

Goldstein Honored by Law Enforcement

Professor Herman Goldstein's continuing work on reconceptualizing the police function received added recognition among practitioners recently when he was named "Man of the Year" for 1986 by *Law Enforcement News*. The bi-monthly, which has wide circulation among police professionals, is published by the John Jay College of Criminal Justice at the City University of New York.

A member of our faculty since 1964, Goldstein has, in recent years, developed a new approach to policing that calls for the police to alter their response to recurring problems based on indepth analysis of these problems, rather than continue to respond in traditional ways to individual incidents as they occur. Using data from a variety of sources, both management and rank-and-file police officers are encouraged to explore alternative and potentially more effective methods for handling discretely defined problems. Fully implemented, the concept would dramatically change how police agencies function, how police officers spend their time, and what they do in responding to the needs of the community.

The concept is being incorporated into the operation of a number of police agencies. Two, serving Newport News, Virginia, and Baltimore County, Maryland, have made major commitments to its implementation. And the New York City police department is incorporating the concept into a program that now involves over 800 police officers.

The recognition of Goldstein's work was accompanied by several articles with practitioner comments regarding the value of his work. Former Newport News Police Chief Darrel Stephens, who is now the Executive Director of a consortium of the most progressive police chiefs in the country, says of Goldstein: "He's a man of substance and unfortunately there's not enough of those in our field. He's been the deep thinker and guiding spirit for a number of years."

Stephen's comments were echoed by James K. Stewart, director of the National Institute of Justice in *US News & World Report*: "What's happening here could become one of the biggest advances in policing since Sir Robert Peel put men in blue uniforms on the streets of London 158 years ago!"

A basic assumption of the concept is that the police have, in the past, depended too heavily on the use of the criminal justice system; that many problems of common concern to the police—if they are properly analyzed—can be handled more effectively without resorting to law enforcement. The development of alternatives often involves developing an entirely new working relationship with the community, or the development of new skills—such as meditation—by police officers. Progress in developing these alternatives leans heavily on making greater use of rank-and-file police officers—a move that recognizes the increased educational level of those recruited into police service and the value of the insights they acquire.

Goldstein himself has long valued the street experience of police officers as a basis for his work. He is quoted in the article: "I've learned more about policing by getting out on the street than by talking to administrators. For all the years I've worked in this field, I've felt that the expertise acquired by those at the bottom of the organization has not been adequately tapped. It's an enormous resource."

The practitioners attribute much of Goldstein's success in relating to the police filed to his understanding of street level policing. National Institute of Justice project monitor William Saulsbury, whose organization funded the Newport News project: "Herman always struck me as a listener. He's willing to learn from his discussions with patrolmen as he is from his discussions with chiefs having the greatest reputations in this country. He seems to be able to sit down, roll up his sleeves and talk with whomever has information about the questions he's currently posing."

Added Madison Police Chief David Couper: "He always seems to have the time to come here and talk to our officers about his approach. He's a fantastic resource here in Madison."

Currently, Goldstein is preparing a publication in which he is elaborating on the concept as originally spelled out, drawing on the results of the experiences in making use of it in Newport News, Baltimore County, Madison, London and New York City. His work is supported by the National Institute of Justice.

