

Contents

<i>List of Figures</i>	<i>page</i> ix
<i>List of Tables</i>	xi
<i>Acknowledgments</i>	xiii
<i>List of Abbreviations</i>	xvii
<i>A Brief Timeline</i>	xix
<i>Important Actors</i>	xxi
<i>Introduction</i>	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
4 Criticism and Doubt: The Pennsylvania System and the Social Construction of Penal Norms	99

viii	<i>Contents</i>	
	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
	<i>Appendix A Inspectors</i>	337
	<i>Index</i>	339