



POLICE DEPARTMENT  
CITY OF NEW YORK  
NEW YORK 13, N. Y.

February 22, 1962

Mr. E.H. Adkins, Jr.  
Vietnam Advisory Group  
MSUG - Box 34  
APO 143  
San Francisco, California

Dear Mr. Adkins:

I regret that it has been almost a month since I received your very interesting study and I have not been able to answer you until this time. I enclose a program of a conference which I have just finished directing which did take up my time very completely.

I am in full agreement with you as to the need for a course of about 40 hours duration to be given to police and higher civil servants in many of the countries to which we are extending aid. It is interesting to me that I spoke to several people on exactly this problem at the October meeting of the I.A.C.P. I can tell you that there is an awareness of such need on the part of many.


I did find myself not quite convinced as to the need for the extensive research project preceeding the establishment of such a course. Admittedly I have no experience in this field but I would think that a person with your background could put together a reasonable approximation of such a program which could be reviewed, adjusted and would then serve as the basis for a course which would of course be subjected to revision as it was given.

Very possibly I speak from ignorance but would be most interested in a specific delineation of the problems which you feel require the extensive research before any effective teaching could be accomplished. If you would care to make a note of such problems I will be very happy to give you any aid that I can in drawing up a tentative program. I have had considerable experience in program development working with the N.C.C.J. on the problem of programing for Police-Intergroup relationships and with the City University of New York where I was primarily responsible for the drafting of our M.P.A. (Police Science) Program. I have also served as a consultant to a number of educational institutions including the University of Puerto Rico and the Southern Police Institute in Louisville, Kentucky.

It would also seem to me that an attempt by you to work up a definite - even though necessarily preliminary - program would allow for the maximum transmission to others of your thoughts about the problem. This, I submit, would be most helpful and would I imagine be a necessary prerequisite before any institution that I am acquainted with would institute a substantial research program.

It was good hearing from you. I hope that you will regard my comments as being an attempt at constructive criticism and that you will let me know your future thoughts on this matter.

Sincerely,



William P. Brown  
Inspector

P.S. You will note that along with a recent promotion I have been assigned to a field command. However I am still on the committee which administers the Baruch Program as well as the Chairman of the I.A.C.P. Education and Training Committee.

february 4 - 9, 1962

# **The Challenge of Desegregation For The American Police Executive**

A CONFERENCE CALLED BY THE GRADUATE  
SCHOOL OF PUBLIC ADMINISTRATION  
OF NEW YORK UNIVERSITY UNDER A  
GRANT BY THE ROBERT MARSHALL CIVIL  
LIBERTIES TRUST

DR. RAY F. HARVEY - DEAN  
DR. WILLIAM P. BROWN - CONFERENCE DIRECTOR  
DR. LEWIS YABLONSKY - ASSOCIATE DIRECTOR

# PROGRAM

## SUNDAY, FEBRUARY 4

5:00 P.M. RECEPTION

6:00 P.M. DINNER MEETING

- Presiding - DR. WILLIAM P. BROWN, *Inspector,  
New York City Police Department*
- Welcome - DR. RAY F. HARVEY, *Dean Graduate  
School of Public Administration,  
New York University*
- Address - The Police and the Modern Community  
MICHAEL J. MURPHY,  
*Police Commissioner  
New York City Police Department*

## MONDAY, FEBRUARY 5

9:15 A.M. THE POLICE CHIEF'S JOB - 1962 OVER-  
TONES

HERBERT T. JENKINS, *Chief Atlanta Police  
Department.*

The Atlanta Police Department, in the heart of an area severely afflicted with desegregation problems, has won an excellent reputation for the manner in which it has met the new police-community problems. Chief Jenkins will discuss some of the major issues and his Department's approaches to them.

11:00 A.M. THE "MOVEMENT"

DR. ROBERT B. JOHNSON, *Assistant Professor  
of Social Work New York University.*

The desegregation struggle is carried out in education, housing, transportation, in fact wherever its leaders feel their cause can be advanced. It is difficult to follow, but the police executive must be aware of the general lines of the current picture with particular emphasis on those aspects which may affect the public peace and order. Professor Johnson has been and is intimately associated with many of these developments.

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All Conference Functions Will Be Held At The:

Fifth Avenue Hotel  
24 Fifth Avenue  
New York City

2:00 P.M. "OUR SIDE OF THE STORY" - THE SOUTHERN CONSERVATIVES

JAMES J. KILPATRICK, *Editor, The Richmond News Leader.*

There are men of prominence and good intention who disapprove of the objectives of the desegregationists. Their position is discredited, indeed the very welfare of their communities is jeopardized, by violence and illegality. The speaker has been an eloquent spokesman for the Southern Conservative position.

3:30 P.M. "OUR SIDE OF THE STORY" - THE PROTEST GROUPS

CHARLES McDEW, *Chairman, Student Non-Violent Coordinating Committee.*

JAMES FARMER, *National Director, Congress of Racial Equality*

DR. JOHN A. MORSELL, *Assistant to the Executive Secretary National Association for the Advancement of Colored People.*

A panel of representatives of the outstanding protest groups concerned with the segregation issue will discuss the goals and policies of their organizations.

**TUESDAY, FEBRUARY 6**

9:15 A.M. REACTIONS TO DESEGREGATION

HAROLD FLEMING, *Executive Vice President, The Potomac Institute.*

The police executive must strive constantly for better understanding of individuals and groups other than those with which he is personally associated. Mr. Fleming is in an unusual position to assist the conferees in gaining this insight. He is a Southerner, and a particularly objective and sophisticated viewer of the South. He will discuss some of the major reaction patterns of the numerically important groups involved.

11:00 A.M. DESEGREGATION AND THE CONSTITUTION

REV. ROBERT F. DRINAN, S.J., *Dean, Boston College School of Law.*

Police action is judged against the yardstick of judicial interpretation of the Federal Constitution. Those who would plan for the police in any controversial area must have an awareness of some of the pertinent decisions and of the possibilities for future decisions affecting their work.

**NO PROGRAM IS SCHEDULED FOR TUESDAY AFTERNOON.**



## WEDNESDAY, FEBRUARY 7

### 9:15 A.M. THE MORAL ISSUES

REV. DR. RAY GIBBONS, *Director, Council for Christian Social Action, United Church of Christ.*

The administrative decisions of the police executive must have ethical validity. Dr. Gibbons' widely acclaimed work on the application of theological principles to problems in the social order qualifies him uniquely to assist in clarifying the moral guidelines for police decision making on desegregation problems.

### 11:00 A.M. THE CIVIL RIGHTS COMMISSION REPORT AND THE AMERICAN POLICE

BERL I. BERNHARD, *Staff Director, United States Commission on Civil Rights.*

In the much publicized recent report a distinguished group of American citizens found that police lawlessness and brutality remained a "serious problem throughout the United States." The Staff Director of the Commission will discuss the desegregation issue in the light of its findings.

### 2:00 P.M. RIOT

PROFESSOR JOSEPH D. LOHMAN, *Dean, School of Criminology, University of California.*

The possibilities for violent inter-racial outbursts are frequently involved when desegregation pressures build up. There have been studies of police action in time of riot crisis and most departments have established definite orders governing procedures to be taken in such emergency. Dean Lohman, a leading authority on major disorder policing, will consider these action directives in the general frame of reference of the conference.

### 3:30 P.M. PREJUDICE AND GANG VIOLENCE

DR. LEWIS YABLONSKY, *Associate Professor of Sociology University of California.*  
(Associate Conference Director)

Based on his work with violent gangs in New York City, Dr. Yablonsky has developed principles and methods useful for the police control of youth gang violence as it erupts in mob action.

THURSDAY, FEBRUARY 8

WORKING WITH THE COMMUNITY ON THE DESEGREGATION  
PROBLEM - A DISCUSSION OF TECHNIQUES

Increasingly the police executive is called upon to approach community problems from the community planning level. With professional guidelines for his participation and some knowledge of the techniques for effective participation, the possibility of arriving at workable and satisfactory solutions is greatly increased. St. Louis and Philadelphia are outstanding examples of cities in which excellent community work has been done by the police.

9:15 A.M. WORKING WITH THE ST. LOUIS COMMUNITY

COLONEL CURTIS BROSTRON, *Chief, St. Louis  
Police Department.*

11:00 A.M. WORKING WITH THE PHILADELPHIA  
COMMUNITY

ALLEN B. BALLARD, *Chief Inspector, Philadelphia  
Police Department.*

2:00 P.M. DEVELOPING AND USING AN INTER-GROUP  
MANUAL

CHARLES BATCHELOR, *Assistant Chief, Dallas  
Police Department.*

The Dallas Police Department has issued a manual on police-minority relations which has received high praise from competent observers of the inter-racial picture.

3:30 P.M. CIVILIAN COMPLAINT REVIEW

PIERCE GLYNN, *Deputy Chief Inspector, New  
York City Police Department.*

A most important consideration in developing an effective program of equal police treatment for all citizens is the creation of a workable system for recording and acting upon civilian complaints, including those of minority group members. Chief Glynn has supervised this problemful task in the New York City Department for years in which the Department has been commended for its handling of civilian complaints.

## FRIDAY, FEBRUARY 9

### 9:15 A.M. TRAINING FOR INTER-GROUP POLICING

DR. LOUIS RADALET, *Director, National Program  
Development National Conference of  
Christians and Jews.*

Policemen throughout the country have shown a particular interest in the problems of training personnel to deal equally with all members of the community. Dr. Radalet has conducted the National Conference of Christians and Jews Police-community relations program for almost a decade.

### 11:00 A.M. THE UNIVERSITY'S ROLE IN MEETING COMMUNITY ISSUES

DR. RAY F. HARVEY, *Dean, Graduate School of  
Public Administration New York University.*

American universities have long and seriously held to the commitment that they offer their stores of knowledge for the betterment of practical affairs. With the intensified complexity and urgency of community problems such as those involving inter-group tension, there is an increasing need to define and effectuate this role.

### 12:00 NOON RECOMMENDATIONS BY CONFERENCE PARTICIPANTS

DR. WILLIAM P. BROWN, *Inspector, New York  
City Police Department.  
(Conference Director)*

Recommendations by the conference participants as to desirable police conduct in the face of desegregation problems will be presented at this time.



1:00 P.M. LUNCHEON MEETING

ADDRESS - TOWARDS A COMMUNITY BILL  
OF RIGHTS

DR. GEORGE D. STODDARD, *Chancellor, New York  
University.*

PRESENTATION OF CERTIFICATES

DR. RAY F. HARVEY, *Dean, Graduate School of  
Public Administration, New York University.*



## Cities Represented

ALBANY, GEORGIA  
ATLANTA, GEORGIA  
BALTIMORE, MARYLAND  
BIRMINGHAM, ALABAMA  
CHARLOTTE, NORTH CAROLINA  
CHICAGO, ILLINOIS  
CINCINNATI, OHIO  
DALLAS, TEXAS  
DETROIT, MICHIGAN  
HOUSTON, TEXAS  
KANSAS CITY, MISSOURI  
KNOXVILLE, TENNESSEE

LEXINGTON, KENTUCKY  
LITTLE ROCK, ARKANSAS  
LOUISVILLE, KENTUCKY  
MEMPHIS, TENNESSEE  
MIAMI, FLORIDA  
MILWAUKEE, WISCONSIN  
NEWARK, NEW JERSEY  
NEW YORK, NEW YORK  
PHILADELPHIA, PENNSYLVANIA  
ST. LOUIS, MISSOURI  
WASHINGTON, D.C.  
WILMINGTON, DELAWARE

# Conference Roster

- BALLARD, ALLEN B. - Chief Inspector, Police Community Relations Unit, Philadelphia, Pennsylvania, Police Department: Discussion leader, "Working with the Philadelphia Community"
- BATCHELOR, CHARLES - Assistant Chief, Dallas, Texas, Police Department: Participant and discussion leader, "Developing and Using an Inter-Group Manual"
- BATES, W.R. - Secretary-Attorney to the Board of Police Commissioners, Kansas City, Missouri: Participant
- BERNHARD, BERL I. - Staff Director, United States Commission on Civil Rights: Discussion leader, "The Civil Rights Commission Report and the American Police"
- BINDNER, COL. WILLIAM E. - Chief, Louisville, Kentucky, Police Department: Participant
- BRIANS, ROBERT E. - Captain, Service Division, Little Rock, Arkansas, Police Department: Participant
- BROSTRON, COL. CURTIS - Chief, St. Louis, Missouri, Police Department: Participant and discussion leader, "Working with the St. Louis Community"
- BROWN, DR. WILLIAM P. - Inspector, New York City Police Department: Conference Director
- DRINAN, REV. ROBERT F., S.J. - Dean, Boston College School of Law: Discussion leader, "Desegregation and the Constitution"

FARMER, JAMES - National Director, Congress of Racial Equality: Discussion leader, " 'Our Side of the Story' - The Protest Groups"

FLEMING, HAROLD C. - Executive Vice-President, The Potomac Institute, Inc: Discussion Leader, "Reactions to Desegregation "

GIBBONS, REV. DR. RAY - Director, Council for Christian Social Action, United Church of Christ: Discussion leader, "The Moral Issues"

GLYNN, PIERCE T. - Deputy Chief Inspector, Civilian Complaint Review Board, New York City Police Department: Discussion leader, "Civilian Complaint Review"

GRIBBIN, AUGUST K. - Inspector, Baltimore, Maryland, Police Department: Participant

HALE, COL. E. CAROL - Chief, Lexington, Kentucky, Police Department: Participant

HARRIS, FRENCH - Chief, Knoxville, Tennessee, Police Department: Participant

HARVEY, DR. RAY F. - Dean of the Graduate School of Public Public Administration of New York University: Discussion leader, "The University's Role in Meeting Community Issues"

HORD, JOHN S. - Chief, Charlotte, North Carolina, Police Department; Participant

JENKINS, HERBERT T. - Chief, Atlanta, Georgia, Police Department: Participant and discussion leader, "The Police Chief's Job - 1962 Overtones"

JOHNSON, DR. ROBERT B. - Assistant Professor of Social Work, New York University: Discussion leader, "The Movement"

KELLEY, CLARENCE M. - Chief, Kansas City, Missouri,  
Police Department: Participant

KELLY, OLIVER - Deputy Chief for Staff Services, Newark,  
New Jersey, Police Department: Participant

KILPATRICK, JAMES J. - Editor, The Richmond News Leader:  
Discussion leader, " 'Our Side of the Story' - The  
Southern Conservatives"

KING, CAPTAIN GLEN D. - Administrative Assistant to the  
Chief, Dallas, Texas, Police Department: Participant

KLUG, LT. COL. ROBERT - Assistant Chief, Cincinnati,  
Ohio, Police Department: Participant

LOHMAN, PROFESSOR JOSEPH D. - Dean, School of Criminology,  
University of California: Discussion leader, "Riot"

MACDONALD, J.C. - Chief, Memphis, Tennessee, Police  
Department: Participant

MC CAIN, DANIEL - Captain, Human Relations Section,  
Chicago, Illinois, Police Department: Participant

MC DEW, CHARLES - Chairman, Student Non-Violent Coordin-  
ating Committee: Discussion leader, " 'Our Side of  
the Story' - The Protest Groups"

MOORE, JAMIE - Chief, Birmingham, Alabama, Police Depart-  
ment: Participant

MORSELL, DR. JOHN - Assistant to the Executive Secretary,  
National Association for the Advancement of Colored  
People: Discussion leader, " 'Our Side of the Story'  
- The Protest Groups"

MURPHY, MICHAEL J. - Police Commissioner, New York City  
Police Department: Principal speaker, "The Police  
and the Modern Community"

ORRISON, SALLY M. - Executive Director, Citizens' Crime Commission of Metropolitan Washington, District of Columbia: Participant

PRITCHETT, LAURIE - Chief, Albany, Georgia, Police Department; Participant

RADALET, DR. LOUIS - Director, National Program Development for the National Conference of Christians and Jews: Discussion leader, "Training for Inter-Group Policing"

SHUPTRINE, CARL L. - Chief, Houston, Texas, Police Department: Participant

SMITH, JOHN J. - Chief, Wilmington, Delaware, Police Department: Participant

STODDARD, DR. GEORGE D. - Chancellor, New York University, Principal speaker, "Towards a Community Bill of Rights"

SUDDUTH, CAPT. GLENN E. - Director, Miami Police Academy, Miami, Florida, Police Department: Participant

VAN ANTWERP, PHILIP J. - Detective Inspector, Detroit, Michigan, Police Department: Participant

WALLRODT, GEORGE R. - Deputy Chief, Metropolitan Police Department, Government of the District of Columbia: Participant

YABLONSKY, DR. LEWIS - Associate Professor of Sociology, University of California: Associate Conference Director and Discussion leader, "Prejudice and Gang Violence"

## MICHIGAN STATE UNIVERSITY

## VIETNAM ADVISORY GROUP

MAILING ADDRESS: MSU-USOM  
AMERICAN EMBASSY  
SAIGON - VIETNAM

MSUG - Box 34  
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San Francisco, California

GENERAL OFFICE:  
137, DUONG PASTEUR

CABLE ADDRESS: MICHGOV BUR

March 7, 1962

TELEPH. NUMBER: 22.022-21.528  
SAIGON: 3 8 3 - 3 8 4

*Adm  
file*

**RECEIVED**

MAR 12 1962

Dr. William P. Brown  
Inspector, Police Department  
City of New York  
New York City 13, New York

SCHOOL OF POLICE ADMINISTRATION  
AND PUBLIC SAFETY  
MICHIGAN STATE UNIVERSITY

Dear Dr. Brown:

Thank you very much for your recent letter. I appreciate the kind words and also the effort you have gone to to analyze and submit your opinions concerning the program.

I should advise you that the University's contract, which ends on June 30, 1962, will not be renewed. It appears that some of the personnel after returning to the States wrote some highly critical articles concerning the current administration in Viet Nam. So you can see that, at least from the University-Viet Nam standpoint, any such program is academic.

I am, of course, very much disappointed about this as it had all the promise of being a fascinating assignment. However, very few of us get everything we want out of this life. It may be possible that some other organization or institution will pick this up in the future.

As to your question concerning the need for the extensive research project preceding the establishment of such an educational program, our thinking was along these lines. First of all, we felt that a case-study type approach to the program would be the most efficacious here. In the National Institute of Administration it has long been the practice that teaching consisted of reading from prepared materials, and the University has been making a strong effort to depart from this method of instruction. Obviously, this is not the best way to go about teaching future managers how to think and to analyze problems. Based on this premise, a textbook would have been prepared encompassing approximately 20 cases of actual situations both



here and, in some cases, other countries which might be parallel in interest. Such empirical research would require a minimum of two weeks for each case so I think the research group would be working pretty much under a full head of steam. Therefore, you can see that it would take a minimum of one year before your textual material would be prepared. This, of course, would be the long-range picture because we feel certain that this problem will exist for many years to come.

As for the short-term picture, which I did not develop in the paper, there was considerable thinking and some planning at the time of publication of in-service training for currently employed civil servants up to the Province Chief (or state Governor) level. This, of course, could be put together in rather short order and would consist of, as one possibility, a series of brief seminars considering general principles and inter-relationships between the various organizations involved.

Also, and I did touch on this, but possible not in sufficient detail, it is professionally abhorrent to me to take an English common law system and try to make it fit a French penal code situation. I have seen this done time after time and place after place with obviously poor results. One rather stellar example, with which you are undoubtedly familiar, is the body of law concerning a legally established political exile under the French system of justice. Probably not one lawyer in a thousand in the United States has ever heard of this. But you can see that it would be something that would have to be thoroughly explored before such a program as I have proposed could be implemented.

Your offer of assistance in this program was certainly appreciated and most generous, and if something should occur in the future which might brighten the prospects of such an educational program, I certainly will call on you. I am taking the liberty of sending your letter and my answer to Art Brandstatter, whom you may know, back at the University. He is the head of the Police and Public Safety Administration School there.

I sent you by boat mail several other research publications which I made out here. I hope they will be of interest and I certainly invite and appreciate your constructive

criticism. Best of luck in your new field command,  
and thanks again.

I enjoyed seeing your brochure on the desegre-  
gation seminar. Obviously, you did a lot of good,  
hard work.

Sincerely yours,

E. H. Adkins, Jr.

cc: A. F. Brandstatter