



# Ian T. Adams, Ph.D.

Asst. Professor (incoming, 2022), Dept. of Criminology & Criminal Justice  
University of South Carolina

✉ [ian.adams@utah.edu](mailto:ian.adams@utah.edu)  0000-0001-5595-8070  [ianadamsresearch.com](http://ianadamsresearch.com)

## Education

### UNIVERSITY OF UTAH

*Department of Political Science, Ph.D.* 2022

*Programs of Public Affairs, Masters of Public Administration* 2017

*Eccles School of Business, B.A. Marketing* 2003

### ADDITIONAL TRAINING

*Inter-University Consortium for Political and Social Research, University of Michigan* 2019

## Academic Positions

Assistant Professor (incoming) | University of South Carolina 2022-

Associate Instructor | University of Utah 2019-2022

Graduate Assistant | University of Utah 2017-2019

## Publications

### PEER REVIEWED JOURNAL ARTICLES

From [Google Scholar Profile](#): Total citations 310, h-index 9, i10-index 9.

- (1) Scott Mourtgos, **Ian Adams**, & Justin Nix. (2022). "Elevated Police Turnover following the Summer of George Floyd Protests: A Synthetic Control Study." *Criminology & Public Policy*, 21(1), 9-33. [Journal](#) or [Preprint](#)
- (2) David Carter, **Ian Adams**, Seth Wright, & Tyler Scott. (2022). "Appraising the Administrative Burden of USDA Organic Certification: A Descriptive Analysis of Notice of Noncompliance Data." *Journal of Agriculture, Food Systems, and Community Development*, o(o), 1-8. [Journal](#)
- (3) Justin Nix, Tara Richards, Scott Mourtgos, & **Ian Adams**. (2021). "Comparing 911 and Emergency Hotline Calls for Domestic Violence in Seven Cities: What Happened When People Started Staying Home Due to COVID-19?" *Criminology & Public Policy*, 20(3), 573-591. [Journal](#) or [Preprint](#)
- (4) **Ian Adams**, Scott Mourtgos, & Sharon Mastracci. (2021). "High-Stakes Administrative Discretion: What Drives Body-Worn Camera Activations?" *Public Administration Review*, 81(4), 691-703. [Journal](#) or [Preprint](#)
- (5) Scott Mourtgos, **Ian Adams**, & Sam Baty. (2021). "Challenging the Ordinality of Police Use-of-Force Policy." *Criminal Justice Policy Review*, 33(2), 119-147. [Journal](#) or [Preprint](#)
- (6) Sharon Mastracci & **Ian Adams** (2021). "Fitter, Happier: Smiling Display Rules in Policing." *Journal of Police and Criminal Psychology*, 36(3), 592-602. [Journal](#)

- (7) Scott Mourtgos, **Ian Adams**, & Sharon Mastracci (2021). "Improving Victim Retention and Police-Victim Interactions in Rape Investigations: A Longitudinal Assessment of a Brief Training." *Journal of Criminal Justice*, 74, 101-118. [Journal](#) or [Preprint](#)
- (8) Scott Mourtgos & **Ian Adams**. (2021). "COVID-19 vaccine program eliminates law enforcement workforce infections: A Bayesian Structural Time Series Analysis." *Police Practice and Research*, 22(5), 1557-1565. [Journal](#) or [Postprint](#)
- (9) Scott Mourtgos & **Ian Adams**, Justin Nix, & Tara Richards (2021). "Mandatory Sexual Assault Kit Testing Policies and Arrest Trends: A Natural Experiment." *Justice Evaluation Journal*, 22(5), 145-162. [Journal](#) or [Postprint](#)
- (10) **Ian Adams** & Sharon Mastracci (2020). "Contrasting Emotional Labor in Civilian and Sworn Criminal Justice Employees." *Policing: An International Journal*, 43(2), 314-329. [Journal](#)
- (11) Sharon Mastracci & **Ian Adams** (2020). "It's not Depersonalization, it's Emotional Labor: Examining surface acting and use-of-force with evidence from the U.S." *International Journal of Law, Crime and Justice*, 61, 100358. [Journal](#)
- (12) Sharon Mastracci & **Ian Adams** (forthcoming, 2020). "Women's Representation in State Politics: Linking Descriptive and Substantive Representation to Health and Economic Policy Outcomes." *Journal of Public Management and Social Policy*, o(o). [Preprint](#)
- (13) Sharon Mastracci & **Ian Adams** (2020). "Emotional Labor in Emergency Dispatch: Gauging Effects of Training Protocols." *Annals of Emergency Dispatch*, 7(3), 5-10. [Journal](#)
- (14) Scott Mourtgos & **Ian Adams** (2019). Assessing Public Perceptions of Police Use-of-Force: Legal Reasonableness and Community Standards. *Justice Quarterly*, 37(5), 869-899. [Journal](#)
- (15) **Ian Adams** & Sharon Mastracci. (2019). "Police Body-Worn Cameras: Development of the Perceived Intensity of Monitoring Scale." *Criminal Justice Review*, 44(3), 386-405. [Journal](#)
- (16) Scott Mourtgos & **Ian Adams** (2019). "The rhetoric of de-policing: Evaluating open-ended survey responses from police officers with machine learning-based structural topic modeling." *Journal of Criminal Justice*, 64(C), 1-1. [Journal](#)
- (17) Scott Mourtgos & **Ian Adams**. (2019). "The Effect of Prosecutorial Actions on Deterrence: A County-Level Analysis." *Criminal Justice Policy Review*, 31(4), 479-499. [Journal](#)
- (18) David Carter, Samantha Mosier, & **Ian Adams**. (2019). "How Values Shape Program Perceptions: The "Organic Ethos" and Producers' Assessment of U.S. Organic Policy Impacts." *Review of Policy Research*, 36(3), 296-317. [Journal](#)
- (19) Sharon Mastracci & **Ian Adams**. (2019). "Emotional Labour in Non-Governmental Organisations: Narrative Analysis and Theory Expansion." *International Journal of Work Organisation and Emotion*, 10(1), 1-18. [Journal](#)
- (20) Sharon Mastracci, & **Ian Adams**. (2019). "Is Emotional Labor Easier in Collectivist or Individualist Cultures? An East-West Comparison." *Public Personnel Management*, 48(3), 325-344. [Journal](#)
- (21) **Ian Adams** & Sharon Mastracci. (2018). "Police Body-Worn Cameras: Effects on Officers' Burnout and Perceived Organizational Support." *Police Quarterly*, 22(1), 5-30. [Journal](#) or [Postprint](#)

- (22) Sharon Mastracci & **Ian Adams**. (2018). "That's what the Money's for: Alienation and Emotional Labor in Public Service." *Administrative Theory and Praxis*, 40(4), 304-319. [Journal](#)
- (23) **Ian Adams** & Sharon Mastracci. (2017). "Visibility is a Trap: The Ethics of Police Body-Worn Cameras and Control." *Administrative Theory & Praxis*, 39(4), 313-328. [Journal](#)

#### BOOK CHAPTERS

- (24) Scott Mourtgos, **Ian Adams** & Sharon Mastracci (2021). Improving Victim Retention and Officer Response in Rape Investigations. In E. Arble & B. Arnetz (Eds.), *Interventions, Training, and Technologies for Improved Police Well-Being and Performance*. IGI Global.
- (25) **Ian Adams** & Sharon Mastracci (2020). Hidden in Plain Sight: Contrasting Emotional Labor in Civilian and Sworn Criminal Justice Employees. In J. Phillips, C. Westaby, A. Fowler, & J. Waters (Eds.), *Emotional Labour in Criminal Justice and Criminology* (pp. 185-195). Routledge.
- (26) Sharon Mastracci & **Ian Adams** (2019). Trending Interconnectedness: The Value of Comparative Analysis. In M.E. Guy, S.H. Mastracci, & S.-B. Yang (Eds.), *The Palgrave Handbook of Global Perspectives on Emotional Labor in Public Service* (pp. 51-79). Springer International Publishing.
- (27) Sharon Mastracci & **Ian Adams** (2019). Understanding Emotional Labor at the Cultural Level. In M.E. Guy, S.H. Mastracci, & S.-B. Yang (Eds.), *The Palgrave Handbook of Global Perspectives on Emotional Labor in Public Service* (pp. 119-148). Springer International Publishing,
- (28) Sharon Mastracci, **Ian Adams**, & Ning Kang (2019). The UK. In M.E. Guy, S.H. Mastracci, & S.-B. Yang (Eds.), *The Palgrave Handbook of Global Perspectives on Emotional Labor in Public Service* (pp. 423-453). Springer International Publishing.

#### SOLICITED BOOK REVIEWS

**Ian Adams** (2019). "Andrew G. Ferguson, *The Rise of Big Data Policing: Surveillance, Race, and the Future of Law Enforcement* (New York, NY: NYU Press, 2017). 272 Pp. \$28.00 (Hardcover), ISBN: 1479892823." *Public Administration Review* 79(5): 791-93.<sup>1</sup> [Journal](#)

#### MANUSCRIPTS UNDER REVIEW

David Carter, Tyler Scott, Ian Adams, & Seth Wright. "Noticing Noncompliance: Exploring Standards Verification and Enforcement under the USDA's National Organic Program." *Review & resubmit*.

Scott Mourtgos, Ian Adams, Chris Simon, & Nicholas Lovrich. "Facial Characteristics and Leadership Selection: Revisiting the Classic Mazur and Mueller Study in a Contemporary Police Leadership Selection Setting." *Under review*.

#### STUDY PRE-REGISTRATIONS

Ian Adams, Daniel Schiff, Kaylyn Schiff, Josh McCrain, & Scott Mourtgos. "Police executives attitudes' towards civilian review boards." [Registered at OSF](#).

Daniel Schiff, Kaylyn Schiff, Ian Adams, Scott Mourtgos, & Josh McCrain. "Citizen attitudes towards internal and external applications of artificial intelligence in policing." [Registered at OSF](#).

---

<sup>1</sup> Awarded Laverne Burchfield Award in 2020 for best book review appearing in *Public Administration Review*

## Teaching

### ASSOCIATE INSTRUCTOR

#### Statistical Packages for Public Policy (PUBPL 6002)

*Primary Instructor* | asynchronous online Spring 2022  
*Primary Instructor* | asynchronous online Spring 2021

#### Introduction to Criminal Jurisprudence (POLS 3220)

*Primary Instructor* | hybrid Summer 2022  
*Primary Instructor* | in-person Fall 2021  
*Primary Instructor* | synchronous online Summer 2021  
*Primary Instructor* | synchronous online Fall 2020  
*Primary Instructor* | asynchronous online Summer 2020

#### Statistics for Public Policy (PUBPL 6000)

*Primary Instructor* | asynchronous online Summer 2022  
*Primary Instructor* | asynchronous online Summer 2021  
*Primary Instructor* | asynchronous online Summer 2020

#### Political Forum Series (POLS 3910)

*Co-Instructor* | in-person Fall 2021

### TEACHING ASSISTANT

#### Introduction to Public Administration (POLS 2700)

Dr. Jennifer Seelig | asynchronous online Spring 2022

#### Administrative Theory Pro-seminar (PADMN 6300)

Professor Sharon Mastracci | in-person Fall 2019

#### Introduction to Criminal Jurisprudence (POLS 3220)

Dr. Steve Nelson | hybrid Spring 2019

#### Public Policy Analysis (PADMN 6323)

Professor David Carter | in-person Spring 2018  
Professor David Carter | asynchronous online Spring 2018

## Grant Activity

Josh McCrain, **Ian Adams** (co-PI), & Scott Mourtgos (2022). "Policing Policy, Reforms, and Human Capital." University of Utah, Research Incentive Grant. \$26,796. *Funded*.

Fulbright Study Award (2020). Workplace Surveillance and Employee Consequences: Does Employer Motivation Matter? Open research grant to the United Kingdom, affiliated with Dr. Jake Phillips, Sheffield-Hallam University. *Semi-finalist*.

Sharon Mastracci and Ian Adams (2020). "Algorithmic Modeling of Enterprise-Scale Surveys: Enhancing Federal Human Capital Management." \$20,000. IBM Center for the Business of Government. *Not funded*.

Sharon Mastracci and Ian Adams (2017). "Effects of body-worn cameras on police officer wellness." \$78,000. Robert Wood Johnson Foundation. *Not Funded*.

Sharon Mastracci, Ian Adams, and Geri Miller-Fox (2017). "Surveying the Surveilled: A longitudinal study to understand the impact of body-worn cameras on police officers and protocols on 911 dispatchers." \$561,969. National Institutes of Justice. *Not funded*.

## Selected Honors

|   |                               |
|---|-------------------------------|
| Doctoral Fellow, Academy of Criminal Justice Sciences                               | 2020-2022 Cohort <sup>2</sup> |
| Laverne Burchfield Award (best book review in <i>Public Administration Review</i> ) | 2020                          |
| ICPSR Scholarship for Public Administration, Public Policy, and Public Affairs      | 2019                          |
| Gustafson Endowed Fellowship for Quantitative Study                                 | 2019-2020 & 2018-2019         |
| Founders' Fellow, <i>American Society for Public Administration</i>                 | 2018-2019                     |
| J. Ralph Brown Endowed Scholarship  | 2018-2019                     |
| <i>Law &amp; Society</i> International Conference Travel Award                      | 2018                          |
| Dalmas Nelson & Garth Jones Excellence in Writing Award                             | 2017                          |
| <i>Pi Alpha Alpha</i> Public Administration Honor Society Scholarship               | 2016                          |
| Dean's Graduate Scholarship, College of Social and Behavioral Science               | 2016-2017                     |
| Utah Officer of the Year, Fraternal Order of the Police                             | 2015                          |

## Professional and Public Facing Communication

### INVITED ACADEMIC TALKS

"[Policing People: Policy, Politics, and Problems of the Modern Police Agency.](#)" Rombach Institute on Crime, Delinquency and Corrections, School of Government & Public Policy, University of Arizona. April 20, 2022.

"Hidden in Plain Sight: Contrasting Emotional Labor & Burnout in Civilian and Sworn Law Enforcement Employees." Helena Kennedy Centre for International Justice. Department of Law and Criminology at Sheffield Hallam University. Sheffield, United Kingdom. March 18, 2019.

"Expanding Emotional Labor: Researching the 'Meaner than Mean'." Rory and Elizabeth Brooks Doctoral College 2018/2019 Masterclass. Global Development Institute at the University of Manchester. Manchester, United Kingdom. March 15, 2019.

### PUBLIC REPORTS AND WHITE PAPERS

Scott Mourtgos, Ian Adams, & Sam Baty. November 2021. Police use-of-force policies should be replaced by those based more closely on legal principles. London School of Economics, Phelan US Centre. [Available Online](#).

Justin Nix, Ian Adams, & Scott Mourtgos. Autumn, 2021. "Arresting the Recruitment Crisis." *City Journal*, 344, 4-5. [Available Online](#).

Ian Adams. June, 2021. "Survey Results of Utah Public Safety Employees." Utah Public Safety Recruitment and Retention, for Representative Matthew Gwynn, Utah House of Representatives.

Scott Mourtgos, Ian Adams, Justin Nix, Tara Richards. 2020. "Code-R Kit Mandatory Testing Experiment." Research Brief for Agency Command Staff. Salt Lake City Police Department.

---

<sup>2</sup>2020 & 2021 meetings canceled due to Covid

Sharon Mastracci & Ian Adams. May, 2019. "Emotional Labor in Emergency Dispatch: Report on a Survey of Call Takers and Dispatchers". University of Utah, p. 1-85. Salt Lake County, Utah. *International Academy of Emergency Dispatch (IAED)*, 418 respondents.

Ian Adams. November, 2018. "The Need for Nuanced Research on the Uses and Misuses of Body-Worn Police Cameras." *Scholar Strategy Network: Key Findings*. [Available online](#).

Ian Adams & Sharon Mastracci. November, 2018. "Utah Law Enforcement Wellness Project". University of Utah, Utah. Provided for three participating agencies, names withheld.

#### CONFERENCE RESEARCH PRESENTATIONS

*Midwest Political Science Association*. Chicago, IL. April 2022.

"Arrested (Policy) Development: Explaining Change in Police Executives' Support for Civilian Review Boards"

"Citizens' Perceptions of Artificial Intelligence Use in Policing."

*American Society of Criminology*. Chicago, IL. November 2021.

"Elevated Police Turnover following the Summer of George Floyd Protests"

"Monitoring Fairness, Body-worn Camera Activation and Auditing"

"Domestic Violence Emergency Hotline Calls Before and During COVID-19"

"Police Perceptions of Monitoring Fairness: A Survey Vignette Experiment." *Public Management Research Conference*. June, 2021.

"The Effect of Body-Worn Camera Activation and Auditing Policies on Perceptions of Monitoring Fairness." *American Society for Public Administration*. April, 2021.

"Gendered, Bifurcated and Unfair: Differentiated Emotional Labor Demands in Law Enforcement Non-Traditional Roles." Panel Presentation for Emotional Labour in Criminal Justice and Criminology. *CrimCon*. November, 2020.

"Police Body-Worn Cameras: Challenges in Measurement." *Western Association of Criminal Justice*. Coeur d'Alene, Idaho. October 2019.

"Hidden in Plain Sight: Contrasting Emotional Labor in Civilian and Sworn Criminal Justice Employees." *Western Political Science Association*, San Diego, California. April 2019.

"Hidden in Plain Sight: Contrasting Emotional Labor & Burnout in Civilian and Sworn Law Enforcement Employees." Helena Kennedy Centre for International Justice. Department of Law and Criminology at Sheffield Hallam University. Sheffield, United Kingdom. March, 2019.

"Heart Monitors: Body-worn cameras and police emotional exhaustion." *Law and Society*, Toronto, Canada. June 2018.

"How values shape program perceptions: The 'organic ethos' and producers' perceptions of U.S. organic policy impacts." *Midwest Political Science Association*, Chicago, Illinois. April 2018.

"Body-worn Cameras: Transparency and Exposure." *American Society for Public Administration*, Denver, Colorado. March 2018.

"Watching the Heart: Body-Worn Cameras and Police Burnout." *American Society for Public Administration*, Atlanta, Georgia. March 2017.



## GUEST LECTURES AND WORKSHOPS

“Institutional Systems: Agents of War, and Law Enforcement.” Guest lecture, PAPP 5358: Ethics in the Public Sector, University of Texas Arlington. March 2, 2021.

“Zotero for the Research Workflow.” Workshop: Unpacking the Hidden Curriculum. University of Utah, October 23, 2020. [Link to presentation](#)

“Body-Worn Cameras and Police Use-of-Force: Policy, Practice, & Theory.” Guest lecture, PADMN 6300, University of Utah. November 25, 2019.

“Policy, Policing, & Prisons.” Guest lecture, POLS 3320. University of Utah. November 14, 2019. With Scott M. Mourtgos.

“Law Enforcement Body-Worn Cameras in Theoretical Perspective.” Guest lecture, PADMN 6300. University of Utah. October 27, 2018.

“Celebrating the Public Service – How to Improve the Perceptions.” Section on Public Administration and Labor Relations. *American Society for Public Administration*, Atlanta, Georgia. March 2017.

## Academic Service

Managing Editor, [Police Practice & Research: An International Journal](#), (2022-current).

Peer Review (ad hoc). An online record of my peer-review activity, primarily for academic journals in both public administration and criminal justice, is available through [Publons](#).

Solicited Book Peer Review: *Cambridge Elements* (2020).

Track Reviewer. “Social Equity, Diversity and Inclusion: More Than a Seat at the Table.” For the *American Society for Public Administration* 2021 Annual Conference.

“Publishing as a Graduate Student.” Panel moderator. Graduate Student Workshops. University of Utah. October 2020.

Lead Technical Reviewer (2020). On behalf of the National Institute of Justice. Grant reference NIJ-2020-17296.

Grant Peer Reviewer, (FY 2020). On behalf of the Office of Juvenile Justice and Delinquency Prevention. Grant reference OJJDP-2020-17296.

Selection Committee (2019). Founders Fellow Program, *American Society of Public Administration*.

Grant Peer Reviewer, (2019). On behalf of the Bureau of Justice Assistance. Grant reference BJA-2019-15087.

“Research on Emergency Management and Public Safety.” Panel moderator. *American Society for Public Administration*, Denver, Colorado. March 2018.

Graduate Student Research Methods Series Workshops (2018 – 2021): Developed workshops featuring scholars with methodological expertise not otherwise available to Ph.D. students.

|  |               |
|--|---------------|
| Dr. Alex Coppock, field experiment techniques      | November 2018 |
| Dr. Timothy Pachirat, ethnographic research        | February 2019 |
| Dr. Jessica Calarco, in-depth interviewing         | February 2020 |
| Dr. Jelena Subotic, archival & historical research | March 2020    |

## Current Academic Society Membership

*American Society for Public Administration | Western Association of Criminal Justice | American Society of Criminal Justice | Public Management Research Association | American Society of Criminology | American Society of Evidence Based Policing | Midwest Political Science Association*

## Praxis

### BOARD POSITIONS

#### *Association of Force Investigators*

|                   |              |
|-------------------|--------------|
| Board of Advisors | 2020-current |
|-------------------|--------------|

#### *International Academies of Emergency Dispatch*

|                    |              |
|--------------------|--------------|
| Chair of the Board | 2021-current |
| Board of Trustees  | 2019-current |

### POLICY AND LEGISLATION

Sen. Jani Iwamoto and Rep. Ryan Wilcox. 2022. SB126 Officer Intervention and Reporting. [Bill File](#). *Language and testimony*.

Rep. Matthew Gwynn and Sen. John Johnson. 2022. HB070 Public Safety Disability Benefits. [Bill File](#). *Language and testimony*.

Rep. Ryan Wilcox and Sen. John Johnson. 2022. HB345 Public Safety Employee Personal Data. [Bill File](#). *Language and testimony*.

Rep. Mike Winder and Sen. Daniel Thatcher. 2022. HB094 POST Council Membership. [Bill File](#). *Language and testimony*.

Duty to Intervene Workgroup (2022FL-0071/02). 2021-2022. Utah State Legislature, on behalf of Senator Jan Iwamoto.

Utah Legislature, Law Enforcement and Criminal Justice Interim Committee. September 2021. Testimony on Law Enforcement Recruitment and Retention, on behalf of Representative Matthew Gwynn.

Utah POST Council. 2021. Statewide K9 Use-of-Force Policy Subcommittee. In reference to SB38.

Utah POST Council. 2021. Statewide Use-of-Force Policy Subcommittee. In reference to SB106.

Public Safety Recruitment, Retention, and Retirement Working Group. 2021. Utah State Legislature, on behalf of Representative Matthew Gwynn.

Rep. Karen Kwan and Senator Daniel Thatcher. 2021. HB0248. Mental Health Support Program for First Responders. [Bill file](#). *Language and testimony*.

Rep. Angela Romero and Senator Todd Weiler. 2021. HB0264 Law Enforcement Weapons Use Amendment. 53-13-116. [Bill file](#). *Language and testimony*.

Mental Health Protections for First Responders Workgroup (HB154). 2019-2020. Utah State Legislature, on behalf of Representative Karen Kwan.



“Utah’s Approach to Justice Reinvestment.” Presentation to the Idaho Legislature, Criminal Justice Reinvestment Oversight Committee. Boise, Idaho. September 17, 2018.

### **Academic and Professional Media (selected)**

Shots Fired. (2021, November 23). *PBS Frontline*. [Documentary]. [Link](#)

Rivera, D. (2021, November 9). COVID risk: Do department policies protect Utah law enforcement and the public? KSL TV. [Link](#)

Berman, M. (2021, October 2). As coronavirus cases mount and vaccine mandates spread, hold-outs plague police and fire departments. Washington Post. [Link](#)

Lehman, C. (2021). “Why Cops Are Quitting.” City Journal. [Link](#).

Ridderbusch, K. (2021). “Violence, stress, scrutiny weigh on police mental health.” Georgia Health News. [Link](#)

Hutson, S., & Means, E. 2021. Utah’s Take On Police Reform (No. 2). KUER Radio, January 29, 2021. [Link](#).

Harkins, Paighen, and Jessica Miller. 2021. “Utah Attorney General’s Office ‘Surprised’ Police Shot at So Many People in 2020.” PBS Frontline, January 10, 2021. [Link](#).

Miller, Jessica, and Paighen Harkins. 2021. “‘Constant Breaking of Your Heart:’ How Utah Police Respond to Mental Health Crises.” PBS Frontline, January 9, 2021. [Link](#).

Wang, Karen. “Where Are We at with Body-Worn Cameras in Policing?” Puzzler. November 22, 2020. [Link](#)

Race, Policing & Protests: Recent Relevant Research. (July, 2020). Crime and Justice Research Alliance. [Link](#)

Harkins, P. (2020, March 30). “Utah officers create child care option for and by families of first responders”. The Salt Lake Tribune. [Link](#)

“Police Body Cameras Aren’t Having the Effects Many Expected.” Governing. March 25, 2019. Available at [Link](#)

“Dispatch in Depth: You’ve Got Me Doing Emotional Labor.” Podcast for Annals of Emergency Dispatch and Response. Published January 9, 2017. Available from [Link](#)

### **References**

Academic and professional references available upon request. Please send corrections, requests, and concerns to [ian.adams@utah.edu](mailto:ian.adams@utah.edu).