Contents

List of Figures  page ix
List of Tables xi
Acknowledgments xiii
List of Abbreviations xvii
A Brief Timeline xix
Important Actors xxi
Introduction xxiii

PART I  BECOMING THE DEViant PRISON: ESTABLISHING THE CONDITIONS FOR PERSONAL INSTITUTIONALIZATION

A  The Context of Creation

1  Faith and Failure: Experimenting with Solitary Confinement in America’s Early State Prisons 5
2  Born of Conflict: The Struggle to Authorize the Pennsylvania System 35

B  The Men in Charge

3  Uncertainty and Discretion: The Contours of Control at Eastern State Penitentiary 65
Contents

PART II  THE ADVANTAGE OF DIFFERENCE: THE PROCESS OF INSTITUTIONALIZATION

A  The Administrators’ Public Defense

5  Neutralizing the Calumnious Myths: Administrators’ Public Defense of the Pennsylvania System  135

6  Combatting the Pains of Deviance: Organizational Defense As Self-Defense  171

B  Behind the Scenes

7  Strategic Manipulations: Acceptable and Unacceptable Violations of the Pennsylvania System  201

8  Turning a Blind Eye: Reputation and the Limits of Administrative Commitment  230

PART III  FORCED TO ADAPT: THE CONDITIONS FOR AND PROCESS OF DEINSTITUTIONALIZATION

A  Left Behind in a New Era

9  An Alternative Status: Administrators’ Transition from Gentleman Reformers to Professional Penologists  263

10  Fading Away: National Obscurity, Catastrophic Overcrowding, and the Individual Treatment System  296

Conclusion  325

Appendix A  Inspectors  337

Index  339