



CHILDREN AND FAMILIES
EDUCATION AND THE ARTS
ENERGY AND ENVIRONMENT
HEALTH AND HEALTH CARE
INFRASTRUCTURE AND
TRANSPORTATION
INTERNATIONAL AFFAIRS
LAW AND BUSINESS
NATIONAL SECURITY
POPULATION AND AGING
PUBLIC SAFETY
SCIENCE AND TECHNOLOGY
TERRORISM AND
HOMELAND SECURITY

The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis.

This electronic document was made available from www.rand.org as a public service of the RAND Corporation.

Skip all front matter: [Jump to Page 1](#) ▼

Support RAND

[Browse Reports & Bookstore](#)

[Make a charitable contribution](#)

For More Information

Visit RAND at www.rand.org

Explore the [RAND Corporation](#)

View [document details](#)

Limited Electronic Distribution Rights

This document and trademark(s) contained herein are protected by law as indicated in a notice appearing later in this work. This electronic representation of RAND intellectual property is provided for non-commercial use only. Unauthorized posting of RAND electronic documents to a non-RAND website is prohibited. RAND electronic documents are protected under copyright law. Permission is required from RAND to reproduce, or reuse in another form, any of our research documents for commercial use. For information on reprint and linking permissions, please see [RAND Permissions](#).

This report is part of the RAND Corporation research report series. RAND reports present research findings and objective analysis that address the challenges facing the public and private sectors. All RAND reports undergo rigorous peer review to ensure high standards for research quality and objectivity.



Evaluation of the Caruth Police Institute at Dallas

Robert C. Davis, Radha Iyengar

The research described in this report was prepared for the Communities Foundation of Texas and conducted in the Safety and Justice Program within RAND Justice, Infrastructure, and Environment.

The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis. RAND's publications do not necessarily reflect the opinions of its research clients and sponsors.

Support RAND—make a tax-deductible charitable contribution at www.rand.org/giving/contribute.html

RAND® is a registered trademark.

© Copyright 2013 RAND Corporation

This document and trademark(s) contained herein are protected by law. This representation of RAND intellectual property is provided for noncommercial use only. Unauthorized posting of RAND documents to a non-RAND website is prohibited. RAND documents are protected under copyright law. Permission is given to duplicate this document for personal use only, as long as it is unaltered and complete. Permission is required from RAND to reproduce, or reuse in another form, any of our research documents for commercial use. For information on reprint and linking permissions, please see the RAND permissions page (<http://www.rand.org/pubs/permissions.html>).

RAND OFFICES

SANTA MONICA, CA • WASHINGTON, DC
PITTSBURGH, PA • NEW ORLEANS, LA • JACKSON, MS • BOSTON, MA
DOHA, QA • CAMBRIDGE, UK • BRUSSELS, BE

Summary

The Caruth Police Institute at Dallas (CPI) created a partnership between the Dallas Police Department (DPD) and two local universities—the University of North Texas at Dallas and the University of Texas at Dallas. The purpose of the partnership was to provide high-quality staff development courses for the DPD and to bring to bear resources from academia and the local business community to solve complex policing problems.

This evaluation was commissioned by the Communities Foundation of Texas to examine the four-year history of the Institute and make recommendations to enhance its effectiveness and sustainability. Using interviews with key informants inside and outside the DPD, formal assessments of the impact of CPI courses, and DPD records, the evaluation assesses the progress that CPI has made and the approach that it is taking to staff development and providing research to assist DPD in solving complex problems. In addition, the evaluation examines and comments on the Institute's plans for long-term sustainability.

The evaluation finds that CPI has been an important vehicle for enhancing leadership skills of mid- and high-level DPD officers and creating a more professional police force. CPI courses not only have taught leadership and critical thinking skills but have also acted to forge bonds between course participants—bonds that participants draw on when they go back to their regular duties. Through its courses, CPI has prepared Dallas managers for continuing to move the department forward and to be better equipped to take advantage of the technological and strategic innovations that the department is implementing.

Through its guidance of the DPD strategic planning process, CPI is also contributing directly to the safety of Dallas citizens. The DPD's strategic planning process encompasses goals that promise to have substantial payoffs for public safety, including continued enhancements in technology, improvements in the investigative process, and engagement of the community through DPD's innovative community policing program and expanded use of social media. CPI acts as a facilitator of the strategic planning process and provides information needed to develop objectives and to implement new programs in social media and other areas.

Questions remain, however, about whether CPI will achieve the potential envisioned by its planners. Failure to hire a research director has severely limited the research and problem-solving capacity of the Institute. Moreover, the potential of CPI as a regional training center and as a vehicle for promoting the national reputation of the Dallas Police Department remains unrealized.