



PSO Newsletter

January 2026

Our newsletter this quarter features

- Partner publications
- Professional activities
- PSO 2025 Year in Review
- New partners

We regularly update our [website](#) and our [LinkedIn](#) page. Please follow us and invite interested contacts to do so as well. Those interested may sign up for the PSO Newsletter by contacting PSO.info@msu.edu.

Partner Publications

How 8-, 10- and 12-hour Police Shifts Really Affect Staffing and Wellness

Ethan M. Humphrey, Michigan State University; Narelle Hickmon, Michigan State University

This work discusses the advantages and disadvantages of 8-, 10-, and 12-hour police shifts with specific attention to how different shift lengths impact officer wellness, work-life balance, and efficiency, as well as other factors. This piece discusses how tailoring work schedules to an agency's specific needs can help alleviate staffing and wellness challenges and may serve as a relatively swift strategy.

Applied Police Briefings Special Issue: Women in Policing

Natalie Todak; Tanya Meisenholder; Gary Cordner; Maureen McGough; Sarah Charman; Jacqueline Drew; Jenn Rineer; Kathleen Padilla; Jessie Huff

This special issue focuses on women in policing, and is guest edited by PSO Partners Tanya Meisenholder, PhD and Natalie Todak. PSO Partners authored 8 of the 19 briefs, which explore key issues such as recruitment and retention, police culture, and promotion pathways. Together, they contribute knowledge that informs policy, practice, and innovation in the field.

Examining Links Between Dispatch Time, Deployment Time and Case Resolution in Agency Incident Data

Rachael Rief, University of North Texas; Amaia Iratzoqui, University of Memphis

This work evaluates how early-stage decisions in the crime response process impact middle and end stage results. More specifically, the authors examine how dispatch and police deployment times influence case clearance and suspension.

Policing People: Background Characteristics and Occupational Attitudes in Law Enforcement

Toby Miles-Johnson, Western Sydney University

This work examines the impact of police background characteristics and occupational attitudes on officers, citizens, and the policing profession. With specific attention to gender, education, and institutional bias, this book offers key insights into how internal dynamics of policing impact citizen trust.

Police-Public Trust: Toward a More Complete Perspective

Richard A. Wise, University of North Dakota; Roger C. Mayer, NC State University; Scott M. Mourtgos, University of South Carolina

This work investigates how police trust in the public shapes officers' job performance and willingness to take risks. Across two studies, the authors first develop validated measures of police trust in the public, providing a foundation for future empirical research. The second study, drawing on survey data, sergeant evaluations, and performance data shows that officers who have greater trust in the public are more likely to engage proactively, initiate investigations, and take on discretionary tasks that enhance public safety.

Effects of Female Representation in Law Enforcement on Victim-Centered Practices and Victim Cooperation

Rachael M. Rief, University of North Texas; Alessa S. Juárez, University of North Texas

This work examines female representation in law enforcement and how it shapes victim-centered practices and victim cooperation. Using LEMAS and NIBRS data, the study analyzed nearly 1,000,000 assault and rape incidents and 2700 agencies. They found that agencies with 30% or more female officers had substantially higher odds of having victim services and domestic violence units.

Professional Activities

Chermak Appointed as Director of the MSU School of Criminal Justice

PSO Partner Steven Chermak has been appointed as Director of the Michigan State University School of Criminal Justice. This achievement reflects not only his outstanding scholarship and leadership, but also his deep commitment to advancing justice and innovation in the field.

Wilson Appointed as Associate Director of the MSU School of Criminal Justice

PSO Founder and Director Jeremy Wilson has been appointed as Associate Director of the Michigan State University School of Criminal Justice. In his new capacity, while continuing to lead the PSO, he will further drive impactful initiatives and institutional partnerships that strengthen the criminal justice field and enhance public safety across communities.

Shane Delivers Training on ABB Model

On December 12, 2025, Professor Shane delivered agency-wide training to the Maryland Department of Natural Resources Police Department focused on applying the activity-based budget (ABB) model he developed to support and expand proactive policing. The training was grounded directly in the framework developed in his book, *Advancing Proactive Policing: Lessons from Ocean View, Delaware*,

and translated its theoretical, analytical, and practical components into an operational planning tool tailored to a statewide natural resources law enforcement agency.

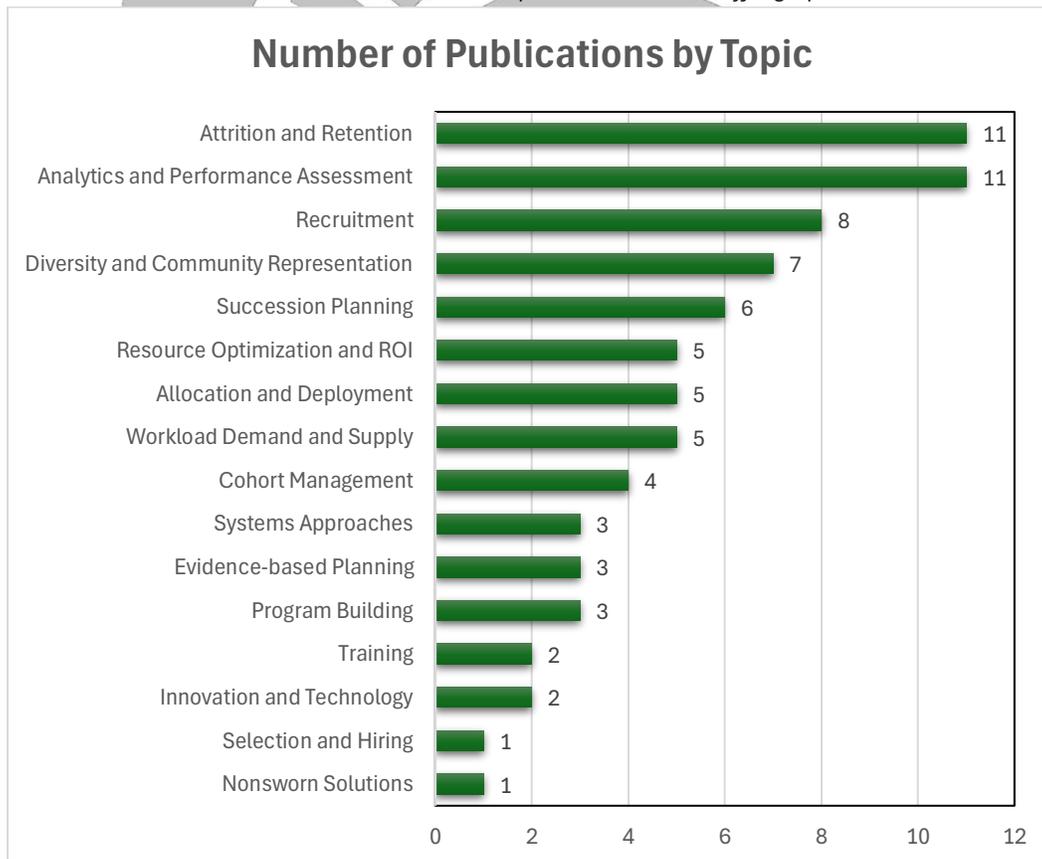
Student PSO Partners Hold Roundtable on Police Staffing at ASC

PSO Partner Scott Mourtgos and graduate student Partners Ethan Humphrey, Tiana Gaudette, Nathan Cronin, Ryan Sandrin, Narelle Hickmon, Bradley O'Guinn, and Chase Flowers held a roundtable at the American Society of Criminology annual conference. They shared critical insights from their ongoing research projects aimed at addressing various aspects of the police staffing challenge.

PSO 2025 Year in Review

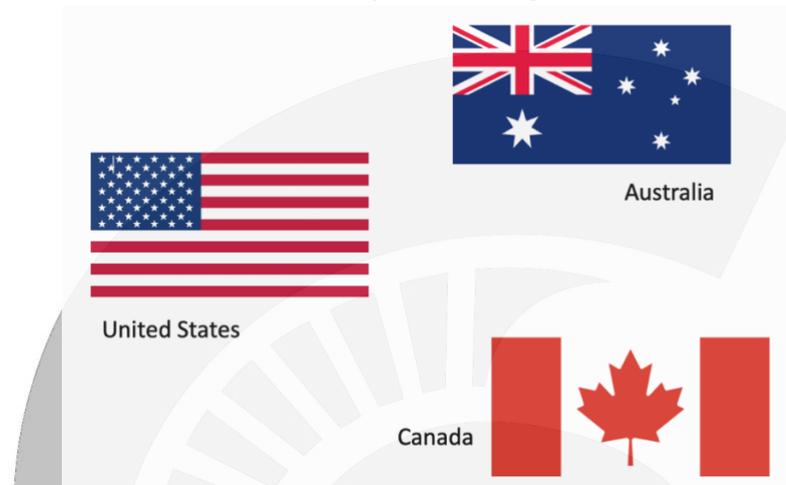
Through over 30 publications, and a roughly equal number of presentations at academic and professional conferences, as well as media discussions, the Michigan State University Police Staffing Observatory (PSO) and its Partners advanced the field of policing research in several areas in 2025. Much of this work focused on core staffing topics such as attrition, retention, and recruitment. Other topics included analytics and performance assessment, performance objectives, and diversity and community representation. The figure below indicates the number of publications PSO Partners had in each of the topics shown in 2025.

PSO Partners Published 35 Works on Topics Across the Staffing Spectrum in 2025



With over 50 Partners globally, the PSO is a collaborative of academics, scholars, practitioners, and students working with Michigan State University to promote evidence-based police workforce research, strategy, and operations. Their work spans the globe, with PSO Partners in 2025 analyzing staffing issues in three countries: United States, Australia, and Canada. Examples of such work include an assessment of work-life balance of women officers in the United States, job board review platforms in Australia, and the presence of police vehicles outside shopping malls in Canada.

In 2025, PSO Partners Analyzed Staffing Issues in Three Nations, Offering Important Global Insight on Workforce Planning



To ensure their research findings reach the widest possible audience, PSO Partners seek a variety of venues for their work. In 2025, this included publications in academic journals such as *Criminology & Public Policy*, *Journal of Experimental Criminology*, *Policing: An International Journal*, and *Public Administration Review*, through organizations such as Michigan State University and the Office of Community Oriented Policing Services, and in professional and general interest publications such as *Police1*.

In 2025, PSO Partners Widely Shared Staffing Lessons by Publishing in 21 Different Venues

Academic Journals

- American Journal of Criminal Justice
- Applied Economics Letters
- Criminology & Public Policy
- Feminist Criminology
- International Journal of Police Science & Management
- Journal of Crime and Justice
- Journal of Criminal Justice Education
- Journal of Experimental Criminology
- Journal of Police & Criminal Psychology
- Police Practice and Research
- Policing: A Journal of Policy & Practice
- Policing: An International Journal
- Public Administration Review
- Women & Criminal Justice

Organizations

- Michigan State University
- U.S. Office of Community-Oriented Policing Services

Professional and General Publications

- Applied Police Briefings
- Police1
- Routledge International Handbook of Policing Crises and Emergencies
- Occupational Stress Injuries
- Bloomsbury

For a list of MSU PSO works published by year, see <https://cj.msu.edu/community/psu/recent-publications>.

New Partners

The PSO welcomes three new partners: Tara Hall, M.Ed., Jessica Toliver, M.P.P., and Justin Lewis.



Tara Hall is the Manager of the Office of Strategic Initiatives & Community Relations for the Mesa Police Department. Tara co-authored “Pioneering Integration and Leadership in Law Enforcement” for Police Chief Magazine and has been featured in Police1 for her work transforming Mesa PD’s recruitment approach. Nationally, Tara provides technical assistance to agencies through partnerships with the COPS office, DOJ, and IACP. Tara holds undergraduate and graduate degrees from Northern Arizona University.



Jessica Toliver is the Executive Director for the National Association of Women Law Enforcement Executives (NAWLEE). Ms. Toliver also actively serves as a Steering Committee Member for the 30x30 Initiative and as a Career Advisor for the University of Richmond Alumni Program. She has a master’s degree in public policy (M.P.P.) from the University of Michigan Ford School of Public Policy, and a B.A. in political science and journalism from the University of Richmond, with a minor in women’s studies.



Justin Lewis is a PhD student at the University of Louisville. His applied research focuses on officer retention, police education, and police training. Justin has also worked with the Southern Police Institute at the University of Louisville, an advanced training and education institute for police supervisors. Prior to being a PhD student, Justin was a law enforcement officer in Indiana for nearly six years where he served as patrol officer and a field training officer coordinator.

For further information on MSU PSO Partners, see <https://cj.msu.edu/community/psu/directory>

Newsletter Archive

Our newsletters are online. Click [here](#) to read the most recent or previous issues.

About the Michigan State University Police Staffing Observatory

The Police Staffing Observatory (PSO) is a global collaborative of academics, scholars, practitioners, and students working with Michigan State University to promote evidence-based police workforce research, strategy, and operations. Its primary aims are to advance police workforce knowledge and its application by

- Conducting timely and innovative research on critical aspects of a wide-range of police staffing issues, resulting in scholarly and practitioner-oriented publications

- Creating a venue for the network of police staffing scholars to share opportunities, discuss ideas, and enable collaborations
- Facilitating researcher-practitioner partnerships and technical assistance
- Serving as a repository and dissemination vehicle for the research of collaborators so that it is easily discoverable by practitioners and others.

Through its facilitation of research and outreach, the Police Staffing Observatory is a community of science that ultimately serves as a valuable resource for the community of practice.

