactions, etc. We put race and gender on the table pretty explicitly from the beginning as part of the context. For many people, this is the first time they've talked about these issues explicitly because it's really difficult stuff.”

Ms. Champion also raised another issue with respect to the State and Local Program that is particularly relevant for law enforcement officials. She noted that for many people who come from what she calls “technical professions”—that is, professions like law enforcement, firefighters, engineering, etc, where there is a lot of training required—people tend to rise to management positions by coming up through the ranks. “Unfortunately what this means is that until they reach the rank of deputy, their exposure to policy and different political constituents is very narrow or none at all. Suddenly, they are on a very different playing field where they need an entirely different decision framework.” As the interviews with the former Pickett Fellows suggest, the State and Local Program can be pivotal in helping them learn how to design and utilize this new decision framework.

Mid-Career Master's Degree in Public Administration

The one-year mid-career MPA is the Kennedy School's oldest degree program, initiated in 1938 through Lucius N. Littauer's endowment to the original School of Government at Harvard. The mid-career program is specifically designed for experienced professionals in the most productive years of their careers. In order to be eligible for the program, mid-career students must have a minimum of seven years work experience. As Sue Williamson, Program Director of the MPA Program, points out, “The Pickett Fellowship makes a huge difference for criminal justice professionals because so many people have a really hard time financing a year away from their job. Mid-career students have an extensive number of obligations, whether it be a mortgage, raising young children, or taking care of elderly parents.” Making a commitment to a one-year master's program is a serious challenge for most of the mid-career students.

Essentially, mid-career students design their own curriculum. They take between 8 and 12 courses throughout the year, including at least one class in: strategic public and non-profit management, quantitative analysis, and political advocacy and leadership, which includes ethics and the press.

According to Ms. Williamson, “Besides having students from criminal justice professions in the United States, we have also had people in the mid-career program who worked in criminal justice in India, Israel, Colombia, South Africa, Japan, and many other places. This creates a wonderful opportunity to learn from an international student body about where the challenges are for them.” She goes on to describe how many of these mid-career students take courses in negotiation and leadership—courses that transcend individual career paths. “They begin to think about their roles in a much bigger picture. They get here and they reflect and they begin to see the opportunity of playing a very different role.”

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Like so many others, Ms. Williamson also points out the important and unique perspective that criminal justice professionals bring into the classroom. “What they share with their classmates is a whole different perspective that people never think about. People think about a cop as the person in a blue uniform, but when you hear about the decision-making that ‘the cop’ goes through—the conflict management and the crisis management—suddenly, the picture changes. It’s not just about going out and arresting somebody; it’s about so much else. Unless we had a variety of people in the class, you would never get that.”