

VITA

Mary Patricia Baumgartner

Birthdate: June 17, 1953
Citizenship: USA
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Education

B.A.	Yale College, 1975. Magna cum laude, exceptional distinction in the major
M.A.	Yale University, 1977
M.Phil.	Yale University, 1979
Ph.D.	Yale University, 1981

Honors and Awards

Phi Beta Kappa, 1975

National Science Foundation Graduate Fellowship, 1975-1978

Teaching and Research Positions

Teaching Assistant, Deviant Behavior and Social Control, Yale University, Summer, 1976 and Spring, 1977

Research Assistant, Program in Deviant Behavior, Social Control and Law, Department of Sociology, Yale University, 1974-1977

Research Assistant, Center for Criminal Justice, Harvard Law School, 1979-1981.

Research Associate, Center for Criminal Justice, Harvard Law School, 1981-

Memberships

American Anthropological Association
 American Sociological Association
 Commission on Contemporary Folk Law
 Eastern Sociological Society
 Papers Committee, 1981-1982
 Law and Society Association
 Society for the Study of Social Problems

Writings

Dissertation:

M.P.B.

✓ Social Control in a Suburban Town: An Ethnographic Study. Department of Sociology, Yale University, 1981.

Books:

The Social Organization of Law. New York: Academic Press, 1982 (second edition, with D. Black).

The Moral Order of a Suburb (in progress).

A World Survey of Social Control (in progress, with D. Black).

Articles and Papers:

"Law and Social Status in Colonial New Haven, 1639-1665." Pages 153-174 in Research in Law and Sociology: An Annual Compilation of Research, Volume 1, edited by Rita J. Simon. Greenwich: JAI Press, 1978.

Reprinted in The Social Organization of Law, second edition, edited by Donald Black and M. P. Baumgartner. New York: Academic Press, 1982.

"Self-Help in Modern Society." Paper prepared for the National Issues Center, Westinghouse Electric Corporation, Arlington, Virginia (with D. Black).

Published as "On Self-Help in Modern Society." Dialectical Anthropology 5 (1981).

"Law and the Middle Class: Evidence from a Suburban Town." Paper presented at the 1980 Annual Meeting of the Law and Society Association, Madison, Wisconsin, June, 1980.

"Aspects of Social Control in a Suburban Town." Paper presented at the 1980 Annual Meeting of the American Sociological Association, New York, New York, August, 1980.

"Social Control and Culture." Forthcoming in Toward a General Theory of Social Control, edited by Donald Black. New York: Academic Press, 1982.

"A Typology of Third Parties." Forthcoming in Empirical Theories about Courts, edited by Keith O. Boyum and Lynn Mather. New York: Longman, 1982. (with D. Black).

"Social Control from Below." Paper prepared for the First Annual Meeting of the Commission on Contemporary Folk Law of the International Union of Anthropological and Ethnological Sciences, Bellagio, Italy, September, 1981.

Reviews:

Law and Society: An Introduction, by Lawrence M. Friedman, Contemporary Sociology 7 (November, 1978): 770-771.

Law, Justice, and the Individual in Society: Psychological and Legal Issues, edited by June Louin Tapp and Felice J. Levine, Sociology and Social Research 64 (January, 1980).

VITA

STEVEN M. EDWARDS

Residence

41 Brick Kiln Lane
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Office

John F. Kennedy School of Government
Program in Criminal Justice Policy
and Management
Harvard Law School
501 Pound Hall
Cambridge, Massachusetts 02138
(617) 495-5188

Personal Data

Date of Birth: July 22, 1947
Place of Birth: Rochester, Minnesota

Marital Status: Married
Janis E. Pitzen

EDUCATION

Presently

Ph.D. Candidate (ABD) School of Criminal
Justice
College of Social Science
Michigan State University
East Lansing, Michigan 48824

Areas of Specialization:

Ph.D., Multidisciplinary Social Science:
Cognates Criminal Justice: Research,
Planning and Implementation, Personnel
Development, and Law Enforcement Policy
Development. Presently completing
Dissertation.

Political Science: Public Administration,
Public Policy, and Research Methods

Ecological Psychology: Community Research
Methodology, Evaluation and Statistics.

June 1977

Master of Science in Criminal Justice
School of Criminal Justice
Michigan State University
East Lansing, Michigan 48824

August 1970

Bachelor of Science in Criminal Justice
Michigan State University
East Lansing, Michigan 48824

Employment History

*1980 to present

John F. Kennedy School of Government, Program in Criminal Justice Policy and Management, Harvard Law School, Cambridge, Massachusetts.

Research Coordinator - Primary responsibility for coordinating a subcontract for the Program in Criminal Justice Policy and Management with the Police Foundation concerning a Process Evaluation of the HUD Urban Initiative AC Program. The purpose of this evaluation is to examine the problems of crime in public housing. Primary responsibilities include recruitment and training of 12 field site observers, development of data collection materials, and administration of subcontract reports, (Monthly and quarterly) to the Police Foundation.

1978-1980

School of Criminal Justice, Michigan State University, East Lansing, Michigan.

Research Associate - Criminal Justice Manpower Planning Development Project conducted by the School of Criminal Justice for the Office of Criminal Justice Education and Training, Law Enforcement Assistance Administration. This project is assessing the feasibility of systemwide criminal justice manpower planning. Primary responsibilities include problem identification, literature review, questionnaire design and administration, field interviews, computer processing and data analysis, project report writing and publication of national survey results of criminal justice state planning agency and Law Enforcement Training Councils surveys.

Summer 1978

Police Foundation, 1909 K Street N.W., Washington, D.C.

Staff Researcher - Project: Police Roles and Their Implications for Future Organizational Structuring. The purpose of this project is to develop a data base and an analysis regarding police roles. Further, through analysis of existing data, to develop a fuller understanding of the determinants of police performance and roles. Primary responsibilities included development of bibliography, documentation and resource identification. Primary sources searched were Michigan State University, University of Wisconsin, Madison Library and special collections. Additionally contacted selected police scholars for their empirical research concerned with police role definition.

1977-1978

School of Criminal Justice, Michigan State University, East Lansing, Michigan.

Instructor - Practicum/Internship Coordinator: Administred, supervised, and planned programs of research, observation and work for graduate and undergraduate students of the School of Criminal Justice in selected federal, state and local agencies throughout the United States. Additionally contacted agencies and designed experiential study/learning environs for constructive participation in the justice systems.

Summer 1977

Police Foundation, 1909 K Street N.W., Washington, D.C.

Research Internship - Recipient, one of five internships awarded nationally by the Police Foundation in its Summer Internship Program, to work as researchers or program assistants on current Foundation projects. The Internship consisted of working, under the direction of the Police Foundation Evaluation Field Staff as a Field Observer on the Birmingham, Alabama Police Department Anti-Robbery project. The project was funded by the Police Foundation to evaluate the feasibility and impact of decoy, surveillance and saturation techniques on street and commercial robbery. Primary duties included assisting project site director in initiating implementation of the evaluation design; development and field testing of data collection instruments.

1976-1977

Criminal Justice Systems Center, School of Criminal Justice, Michigan State University, East Lansing, Michigan.

Project Data Analyst/Evaluation - Model Evaluation Project conducted for the State of Michigan Office of Criminal Justice Programs by the Criminal Justice Systems Center to evaluate twenty-five federally funded specialized police units. Primary duties were the responsibility of data collection, analysis and project report writing of research jurisdiction performance data.

1975-1976

School of Criminal Justice, Michigan State University, East Lansing, Michigan.

Graduate Teaching Assistant - Instructor with complete teaching responsibility for upper division undergraduate course in Police-Community Relations, with enrollment of 90 students per term.

Employment History (continued)

1975-1976

Research Fellow - U.S. Department of Justice
(see research experience)

1971-1974

U.S. Army Military Police Corps

Stationed in Frankfort, West Germany and Oakdale, Pennsylvania. Experience and Training includes: Nuclear Weapons Security and Military Police Customs. Honorable discharge - April 24 1974, Rank of Sergeant (E-5).

1970-1971

Southeast Michigan Council of Governments
Criminal Justice Division, Detroit, Michigan

Criminal Justice Planner - Assisted Regional Criminal Justice Agencies, including the Detroit Police Department's Research and Planning Bureau, in developing proposals for Law Enforcement Assistance Administration funds. Staff responsibility for the Regional Criminal Justice Manpower Training Design. Wrote regional criminal justice plans for the Seven County Metropolitan Areas of Detroit. Evaluated proposals from local criminal justice agencies.

RELEVANT RESEARCH EXPERIENCE

1980 to present

John F. Kennedy School of Government Program
in Criminal Justice Policy and Management
(See employment history for details of research).

1978-1980

- Criminal Justice Manpower Planning Development Project (see employment history for details of research.)

Summer 1978

- Police Foundation, Washington, D.C.
(See employment history for details of research.)

Summer 1977

- Police Foundation, Washington, D.C.
(See employment history for details of research.)

1977

- "A Methodological Study of the Effectiveness of Proactive Specialized Police Units in Michigan." (Masters Thesis)

1976-1977

- Model evaluation of twenty-five federally funded specialized police units in Michigan.

RELEVANT RESEARCH EXPERIENCE (continued)

- 1976-1977 Criminal Justice Systems Center, School of Criminal Justice, Michigan State University.
- Summer 1975 - Research Fellowship, U.S. Department of Justice, Law Enforcement Assistant Administration. Conducted research for the State of Michigan, Office of Services to the Aging, Lansing, Michigan. "Impact of Crime on the Senior Citizen of Michigan."
- 1970-1971 - Staff Researcher for Southeast Michigan Council of Governments.
- 1969-1970 - Development of a research design, construction of survey questions, administering of questionnaire and analysis of data, for a Study of the Goals of the Dayton, Ohio Police Department.

PUBLICATIONS AND PAPERS

"Manpower Training and Entry Standards" Chapter 6 in Criminal Justice Manpower Planning: An Overview, Edited by John K. Hudzik, Washington D.C.: Office of Criminal Justice Education and Training, Law Enforcement Assistance Administration, U.S. Department of Justice, 1981 Monograph in Print.

Law Enforcement Standards and Training Council Manpower Planning Survey: Summary Descriptive Statistics, East Lansing: School of Criminal Justice, Michigan State University, 1980.

"Summary of State 4 Interviews" Chapter 4 in Confidential Reports: Summaries of Interviews of the Manpower Planning Project, Edited by John K. Hudzik, East Lansing: School of Criminal Justice, Michigan State University, 1980.

"Law Enforcement Standards and Training Councils: A Human Resource Planning Force in the Future" with Kenneth E. Christian. Paper presented at the Annual Meeting of the Academy of Criminal Justice Sciences, Oklahoma City, Oklahoma, 1980.

With Cary W. Cordner, The Pontiac Integrated Criminal Apprehension Project: A Final Evaluation Report. East Lansing, Michigan: School of Criminal Justice, Michigan State University, 1979.

Co-authored with Kenneth E. Christian. "Supervisory Promotional Practices," in Robert C. Trojanowicz, The Environment of the First Line Supervisor. Prentice-Hall. January, 1980.

PUBLICATIONS AND PAPERS (continued)

Co-authored with Kenneth E. Christian. "Supervisory Promotional Practices," in Robert C. Trojanowica, The Environment of the First Line Supervisor. Prentice-Hall. January, 1980.

Co-authored with Kenneth E. Christian. "The Care and Handling of the College Graduate in Law Enforcement." Police Chief. August, 1979.

With Ralph G. Lewis, and Jack R. Greene, Special Police Units in Michigan: An Evaluation. Lansing, Michigan: Michigan Office of Criminal Justice Programs, 1977.

With Ralph G. Lewis, and Jack R. Greene, Special Police Units in Michigan: An Executive Summary. Lansing, Michigan: Michigan Office of Criminal Justice Programs, 1977.

PROFESSIONAL SERVICE

Associate Editor: American Society for Public Administration, Section on Criminal Justice Administration, Newsletter, 1976.

Consultant: Police Personnel Selection and Promotion for Local Police and Sheriffs Departments

ORGANIZATIONAL MEMBERSHIPS

Academy of Criminal Justice Sciences
American Society of Criminology
American Society for Public Administration
Evaluation Research Society

REFERENCES

Furnished Upon Request

CURRICULUM VITA

Peter K. Manning
June 1, 1980

PERSONAL DATA:

Birth: Salem, Oregon; September 27, 1940.
Marital Status: Married, three children.
Mailing Address: Department of Sociology, Michigan State University,
East Lansing, Michigan 48824.
Telephone: Office: (517) 353-1653; Home: (517) 351-2031.
Social Security Number: 544-44-4640.

ACADEMIC RECORD:

Grant High School, Portland, Oregon 1953-1957.
Willamette University, Salem, Oregon 1957-1961. B.A., Sociology.
Duke University, Durham, North Carolina 1961-1965.

M.A., Sociology: "Structural Differentiation and Patterns of Status
Evaluation in American Society," 1963.

Ph.D. Dissertation, Sociology: "Occupational Types and Organized Medi-
cine: Physicians' Attitudes Toward the American Medi-
cal Association," 1966.

EMPLOYMENT HISTORY:

Duke University, 1964-65	Instructor, Department of Sociology.
Missouri University (Columbia), 1965-66	Assistant Professor, Department of Sociology.
Michigan State University, 1966	Assistant Professor, Department of Sociology.
1970	Associate Professor, Departments of Sociology and Psychiatry.
1974-present	Professor, Departments of Sociology and Psychiatry.

Goldsmiths' College, University of London, 1972-73, Visiting Research Scholar.
British Sociological Association, Summer Session, 1973, Resident Tutor.
National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assis-
tance Administration, Department of Justice, 1974-75, Visiting Fellow.
Portland State University, May, 1976, Visiting Professor.
Purdue University, January, 1977, Visiting Lecturer.
University of Surrey, Guildford, England, November-December, 1979, Johnson's Wax
Fellow.

HONORS, FELLOWSHIPS, SCHOLARSHIPS:

Pi Gamma Mu Social Science Honorary.
N.D.E.A. Fellowship, 1962-64, Duke University.
N.S.F. Summer Fellowship, Duke University, 1965.

Listed in: Community Leaders and Noteworthy Americans, American Biographical Institute: Raleigh, N.C., from 1972 edition.
American Men and Women of Science: Social and Behavioral Sciences, Jacques Cattell Press: Tucson, Arizona, from 1970 edition.
Directory of International Bibliography, Cambridge, England, from 1974 edition.
Contemporary Authors, from 1973 edition.
Who's Who in the Midwest, Chicago: Maquis Publications, from 1975 edition.
International Authors and Writers Who's Who, Cambridge, England, from 1981 edition.

PUBLICATIONS:

Books:

- Peter K. Manning and M. Truzzi (eds.). Youth and Sociology. Englewood Cliffs: Prentice-Hall, 1972.
- Peter K. Manning (ed.). Youth: Divergent Perspectives. New York: John Wiley and Sons, 1973.
- Peter K. Manning with the assistance of Martine Zucker. The Sociology of Mental Health and Illness. Indianapolis: Bobbs-Merrill, 1976.
- Peter K. Manning. Police Work: The Social Organization of Policing. Cambridge, Massachusetts: M.I.T. Press, 1977. 1977 nominee for C. Wright Mills Award, Society for the Study of Social Problems. Paper edition, M.I.T. Press, 1979.
- Peter K. Manning and John Van Maanen (eds.). Policing: A View from the Street. Santa Monica: Goodyear Publishing Company, 1978.
- Jay R. Williams, Lawrence John Redlinger and Peter K. Manning. Police Narcotics Control: Patterns and Strategies. Washington, D.C.: U.S.G.P.O., 1979.
- Peter K. Manning and Robert Smith (eds.). Handbook of Social Science Methods, Volume 1, Qualitative Social Research. New York: Irvington Press, 1980.
- Peter K. Manning. The Narcs' Game: Organizational and Informational Constraints on Drug Law Enforcement. Cambridge, Massachusetts: M.I.T. Press, 1980.
- (ed.). Formal Sociology. London and Boston: Routledge, Kegan Paul, forthcoming.

Chapters in Books (In Press or Published):

- Peter K. Manning. "Talking and Becoming: A Perspective on Organizational Socialization," in Jack D. Douglas (ed.), Understanding Everyday Life. Chicago: Aldine, 1970: 239-256. English edition, London: Routledge and Kegan Paul, 1971. English paper edition, 1974. Reprinted in Ralph Blankenship (ed.), Colleagues in Organizations: The Social Construction of Professional Work. New York: John Wiley and Sons, 1971: 181-205.
- . "The Police: Mandate, Strategies and Appearances," in Jack D. Douglas (ed.), Crime and Justice in American Society. Indianapolis: Bobbs-Merrill, 1971: 149-193. Reprinted in Richard Quinney (ed.), Criminal Justice in America: A Critical Understanding. Boston: Little, Brown, 1974: 170-200; Isidore Silver (ed.), The Crime Control Establishment. Englewood Cliffs: Prentice-Hall, 1974, under the title "The Police man as Hero": 99-116; Larry K. Gaines and Truett Ricks (eds.), Managing the Police Organization: A Book of Readings. St. Paul, Minn.: West Publishing Company, 1978: 15-50; and in Peter K. Manning and John Van Maanen (eds.), Policing. Santa Monica: Goodyear Publishing Company, 1978: 7-31.
- . "Fixing What You Feared: Notes on the Campus Abortion Search," in James Henslin (ed.), Studies in the Sociology of Sex. New York: Appleton Century Crofts, 1971: 137-166. Published in revised form in James Henslin and Edward Sagarin (eds.), Studies in the Sociology of Sex (2nd ed.). New York: Schocken Books, 1978: 85-106.
- . "Locks and Keys: An Essay on Privacy," in James Henslin (ed.), Down to Earth Sociology. New York: Free Press, 1972: 83-94. Reprinted in Manning (ed.), Formal Sociology.
- . "Observing the Police: Deviants, Respectables and the Law," in Jack D. Douglas (ed.), Research on Deviance. New York: Random House, 1972: 213-268. Reprinted [with new author's introduction] in Anthony L. Guenther (ed.), Criminal Behavior and Social Systems (2nd edition). Chicago: Rand McNally, 1976: 325-355.
- Horacio Fabrega, Jr. and Peter K. Manning. "Disease, Illness and Deviant Careers," in Robert A. Scott and Jack D. Douglas (eds.), Theoretical Perspectives on Deviance. New York: Basic Books, 1972: 93-116.
- Peter K. Manning. "Language, Meaning and Action," in Jack D. Douglas and others including Manning, Introductory Sociology: Situations and Structures. New York: Free Press, 1973: 279-302.
- Peter K. Manning and Horacio Fabrega, Jr. "The Experience of Self and Body: Illness and Disease in the Chiapas Highlands," in George Psathas (ed.), Phenomenological Sociology. New York: Wiley Interscience, 1973: 251-300.
- C. R. Fletcher, P. K. Manning, L. T. Reynolds, and J. Q. Smith. "The Labeling Theory of Mental Illness," in Paul Roman and Harrison Trice (eds.), Explorations in Psychiatric Sociology. Philadelphia: F.A. Davis, 1974: 43-62.

- Peter K. Manning. "Rural 'WASP' Youth: Structure and Sentiments," in R. J. Havighurst (ed.), Youth. 74th Yearbook of the National Society for the Study of Education. Chicago: University of Chicago Press, 1973: 306-339.
- . "The Researcher: An Alien in the Police World," in Arthur Niederhoffer and Abraham Blumberg (eds.), The Ambivalent Force (2nd edition). New York: Dryden Press, 1976: 102-121. [Revision and expansion of "Observing the Police...." supra.]
- . "Policy, Evaluation and Structural Constraints on Policing," paper for the International Seminar in Policy-Making and Evaluative Research, International Centre for Comparative Criminology, University of Montreal, held at Ste. Marguerite, Quebec, April 8-10, 1976. Published in Proceedings, S. Riskala (ed.), 1976: 146-179.
- . "The Police Mandate and Institutional Contradictions," presented to the International Seminar on Police Research, Leuven, Belgium, May 31-June 2, 1976. Published in Conference Proceedings, 1977: 118-169.
- . "Rules, Colleagues and Situationally Justified Action," in Ralph Blankenship (ed.), Colleagues in Organization: The Social Construction of Professional Work. New York: John Wiley, 1977: 263-289. Reprinted in Peter K. Manning and John Van Maanen (eds.), Policing. Santa Monica: Goodyear Publishing Company, 1978: 71-90.
- H. Fabrega, Jr. and Peter K. Manning. "The Form and Content of Begging in a Pluralistic Setting," to appear in Manning (ed.), Formal Sociology.
- Peter K. Manning and Lawrence John Redlinger. "Invitational Edges of Corruption: Some Consequences of Narcotic Law Enforcement," in Paul Rock (ed.), Drugs and Politics. Rutgers: Society/E.P. Dutton, 1977: 279-310. Reprinted in Jack D. Douglas and John Johnson (eds.), Official Deviance. Philadelphia: J.B. Lippincott, 1977: 284-305; and in Peter K. Manning and John Van Maanen (eds.), Policing. Santa Monica: Goodyear Publishing Company, 1978: 147-166.
- Peter K. Manning. "Social Groups and Social Structure," in Edward Sagarin (ed.), Sociology: The Basic Concepts. New York: Holt, Rinehart and Winston, 1978: 188-207.
- Peter K. Manning and Lawrence John Redlinger. "Working Bases for Corruption: Organizational Ambiguities and Narcotic Law Enforcement," in Arnold Trebach (ed.), Drugs, Crime and Politics. New York: Praeger, 1978: 60-89.
- Peter K. Manning. "The Social Control of Police Work: Observations on the Occupational Culture of Policing," in Simon Holdaway (ed.), British Police. London: Edward Arnold, Ltd., 1979: 41-65. Published in the United States by Sage Publishing Company: Beverly Hills, California, 1980.

- Peter K. Manning and Lawrence John Redlinger. "The Political Economy of Fieldwork Ethics," in Carl Klockars (ed.), Deviance and Its Relation to the Ethics of Social Research. Beverly Hills, California: Sage Publications, Vol. 3, Annual Reviews of Studies of Deviance, 1979: 125-148.
- Peter K. Manning. "Goffman's Framing Order: Style as Structure," in Jason Ditton (ed.), The View From Goffman. London: MacMillan, 1980: 252-284.
- . "Organization and Environment: Influences on Police Work," in R. V. G. Clarke and J. M. Hough (eds.), The Effectiveness of Policing. Farnborough, England: Gower (set of original papers sponsored by the British Home Office, presented at Cambridge University, July, 1979), 1980: 98-123.
- . "Analytic Induction" and "Introductory Essay," in Robert B. Smith and Peter K. Manning (eds.), Handbook of Social Science Methods, Volume I, Qualitative Social Research. New York: Irvington Press, 1980.
- . "Making Sense of Field Data," in Robert Weiss and Thomas J. Cottle (eds.), The Narrative Voice. New York: Basic Books, forthcoming.
- Peter K. Manning and Lawrence John Redlinger. "Observations on the Corrective Control Model as a Paradigm for the Assessment of the Impact of Law Enforcement Upon Opiate Use," in The International Review of Opium Studies Vol. I. Philadelphia: Institute for the Study of Human Issues, forthcoming.
- Peter K. Manning. "Young People," in Arête Encyclopedia. Princeton, New Jersey, forthcoming.
- . "Technology and Crime Control," in Volume Three, Five Year Outlook for Science and Technology in the United States. Washington, National Science Foundation. (Solicited chapter for the five year outlook project of the National Science Foundation. This chapter will appear in a volume to accompany the first volume done by the National Academy of Science and the second volume of policy statements by Federal agencies).
- . "The Narcs' Game: The Criminal Justice System and the User," in J. Lowinson and P. Ruiz (eds.), Substance Abuse in the United States: Problems and Perspectives. Baltimore: Williams and Wilkins, forthcoming, 1980.
- . "Approaches to the Control of Drugs: The Emergent Effects of 'Development' on the Political Control of Commodities," presented to the International Conference on Opium Production, Trade and Use in the Golden Triangle, ISHI, Philadelphia, April 3-7, 1978. Proceedings to be published by ISHI Press, Philadelphia.

Articles (Published or in Press):

- Peter K. Manning, "Problems in Interpreting Interview Data," Sociology and Social Research 51 (April, 1967): 302-316.
- H. L. Hearn, Peter K. Manning and Robert W. Habenstein, "Identity and Institutional Imperatives: The Socialization of the Student Actress," Sociological Quarterly 9 (Winter, 1968): 47-63.
- Peter K. Manning and H. L. Hearn, "Student Actresses and Their Artistry: Vicissitudes of Learning a Creative Trade," Social Forces 48 (December, 1969): 202-213.
- Horacio Fabrega, Jr. and Peter K. Manning, "Health Maintenance Among Peruvian Peasants," Human Organization 31 (Fall, 1972): 243-256.
- Peter K. Manning and Bonnie Campbell, "Pinball as a Game, Fad and Synecdoche," Youth and Sociology 4 (March, 1973): 333-358.
- Peter K. Manning, "Existential Sociology," Sociological Quarterly 14 (Spring, 1973): 200-225. Reprinted in A. Wells (ed.), Contemporary Sociological Theories, Santa Monica, Cal.: Goodyear Publishing, 1978: 329-350.
- Horacio Fabrega, Jr. and Peter K. Manning, "An Integrated Theory of Disease: Ladino-Mestizo Views of Disease in the Chiapas Highlands," Psychosomatic Medicine XXXV (May/June, 1973): 223-239. Reprinted in Mental Health Digest 5 (August, 1973): 2-8. Abstracted in General Practitioner (September 7, 1973): 18, and Trans-Cultural Psychiatric Review (April, 1974). Reprinted with revisions in Horacio Fabrega, Jr., Disease and Social Behavior: An Elementary Exposition, Cambridge: M.I.T. Press, 1974: Chapter 8, 223-256.
- Peter K. Manning, "Police Lying," Urban Life and Culture 3 (October, 1974): 283-306. Reprinted in Kenneth Henry (ed.), Social Problems: Institutional and Interpersonal Perspectives, Glenview, Illinois: Scott, Foresman and Co., 1978: 281-290 and in revised form under the title, "Lying, Secrecy and Social Control," in Peter K. Manning and John Van Maanen (eds.), Policing, Santa Monica, California: Goodyear Publishing, 1978: 238-255.
- , "Dramatic Aspects of Policing: Selected Propositions," Sociology and Social Research 59 (October, 1974): 21-29. Reprinted in N. Johnson and L. Savitz (eds.), Justice and Corrections, New York: John Wiley and Sons, 1978: 30-38 and in Peter Wickman and Phillip Whitten (eds.), Readings in Criminology, Lexington, Massachusetts: D.C. Heath, 1978: 304-308.
- , "Deviance and Dogma: Some Comments on the Labeling Perspective," British Journal of Criminology 15 (January, 1975): 1-20.

Peter K. Manning, "The Decline of Civility: A Comment on Erving Goffman's Sociology," Canadian Review of Sociology and Anthropology 13 (February, 1976): 13-25.

Peter K. Manning and Horacio Fabrega, Jr., "Fieldwork and the 'New Ethnography'," Man (N.S.) 11 (March, 1976): 39-52, and to appear in Peter K. Manning (ed.), Formal Sociology, London and Boston: Routledge and Kegan Paul, forthcoming.

Peter K. Manning, "Rules in Organizational Context: Narcotics Law Enforcement in Two Settings," Sociological Quarterly 18 (Winter, 1977): 44-61 (special issue on complex organizations). Also published in J. Kenneth Benson (ed.), Organizational Analysis: Critique and Innovation, Beverly Hills, California: Sage Publications, 1977: 46-63.

-----, "Organizational Problematics," (in Italian) in Quaderni di Criminologia Clinica XIX (Aprile-Giugno, 1977): 137-196.

-----, "The Police and Crime: Crime and the Police," Sociologische Gids jg XXV, #6 (November/December, 1978): 487-501.

Horacio Fabrega, Jr. and Peter K. Manning, "Illness Episodes, Illness Severity and Treatment Options in a Pluralistic Setting," Social Science and Medicine 13 B (January, 1979): 41-51.

Peter K. Manning, "The Reflexivity and Facticity of Knowledge: Criminal Justice Research in the 'Seventies,'" in Gil Geis and Arnold Binder (eds.), special issue of The American Behavioral Scientist 22 (July/August, 1979): 697-732 (may also be published in a volume by Sage in 1980).

-----, "Metaphors of the Field: Varieties of Organizational Discourse," Administrative Science Quarterly 24 (December, 1979): 660-671. Special issue on qualitative methods edited by John Van Maanen.

Book Reviews:

Author of some 31 book reviews in The American Journal of Sociology, Contemporary Sociology, Criminology, British Journal of Sociology, Medical Care, Sociological Quarterly, Sociology and Social Research, and Urban Life. I have contributed survey reviews to Contemporary Sociology on deviance, police and structuralism.

Miscellaneous Writings:

"Forewords" for four books in my series, "Principal Themes in Sociology," published by W.C. Brown.

"Foreword" for Peter Wickman and Phillip Whitten (eds.) Readings in Criminology. Lexington, Massachusetts: D.C. Heath, 1978, v-vii.

PAPERS PRESENTED:

I have presented some 25 papers at meetings of the ASA (every year since 1966 with three exceptions), SSSP, American Society for Criminology, Mid-west, North Central, Pacific and Southern Sociological Societies. I have given invited papers to more than eleven international meetings held in this country and abroad. I have also served frequently as a discussant or panelist at the above-mentioned sociological meetings and on an erstwhile basis at the Canadian Sociological and Anthropological Association, Southwestern Sociological Science Association and the American Orthopsychiatric Association. I have presented seminar papers at LEAA, at a number of Universities in this country, and in England while on leave in 1972-73 and 1979.

WORK IN PROGRESS:

Peter K. Manning, "The Influence of French Structuralism on Contemporary Sociological Thought" in A. Inkeles, et al., (eds.), The Annual Review of Sociology. Palo Alto, California: Annual Reviews, Inc., forthcoming, 1981 edition.

-----, "Semiotics and Loose-Coupling," submitted for publication.

-----, Problematics of Social Problems. New York, N.Y.: John Wiley and Sons.

Peter K. Manning (with Jay R. Williams and Lawrence John Redlinger), The Social Organization of Narcotics Law Enforcement: A Comparative Analysis. Volume based on research done on municipal police enforcement in six cities during 1976-77. Draft completed.

Peter K. Manning, Symbolic Communication: Codes, Context, and Meanings. A collection of original essays on communication in organizational context which will be based on fieldwork in London, 1972-73; the six-city narcotics study and present research in Detroit, Michigan and West Midlands Constabulary (Birmingham, England area) Police Department Communications Center. Four chapters are in draft, including "Semiotics and Loose-Coupling," "Common-Sense Conceptions of Social Structure," "Organizations as Systems of Signs," and "Aspects of Command and Control in the West Midlands Police," planned completion of first draft, 1980.

Peter K. Manning, "Organizational Work: Structuration of the Environment," draft to be submitted for publication.

-----, "Drugs as Work: Drug Work," in Ida Harper Simpson and Richard L. Simpson (eds.), Research in the Sociology of Work Vol II. Greenwich, Connecticut: JAI Press, forthcoming.

-----, "Violence and the Police Role," in Lawrence W. Sherman (ed.) Police and Violence, special issue of the Annals of the American Academy of Social and Political Science, November, 1980, forthcoming.

Peter K. Manning, "Law, Justice and Order: The Context of Police Crime-Focused Activities" to be presented to a conference sponsored by the Centre for Criminology, University of Toronto and the Canadian Police College, August, 1980 and to appear in a volume in 1982.

FUNDED RESEARCH:

"Psycho-Social Correlates of Coca Chewing in Peru." Grant funded by Latin American Study Center, Michigan State University. (Summer, 1970, spent in Peru with co-investigator, H. Fabrega, Jr.).

"The Abortion Market: Social Control as Exchange," (with N. J. Davis), General Research Support Fund, College of Human Medicine, Michigan State University, 1970-1971.

"The Evaluation of Illness Episodes," (with H. Fabrega, Jr.), small grants, NIMH \$4,850 (January, 1972 -), to investigate illness episodes in Zinacantan, Mexico, March-April, 1972 (MH 21430-01, 1 Roe MSM); and All University Research, 1973-74; 1974-75.

"Analytic Dimensions of Illness Episodes," Biomedical Research Fund Grant, College of Social Science, Michigan State University, 1972-73.

"Illness Episodes," grant funded by the Latin American Studies Center, International Programs, Michigan State University, 1972.

Faculty for "Social Research Training: Comparative Sociology," NSF Grant to Department of Sociology, 1970-1975.

"Stress-Related Illness in Two Settings: A Comparative Study of English and American Police Socialization," General Research Support Fund, College of Human Medicine, Michigan State University, 1972-73.

Completion of Police Work and "A Comparative Analysis of Drug Law Enforcement" (Grant #74-99-0029) \$33,091; Visiting Fellow, National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, Department of Justice, Washington, D.C., 1974-75.

"The Police and Illicit Substance Control" (Grant #76-N1-99-0109) \$253,636 (18 months). National Institute for Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration. Grant administered through Research Triangle Institute (with Jay R. Williams and Lawrence John Redlinger), 1976-1978.

"The Impact of Federal Funding on Criminology and Policing Research in the Social Sciences," \$8,878 (12 months). Law Enforcement Assistance Administration, U.S. Department of Justice (Dissertation grant to Jim Thomas), 1979-80.

"Police Services: Demand and Decision-Making Effects," \$4,000 (12 months). All University Research initiation grant, 1979-80.

"Crime-Focused Policing." (Grant #79-N1-AX-0095), \$95,000 (12 months).
National Institute of Law Enforcement and Criminal Justice, Law
Enforcement Assistance Administration, U.S. Department of Justice,
1979-80.

OTHER PROFESSIONAL ACTIVITY:

Journals:

American Sociological Review
Associate Editor, 1975-1978.

Deviant Behavior: An Interdisciplinary Journal
Associate Editor, 1978 -

Sociological Quarterly
Editorial Review Board, 1968-1973
Review-Feature Editor, 1972-1977

Urban Life
Editor, December 1, 1977-present
Advisory Editor, 1974-1977
New Ethnographies Editor, 1972-1974

Occasional reviewing of articles for Social Science Quarterly, Social Forces, Social Problems, Sociological Focus, Sociological Quarterly, Sociology of Work and Occupations, Sociology and Social Research, Sociometry, and Urban Life.

Professional Societies:

American Society of Criminology

American Sociological Association (member of sections on medical
sociology and criminology)

Elected member of Executive Council, Criminology Section, 1979 -
Organizer, Sessions on Phenomenology, 1976.

Association of Humanist Sociology

British Sociological Association

International Sociological Association (Research Committee on Deviance
and Control)

Midwest Sociological Society

North Central Sociological Association
Section Head, Medical Sociology, 1967
Program Chair, 1970
Panel and Section Head, 1970; 1977
Program Committee, 1971-1972
Elected-at-Large member, Executive Council 1979 -

Royal Anthropological Institute of Great Britain and Ireland (RAI),
Fellow.

Society for the Study of Social Problems (Social Problems Theory and
Crime and Delinquency Sections).

Chair, Social Problems Theory Section, 1971-1972.

Section Head, Social Problems Theory Session, 1971-1972.

Roundtable Discussion Organizer and Participant, Crime and
Delinquency Section, 1977 meetings.

Program Committee, 1978.

Society for the Study of Symbolic Interaction.

Panelist, Discussant or papers presented at: Michigan Academy of Science
(1969); Canadian Sociological and Anthropological Association (1968,
1969); American Orthopsychiatric Association (1968); Midwest Socio-
logical Society (1971); National Deviancy Conference (U.K.) (1973);
PSA (1972); Southwestern Social Science Association (1974, 1976);
Southern Sociological Society (1975-1979).

CONSULTANTSHIPS:

Editorial Reviews on a regular basis for a number of publishers e.g.,
Free Press, McGraw-Hill, General Learning, Prentice-Hall, Univer-
sity of California Press, D.C. Heath, ASA Rose Monograph Series.

Consulting Editor for series, "Principal Themes in Sociology," W.C.
Brown and Company, publishers.

KOBA Associates, Washington, D.C.

Law Enforcement Assistance Administration, National Institute of Law
Enforcement and Criminal Justice, U.S. Department of Justice.

Research Triangle Institute, Research Triangle Park, North Carolina.

Advisory Board, Police Roles Study, The Police Foundation, Washington,
D.C.

Ad Hoc reviewer, N.S.F.

AREAS OF INTEREST:

Social organization (occupations and professions, medical sociology,
complex social systems), social deviance and control, criminology.

PROFESSIONAL REFERENCES:

Basil Bernstein, Institute of Education, University of London, 57 Gordon St., London, England.

Jack D. Douglas, Department of Sociology, University of California at San Diego, La Jolla, California 92037.

Daniel Glaser, Department of Sociology, University of Southern California, University Park, California 90007.

Edward A. Tiryakian, Department of Sociology, Duke University, Duke University, Durham, North Carolina 27705.

RESUME

KEITH R. BERGSTROM

June 1, 1981

ADDRESS: 3552 Valley Ridge Road
Middleton, Wisconsin 53562
Telephone: (608) 836-8780

POLICE MANAGEMENT EXPERIENCE

POSITION: Staff Assistant to Chief of Police - Program Manager
Miami, Florida Police Department
November, 1973 to April, 1977

RESPONSIBILITIES: While continuing to function as a Staff Assistant, I was formally appointed by the City Manager in November, 1973 to be the Miami Modern Police Department (MMPD) Program Manager. Duties of the Program Manager were to assume the responsibility for, and executive authority to plan, direct, and control the implementation of the Program; budget and expend all funds legislatively approved for the Program; and, report on the status of the Program to the Chief of Police, the City Manager, and the City Council as required.

The MMPD Program involved the construction of new police facilities specifically designed to house advanced computer/communication technology -- \$11,000,000; acquisition and/or development of computer/communications hardware and software for such automated systems as message switching, computerized dispatch, report entry, crime information, modus operandi, mobile digital terminals, and management support -- \$7,000,000; and the coordination of architectural and technical consulting services -- \$2,000,000.

The Police Department moved into the new facilities in May-June 1976. The first and second phases of the automated systems were completed in the Summer, 1976; the third phase was completed in early 1977; and, the fourth phase to follow over an extended period.

The new building facilities and the automated systems completed under my supervision were done within budget.

To complete my responsibilities as Program Manager, with City Manager approval and police, fire, finance, and budget administrators' concurrence, developed and obtained City Council ratification of a City-wide re-organization plan which rationalized the City's rapidly developing computer/communications systems. The plan was implemented and a new department operationalized in late 1977 and 1978.

POSITION: Staff Assistant to Chief of Police
Miami, Florida Police Department
August, 1969 to November, 1973

RESPONSIBILITIES: Invited to accompany the Tucson Chief of Police when he assumed the Chief's position in Miami and served in his office functionally as a

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civilian staff assistant. Performed staff work such as research and development of departmental administrative and operational policy; staff monitoring of program implementation through close collaboration with the Chief of Police and his senior staff; staff coordination of federal grants; formulated preliminary drafts (either personally or through supervision of others) of major addresses, articles, critical correspondence, and position papers; on an ad hoc basis, supervised or monitored one-time projects involving administrative or operational matters of varying degrees of complexity and significance; frequently represented the Chief of Police in a staff capacity in external activities; and, coordinated for the Chief of Police and the City Manager beginning in October, 1969, the planning of the Miami Modern Police Department Program - a 20 million dollar City bond fund supported modernization program leading to the construction of new physical facilities and the acquisition of computer/communications technology.

POSITION:

Lieutenant

Tucson, Arizona Police Department
July, 1967 to July, 1969

Assignments: Administrative Assistant to Chief of Police
Operations Assistant to Uniform Division
Commander
Patrol Shift Commander

RESPONSIBILITIES: As Administrative Assistant assisted the Chief of Police in such processes as budget, personnel development, planning, federal grant coordination (particularly those activities known as grantsmanship), research, drafting policy statements and position papers, and represented him in various business, civic, professional, and news media forums.

As Operations Assistant to the Uniform Division Commander provided staff supervision, evaluation, and deployment recommendations for patrol, traffic, and tactical operations. Assisted in the development of a patrol deployment project known as Fluid Patrol which was a forerunner of the team policing concept. Organized and provided staff supervision for the Department's first tactical unit for street crime and civil disturbance operations.

As a Patrol Shift Commander was responsible for the management of a patrol shift which patrolled the entire city, and was accountable for the appropriate response to all incidents occurring on the shift.

In addition to the normal conflict management situations in policing, underwent as the Patrol Shift Commander, civil disturbances in Tucson in July, 1967 and April, 1968. (As Staff Assistant to the Chief of Police in Miami, experienced a civil disturbance in 1970, and the Democratic and Republican Conventions of 1972.)

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POSITION:

Sergeant

Tucson, Arizona Police Department
November, 1964 to July 1967

Assignments: Community Relations Unit Supervisor
Administrative Aide to the Chief of Police
Patrol Supervisor

RESPONSIBILITIES: As Community Relations Unit Supervisor, was responsible for community relations, public relations, and the school resource officer project (assignment of specially selected police officers to junior high schools and their feeder elementary schools for crime prevention and investigative duties). Public relations responsibilities required substantial contact with the news media.

As Administrative Aide to the Chief of Police was responsible for varied research, planning, and evaluation tasks which served as an apprenticeship for subsequent assignment as an administrative assistant

As a Patrol Supervisor was responsible for the supervision and specific deployment of a squad of patrol officers within a sector of the City.

POSITION:

Police Officer

Tucson, Arizona Police Department
June, 1959 to March, 1961; April, 1964 to November, 1964 (military service: March, 1961 to March, 1964).

Assignments: Detective, crimes against property
Patrol Officer

RESPONSIBILITIES: As a Patrol Officer, conducted conventional, one-person motorized patrol in various parts of the community to include high-crime areas. When promoted to Detective (highest position within the Police Officer rank) performed standard investigative duties concerning crimes against property. In addition to property crimes investigation, provided immediate investigative follow-up to all major crimes whenever assigned to the evening shift.

POSITION DATA SUMMARY

Staff Assistant - Program Manager	November 16, 1973 - April 30, 1977
Staff Assistant to Chief of Police	August 1, 1969
Lieutenant	July 2, 1967
Sergeant	November 8, 1964
Detective	August 15, 1960
Police Officer	June 8, 1959

In promotional examination lists (based on written and oral tests) ranked third for Detective 1960, first for Detective 1964 (after return from military service) but promoted to Sergeant, first for Sergeant 1964, and first for Lieutenant 1967.

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Served in staff or line management positions in two police departments in first sworn and then non-sworn capacities. Served in Miami in the Office of the Chief of Police under two different police administrators and three different city managers to whom I also reported (formal job title in Miami was Assistant to City Manager).

In April 1977, having completed the basic and major portion of the modernization program, and having at that time the opportunity to complete my graduate studies, I elected to attend graduate school at the University of Wisconsin-Madison to further my preparation for a continuing career in police administration.

PROFESSIONAL POLICE EDUCATION/TRAINING AND ASSOCIATED STUDIES

Harvard University
Cambridge, Massachusetts
Fellow, Center for Criminal Justice, Law School
September, 1971 - June, 1972 (on special assignment - City of Miami)

The fellowship was awarded to selected practitioners in the criminal justice system for an academic year to perform independent and formal course studies. Subjects studied were administration of criminal justice, police and society, law and social research, government policy and administration, and business management. Work was done at the Law School, Kennedy School of Government, and the Business School.

University of Arizona
Tucson, Arizona
Delinquency Control Institute
January - July, 1967 (evening classes)

A 24 semester credit hour program addressing the issues and policy problems of juvenile delinquency as they relate to a police organization.

Northwestern University Traffic Institute
Evanston, Illinois
Police Management Course
September, 1965 - June, 1966 (on special assignment - Tucson Police Department)

Nine months of intensive study of the organization, management, and functional operations of a police agency including a major paper written on Fluid Patrol - a forerunner of team policing.

Michigan State University
East Lansing, Michigan
Community Relations Institute
May, 1965

U. S. Army Intelligence Corps
- Basic Agent's Intelligence Course
July - October, 1961
- German Language and Advanced Intelligence Course
January - May, 1962

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Tucson, Arizona Police Academy

- Recruit training, June - August, 1959.
- Refresher training upon returning from military service
June - September, 1964

Certified as a Police Officer, State of Arizona Police Standards Council.

Attended numerous training courses and seminars in varied areas such as human relations, management functions, investigative techniques, and information systems management -- 1959 to present

RELATED PROFESSIONAL EXPERIENCE

Instructed in various police operational and management courses to include experience as an Adjunct Professor at Florida International University, Miami, Florida; part-time faculty member status, Miami-Dade Junior College; and, a certified State of Florida Police Standards Council Guest Lecturer; 1969 to 1977.

Member, Equipment System Improvement Program Advisory Committee, Project SEARCH; 1973-74.

Member, Advisory Committee for the drafting of the "Police Analysis Unit Handbook", prescriptive package, published November, 1973 by LEAA.

Member, Editorial Committee for the Eighth Edition of the Municipal Police Administration textbook, International City Management Association; 1976.

Alternate Member, Dade County Criminal Justice Planning Advisory Council (administers LEAA funds locally); 1975 to 1977.

City Manager's representative to the U. S. Conference of Mayors and League of Cities' various committees on public safety; 1974 to 1977.

Limited consulting activities through the International Association of Chiefs of Police and LEAA.

Member, International Association of Chiefs of Police since 1969; and, member of the Dade County of Police Association 1970 - 1977.

EDUCATION

- Ph.D. - anticipated Fall 1981, Political Science, University of Wisconsin-Madison.
- M.A. - 1978, Political Science, University of Wisconsin-Madison.
- M.A. - 1971, Politics and Public Affairs (urban affairs), University of Miami (Florida).
- B.A. - 1968, Government (public administration), University of Arizona-Tucson.

Major fields of graduate work, University of Wisconsin, June, 1977 - 1981:

Police Administration - studied in conjunction with public policy as my principal, substantive policy field and as the general subject in which my dissertation is located. Subject areas included were the history, development, functions, institutional roles, structure, and organization of local policing as viewed from political, sociological and legal perspectives.

A major paper was written on the development, institutionalization, and public policy implications of collective bargaining in the police service.

Public Administration - included the study of budgeting, decision making, labor relations (public and private sectors), public personnel administration, structure and social-psychology of organizations (public and private), and theory of public administration. To facilitate research in these and other subjects, courses were taken in basic and intermediate statistics, multiple regression, and empirical research methodology.

Public Policy - included the study of empirical policy theory: origin, development, analysis, decision making, and implementation of public policies; normative policy theory: political and philosophical evaluation of policy objectives and options, the nature of political argument in relation to policy choices, and cost-benefit and other methodologies of policy evaluation research; political economy: role of the state in the economy, and the structure and behavior of public institutions as participants and determinants of public policy and economic performance.

Political Philosophy - included the study of the history of political thought, contemporary American political thought, empirical political theory, and theories of revolution and violence.

Comprehensive Examinations - Examinations covering the scope of the fields of public administration, public policy including police administration, and political philosophy were successfully completed. Completion of these examinations and the requisite course work established eligibility to teach courses in these fields at the undergraduate and graduate levels.

ACADEMIC HONORS

University of Wisconsin: E. B. Fred Scholarship, 1978; completed the public policy-police administration comprehensive examination with honors, 1980; Phi Kappa Phi honorary society (qualification based on outstanding academic performance), 1981.

Fellowship, Center for Criminal Justice, Harvard Law School, for the academic year 1971-1972.

Insurance Institute for Highway Safety Scholarship to study police management at the Northwestern University Traffic Institute for the academic year 1965-1966.

Maintained, on a 4.0 system, a 3.6 average for undergraduate work, a 3.8 average for graduate work, and comparable averages for all formal training courses.

RESEARCH AND WRITINGS

Introductory Chapter for Determinants of Police Behavior by Daniel Cruse and Jesse Rubin; LEAA, Research Grant Report, NI-70-038; 1973. Review of the book American Criminal Justice by Johnathan D. Cooper in June, 1973 issue of "Federal Probation". Co-author of an article "A Modern Police Department Program" published in the October, 1976 Police Chief.

Dissertation - The dissertation topic is "The Public Policy Implications of Police Undercover Investigations". Research will focus on the analysis and evaluation of the feasibility, effectiveness, and implications of such investigations for a democratic state. Issues addressed are police discretion in the selection and implementation of undercover tactics, police accountability for the exercise of that discretion, police policy and rule making as a mechanism for accountability, and the balancing of the interests of a free society in efficiency and justice.

PERSONAL VIEWPOINT ON THE ADMINISTRATION OF POLICE SERVICE

Based on twenty-two years of experience associated with policing which combined practice as well as professional and academic studies related to police operations and management, I believe that policing should be viewed as a service the parameters of which are set first by the law - especially citizens' constitutional rights - and second by a community's expectations about the services to be provided. A police administrator's task fundamentally consists of meeting three obligations: First, is to be responsible for ensuring that police personnel enforce the law within the law, and to endeavor to create a departmental and public consensus which demands the lawful enforcement of legal norms. Second, is to actively identify and then respond in a formal and systematic manner to public demands for law enforcement and social services recognizing that different communities within the larger community may have competing demands which must be balanced within the context of the legal framework, and the human and fiscal resources available. Third, is to be accountable for developing an organization's capacity for change based on the recognition that the external and internal demands on a police organization are not static but dynamic over time. There is no "one best way" of policing over all time and conditions; there are only changing ways. The challenge is to identify the need for change and to develop, with the organization members' participation, an organizational capacity to adapt to the changing needs of the future while maintaining an efficient management of the present service delivery system.

MILITARY SERVICE

U. S. Army Intelligence Corps, Special Agent (Sergeant, E-5) March, 1961 - March, 1964. (When confronted with the draft, I chose to enlist to obtain investigative training and experience.)

- U. S. Army Intelligence Corps, Personnel Security Investigations, Munich, Germany; October, 1961 - February, 1963.
- U. S. Army Intelligence Corps, Counter-Espionage Investigations, Munich, Germany; February, 1963 - March, 1964.

June 1, 1981

PERSONAL DATA

Date of Birth: May 17, 1938, Omaha, Nebraska
Height: 5 feet 11 inches
Weight: 180 pounds
Marital Status: Married
Health: Excellent; annual medical examination records are available

PERSONAL REFERENCES

Bernard L. Garmire
522 W. Marlette Avenue
Phoenix, Arizona 85013
(Chief of Police: Tucson Arizona
1957-1969; Miami, Florida, 1969-1974.
Senior Consultant, Public Administration Service, 1975-1980)

Mark E. Keane
Executive Director
International City Management Association
1140 Connecticut Avenue N. W.
Suite 305
Washington, D.C. 20036

Herman Goldstein
Professor, Law School
University of Wisconsin
975 Bascom Mall
Madison, Wisconsin 53706
(Criminal Justice Administration scholar;
former Executive Assistant to O. W. Wilson,
Superintendent, Chicago Police Department)

Dennis L. Dresang
Professor, Political Science Department
University of Wisconsin
North Hall, 1050 Bascom Mall
Madison, Wisconsin 53706
(my major professor, 1977-1981)

Paul W. Andrews
5840 S. W. 86 Street
South Miami, Florida 33143
(City Manager: Miami, 1973-1976)

Joseph R. Grassie
2880 S. W. 33 Court
Miami, Florida 33133
(City Manager: Miami, 1976-1980)

Garland P. Watkins
Rt. 1, Box 40A
Allons, Tennessee 38541
(Chief of Police: Miami, Florida
1974-1978)

Kenneth L. Harms
Chief of Police (1978 to present)
Miami Police Department
P. O. Box 520614
Miami, Florida 33152

Dr. George L. Kelling
Research Fellow
Kennedy School of Government
Harvard University
79 Boylston Street
Cambridge, Massachusetts 02138
(Formerly Evaluation Staff Director,
Police Foundation, Washington, D.C.)

NAME: ROBERT BERNARD KLIESMET

HOME ADDRESS: 3315 North Bartlett Avenue
Milwaukee, WI 53211

HOME PHONE: (414)964-2786

BUSINESS ADDRESS: 411 East Mason Street, Suite 218
Milwaukee, WI 53202

BUSINESS PHONE: (414)273-2515

DATE OF BIRTH: December 11, 1931

SOC. SEC. NO.: 388-28-4657

MARITAL STATUS: Married, wife Mary Jane
Five children

EDUCATION: St. Casimir Grade School, graduated
East Division High School, graduated
Milwaukee Police Academy, graduated
Milwaukee Area Technical College - general courses
attended 1967-68
UW/M course work in Criminal Justice Major, 1968-69
UW/M Extension, courses in Labor Law, 1969 and 1972

POSITIONS: Police Officer, 1955 to present. City of Milwaukee Police
Department, two years special assignment plain clothes duty
for District #5 Captain, one year Vice Squad.

President, Milwaukee Police Association, Local #21, IUPA, AFL-CIO,
fourth term. (Served as Secretary/Treasurer for 8 terms.)
Engaged in full time daily police union representation of
1,900 members.

Police Liaison Officer, 1969 to present. This function is my
primary occupational duty. Relieved of police duties and
detached to serve as a police labor contract administrator
and dispute ameliorator.

President of Board of Directors, Wisconsin Police Negotiators, Ltd.,
in Milwaukee, Wisconsin.

Executive Vice President and Director of Research, International
Union of Police Associations, AFL-CIO, 1979 to present.

Treasurer, Campaign Fund of the Milwaukee Police Association,
Local #21, IUPA, AFL-CIO Political Action Committee.

Licensed Notary Public.

PAST POSITIONS:

Project Director, IUPA Police Stress Project funded by the Police Foundation. A national study of stress in policing in conjunction with the National Institute of Occupational Safety and Health. 1975 through 1980.

Registered Wisconsin State Lobbyist, specializing in the Law Enforcement Legislation. 1973-74.

Legislative Committee Chairman for the International Conference of Police Associations lobbying in the United States Congress specializing in police oriented legislation. 1972-73.

Advisory Board of the Institute for Public Programs Analysis, St. Louis, Missouri. Evaluation of Hypercube Field Test Project. 1976.

Staff Member, Police Legal Workshop of the International Association of Chiefs of Police lecturing on police unions, discipline, etc. 1972-75.

President of the Board of Directors of the International Foundation for Police Research, headquartered in Washington, D.C.

Committee member, Standards and Goals Committee of the Wisconsin Council on Criminal Justice. Member of Law Enforcement Sub Committee, 1976.

Executive Board Member of the Metropolitan Milwaukee Council on Criminal Justice. Citizen appointee of Governor Patrick Lucey administering the LEAA funds for Metropolitan Milwaukee County. 1973 to 1978.

Director, International Conference of Police Associations, Police Labor Relations Seminar, coordinated and implemented police labor relations seminars throughout the United States. 1973 to 1980.

President, Metro-Milwaukee Police Brotherhood, representing 3,800 Law Enforcement officers in the Metropolitan Milwaukee area in collective bargaining, lobbying, etc. 1970 to 1980.

Vice President, North Central Area, International Conference of Police Associations. Serving as Labor Relations Committee Chairman. 1970 to 1978.

Consultant, Police Foundation, Washington, D.C. 1973 to 1979.

Senior Research Associate, Abt Associates, Inc., Police Officer Attitudes and Opinions About Police Work Project, Cambridge, MA 1978.

Steering Committee member of "Project Before", Milwaukee Boys Club, 1970.

Director Lakeside Community Council, 1973.

Director of Advocate Education Association, Local Education Association, Teach Corp for Corrections. Chairman of the Board of Directors, 1972 to 1973

PAST POSITIONS:
(con't.)

Diocesan Director of Public Relations for the Milwaukee Diocese of the Knights of Columbus, 1974.

Vice President from Organized Labor of the Milwaukee East Organizations Council, 1973.

President of St. Peter and Paul Youth Program, 1967 to 1970.
Parish fund raising duties to support youth program.

President of the Holy Name Society, 1971.

Committee Chairman, Boy Scouts of America, also Committee Chairman of the Cub Scouts, St. Peter and Paul Parish, 1966 to 1968.

MILITARY:

U.S. Army, 11/4/52 through 11/4/54, (Korean Conflict). Attended Leaders course and the NCO School. Honorably discharged.

MEMBERSHIPS:

American Legion Alonzo Cudworth Post #23
St. Jude League
Knights of Columbus Council 4706
Milwaukee County Democratic Party - 25th District Unit
Polish National Alliance Group 2159
Honorary Member - Wisconsin Association of Corrections and Criminal Justice

AWARDS:

Milwaukee Police Department Class "D" Citation for Heroism in effecting the arrest of an armed and shooting, bomb throwing crazed gunman who had barricaded himself in his home, threatening to kill his family, 1961.

Civic Heroism Award from the State Street Advancement Association for part in above action, 1962.

"State Newsmaker of 1970 in the Field of Labor" in the State of Wisconsin by the Milwaukee Sentinel newspaper.

Fraternal Order of Eagles Civic Award for 1972. Good Neighbor Award, 1974.

OTHER
ACCOMPLISHMENTS:

Guest lecturer at UW/M's School of Social Welfare, Carroll College, UW Law School, Marquette University, Milwaukee Area Technical College and resource person and lecturer at many seminars, workshops and symposiums.

Lecturing member of the "Forum to Deepen Police - Community Understanding", sponsored by the Office of Religious Education of the Milwaukee Archdiocese.

Developed and conducted course in the School of Education, Advocate Education Program, UW/M.

OTHER
ACCOMPLISHMENTS:
(con't.)

Unsuccessful candidate for Alderman, Third District of the City of Milwaukee, 1972.

Testified before various City, State and Federal Legislative Committees and bodies.

PUBLICATIONS:

Contributor to the MILWAUKEE BADGE newspaper and the POLICE CHIEF magazine.

"Resistances to the Professionalization of the Police", co-authored with Dr. George Kelling and published in the POLICE CHIEF and LAW OFFICER magazines, May 1971.

"ICPA Labor Journal", a monthly up-date of Police Labor Relations information. Co-author.

Published the ICPA "Legislative Newsletter".

PAPERS IN
PROGRESS:

"The Determinants and Consequences of Stress in Policing", with Tony Pate and Joseph Hurrell.

"A Discussion of the Issues Involved in Pay Parity Between Police Officers and Firefighters", submitted for publication to POLICE MAGAZINE.

GRANTS
AUTHORIZED:

Project Communication, a request for LEAA funding to relieve two police officers from police duty and attach them to the police union for the purpose of the development of better police-citizen communications.

Request for a 'Seed Grant' to develop the rationale for an ICPA Nationwide study of occupational stress in policing in conjunction with the Institute for the Study of Contemporary Social Problems, Omaha, Nebraska, 1973.

IUPA Police Stress Project, request for funding of a questionnaire vehicle of approximately 11,000 law enforcement officers throughout the United States to get their responses to the effects of stress on their physical, psychological and emotional behavior caused by occupational stress, 1974.

IUPA Minority Recruitment Program, request for \$300,000 from the United States Department of Labor to implement a union managed minority recruitment program in ten cities in the United States, 1976.

Concept paper for LEAA funding of a biofeedback study of stress in policing, 1976.

Employee Counseling Program, request for funding of an employee counseling program to deal with physical, psychological, emotional and alcoholic problems as a result of occupational stress. Presently being reviewed by the Metropolitan Milwaukee Council on Criminal Justice, 1976.

GRANTS AWARDED:

\$10,000 'Seed Grant' to begin the preliminary work necessary to determine if stress has any health affect on the functioning of police officers in their daily occupational routine, 1974.

IUPA Police Stress Project, \$102,000 from the Police Foundation, Washington, D.C., for the study of occupational stress among 11,000 police officers in the United States, 1975.

TELEVISION AND
RADIO:

Have been used as a resource person by most of the Milwaukee media both television (Confrontation, Milwaukee Reports, Hot Line, Newsmakers, etc.) and radio (WEMP, Open Line, etc.)

APPENDIX D

Budget and Budget Narrative