

Stimulus

THE UNIVERSITY OF TENNESSEE

OFFICE OF CONTINUING SOCIAL WORK EDUCATION AND ALUMNI AFFAIRS

VOL. 4, NO. 3

SCHOOL OF SOCIAL WORK

MARCH, 1979

Polansky, Whiting To Speak

Family Violence Forum Slated for April

The Office of Continuing Social Work Education, NASW-Knox Area Branch, Child and Family Services of Knoxville, and the Junior League of Knoxville are cosponsoring a Forum on the Treatment of Family Violence on April 16-17 at the University Center, University of Tennessee, Knoxville. The forum is designed to provide members of the helping professions with opportunities to explore their own feelings and attitudes about violence within the family, and to develop their treatment skills in a variety of specified areas.

As societal awareness and willingness to deal with family violence increase, members of the helping professions need to become sensitized to violent intra-family behaviors and dynamics. The violent symptoms that workers see in the families they treat

often create feelings in those workers that interfere with the therapeutic process. In addition, a number of workers find themselves ill-equipped to deal with clients who exhibit various

forms of intra-family violence.

The focus of the various workshops which compose this forum will be on skill development, rather than on increased awareness about the problem of violence. Thus, it is anticipated that participants will be individuals who are currently involved with clients and their families who exhibit violent symptomatology.

The two-day forum will begin each morning with a general session for all participants. On Monday, April 16, Leila Whiting, formerly director of the NASW Child Abuse and Neglect Training Project and now staff associate for professional development with NASW, will discuss "The Role of Violence in Society and Its Relationship to Families Today." On Tuesday, April 17, Norman Polansky, Regent's professor at the University of Georgia School of

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Norman Polansky



Leila Whiting

Study Tour To Visit China Next Fall

Next fall, social workers and other interested individuals will have a rare opportunity to combine study with sightseeing on an excursion to the People's Republic of China.

The China Study Tour, operated by the United States-Republic of China People's Friendship Association and sponsored by the UTSSW Alumni Association and the Office of Continuing Social Work Education, will depart by air from Los Angeles on November 13 and return December 1. Prior to departure and during the trip, those who elect to participate can enroll in and earn continuing education credit (CEUs) for a series of workshops focusing on the ways in which human needs are being met in the People's Republic. Tax deduction is permitted for some of the expenses incurred for education and training activities such as this; consult IRS publications for details.

Anne Freeman, a 1977 graduate of the Memphis branch, has been named tour director. Anne, who has visited China twice, has worked as a programmer for the State Department for 10 years through the Memphis Council for International Friendship and has also served as its board chairperson. In January, she attended an invitational banquet in Washington, DC, which honored China's visiting vice-premier, Teng Hsiao-ping.

According to Ms. Freeman, "No program is completed by the China Travel Service until the group actually reaches its first city inside China, but we anticipate that we will visit Peking, Shanghai, Hangchow, and Kwangchow." There will be regular seminars during the trip, and tour members will spend about three hours each day visiting communes, hospitals, schools, factories, and living complexes.

Educational trips will be interspersed with sightseeing. A sample itinerary for Peking, the capital city, may include visits to sites such as the Minority Institute; the Forbidden



Temple of Heaven, Peking

Photo by Sally Alexander

City--for 500 years the home of the Chinese dynasty; Tien-An Men Square, the site of Mao's Tomb; the Temple of Heaven, with its famous acoustics (shown above); the Summer Palace and the remarkable marble boat; the Peking Zoo and the Panda bears; and the Ming Tombs. And surely no trip would be complete without a climb up the Great Wall. A dinner in Madame Mao's beautiful former villa and an evening at the traditional Peking Opera are other possible activities, though at extra cost.

After touring Shanghai, Hangchow, and Kwangchow, the group will take a scenic train ride to Hong Kong, the last stop on the trip. From there, visitors can fly back to the United States or take advantage of a second option. "If two or more members are interested," Anne explains, "you can, for additional money, plan a trip around the world, stopping perhaps in

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Rural Justice Issues Spawn National Gathering

Fifty-four million persons reside in rural areas of the United States. Little has been done, however, at national, state or regional levels to develop policies or programs which take into consideration the uniqueness of rural life. As a result, many rural residents--either knowingly or unknowingly--find themselves penalized by urban bias in those programs which are intended to meet rural needs; by lack of access to or insufficient influence in the political/legal arena where decisions about rural needs are made; and by being the last to know or feel the impact of governmental decisions that affect their ways of life.

Many crucial issues that now confront rural Americans are the results of legislative or judicial decisions related to crime, the environment, employment, consumerism, racial/economic and social problems. Documenting significant problems in these and other areas as they relate to rural justice and exchanging practice experiences are the objectives of the National Symposium on Rural Justice, which will be held June 20-22 in Knoxville. The conference is being cosponsored by the National Rural Center, the National Association of Social Workers, Rural America, and the University of Tennessee's College of Law and School of Social Work.

A call for papers, panels, and workshop proposals was issued in early January, with abstracts being accepted until the end of February. Although final details for the program had not been completed at press time, several outstanding presenters had been scheduled to appear. Among them, only to name a few, are:

Richard J. Margolis, editor of ruralamerica, a monthly newspaper which calls itself "a voice for small town and rural people." One of the keynote speakers, Margolis

will address the topic of "The Quest for Equity."

Bessie Lou Parker and Lois Scott, wives of miners involved in the Brookside, KY strike, will discuss events that have transpired since the movie, "Harlan County USA," and some of the problems that exist in coalfields across the country.

Charles Robert Sarver, professor of Law and Social Work at the University of Arkansas, former commissioner of corrections for West Virginia and Arkansas, and advocate for criminal justice reform, will deliver an address on the topic of corrections.

Ruth Schumacke, chairperson of the Education/Training Committee of the Carolina Brown Lung Association, and members of the Association, will conduct a session on "Right To Breathe: Organizing Against Brown Lung Disease."

Judith and Joseph Davenport, associate professors at the University of Wyoming Department of Social Work, will discuss "Lack of Sexual Assault Services: An Impediment to Rural Justice."

A film festival, featuring movies such as "Harlan County USA" and "Song of the Canary," is also planned.

The program announcement and registration information will be mailed out to STIMULUS readers around the first of April. Additional information about the Symposium may be obtained by contacting: Joanne Jankovic

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"Services to Elderly" Workshop Set

Professional social workers in the field of gerontology feel that there has long been a need for an intensive type of educational opportunity for those who provide direct service to the elderly in Tennessee. In response to this need, the Office of Continuing Social Work Education, in cooperation with the National Health Corporation, is cosponsoring "Social Work Service to the Elderly: A Gerontology Workshop for Social Workers," with the Tennessee Commission on Aging and the Tennessee Department of Public Health. Dr. William E. Cole, professor emeritus of the University of Tennessee, is chairperson for this social work event.

Highlighting two days of activity is a keynote address by Dr. Barbara Silverstone, executive director of the Benjamin Rose Institute, Cleveland, Ohio. Dr. Silverstone is the author of You and Your Aging Parent and is chairperson of the National Association of Social Workers' Committee on Aging. Other speakers include Mr. Thomas Henry, executive director of the Tennessee Commission on Aging; Dr. Pauline Rabin, assistant professor, Vanderbilt University Department of Psychiatry, whose special interest is geriatric psychiatry; and Dr. Mildred S. Hurley, professor of Education in Androgogy and Gerontology, Tennessee State University. There will also be a panel discussion of major issues in geriatric social work.

The workshop will be held in the Clement Room of Montgomery Bell State Resort Park in Burns, Tennessee, 30 miles west of Nashville. Dates and times for this event are April 23 and 24 from 9:00 a.m. to 4:00 p.m. The sponsors of the workshop extend an invitation to social workers and all other interested professionals across

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Keynote speaker for the April gerontology workshop is Dr. Barbara Silverstone (center), author of You and Your Aging Parent. Shown with Dr. Silverstone are Ron Green, director of the Office of Continuing Social Work Education (left), and Tom Henry, executive director of the Tennessee Commission on Aging (right). Mr. Henry is also a featured speaker for the two-day event.

Alumni Fund Needs Dollars for Scholars

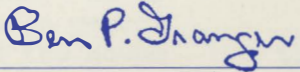
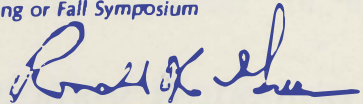
Denny Dukes

Thanks to a strong increase in participation by alumni in the UTSSW Scholarship Fund Drive, more financial assistance will be available to needy social work students this year than last. The number of alumni participating through contributions increased an impressive 64 percent to 155 alumni. Of course, this resulted in a big increase in dollars for the scholarships, 66 percent to be exact, and that put us over the \$2000 mark for the first time in several years.

As you know, sources of financial help for social work students are getting very thin, so our support as alumni takes on added significance. Sometimes a few dollars can make all the difference.

Again this year, the Office of Continuing Social Work Education will be offering to alumni who contribute \$15 or more a certificate of appreciation carrying a \$15 discount on any workshop in the 1979 Spring or Fall Symposium. In addition to our annual mailout in late February, we are also planning phone campaigns in several areas, so you may be getting a phone call from an old school buddy this month asking for your participation. Whether you're calling or being called, we hope you'll act on this gentle reminder and contribute whatever you can to an important cause. Please remember to specify that your donation is intended for the UTSSW Alumni Fund Drive. (By the way, this is one very fine way to observe Social Work Month.)

On behalf of the students who will be receiving scholarships, thanks to those who have helped. We hope the rest of you will join us in our efforts to make this year's fund drive even more successful than the last.


**THE UNIVERSITY OF TENNESSEE
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acknowledges the contribution of
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*In appreciation, the contributor will be given
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in the 1979 Spring or Fall Symposium*

Dean, School of Social Work

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*Certificates carrying a discount on workshops
will be awarded to those who give \$15 or more.*

Stimulus

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STIMULUS is a quarterly publication of the UT School of Social Work. Submit letters or other material to STIMULUS, UT School of Social Work, 2012 Lake Avenue, Knoxville, Tennessee, 37916.

Noncredit Opportunities

INTERNATIONAL

Caribbean Educational Cruise

August 25–September 1. Educational activities include two workshops carrying CEU credit and the chance to meet with professional social workers in St. Thomas, Virgin Islands, and San Juan, Puerto Rico. Other ports of call are Puerto Plata, Dominican Republic, and Cap-Haitien, Haiti.

Departure is from Miami aboard the *MS Bohème*. Special group rates are \$388–\$570 per person, plus \$35 workshop registration fee for those who participate in educational activities. Deposit of \$50 due by March 30. For information, contact Dick Edwards, OCSWE, 2012 Lake Avenue, Knoxville, TN 37916, (615) 974-6778.

China Study Tour

November 13–December 1. See article on p. 2.

NATIONAL

American National Red Cross Annual Convention

May 13–16, Kansas City, MO

American Psychiatric Association Annual Meeting

May 13–18, Chicago, IL

National Conference on Social Welfare-106th Annual Forum

May 20–24, Philadelphia, PA

National Assembly of National Voluntary Health & Social Welfare Organizations

May, New York City, NY

Boys Clubs of America

May, Philadelphia, PA

National Congress of Parents & Teachers (PTA)-Annual National Convention

June 10–13, Milwaukee, WI

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Cruise passengers will sail to Caribbean ports aboard the *MS Bohème*. The ship features decor that is fashioned after design themes of 19th century Paris.

Student To Get "Third Degree"



Floyd Grant

One of the more unusual second-year masters' students at the UTSSW-Knoxville branch this year is Floyd Grant. Contrary to ordinary practice, Floyd is working on his master's degree after having received his doctorate. He holds a JD degree (University of Tulsa, 1971), and before enrolling in the University of Tennessee School of Social Work, he practiced law in Oklahoma in the 10th Circuit Court of Appeals.

After working in the legal system and corrections for several years, Floyd decided to pursue a degree in social work in the hopes of becoming a more effective advocate in social action and social policy issues. He is now fulfilling this desire as a member of the Board of Directors and the House of Delegates of the Council on Social Work Education. Dr. Grant is also on the Board of Directors of the Tennessee Chapter of NASW and is in charge of the NASW Educational Legislative Action Network (ELAN) for the East Tennessee area.

Floyd has his second-year field placement with the research and evaluation unit in the Office of Continuing Social Work Education, where he has been involved in designing and implementing several research and evaluation projects. He carried major responsibility for evaluating a gerontology training program developed under NIMH funding.

When not working or studying, Floyd might be found on the soccer field, officiating and coaching games. He is an avid tennis player, and though too inhibited to perform, claims to be a songwriter. Proficient with computers and intrigued by their potential for

Alumna Is VFW's First Lady

A 1976 graduate of the Nashville branch recently became the first female member of the West Nashville Post 1970 of the Veterans of Foreign Wars (VFW). Cyrene Margolis, who is also the first woman major in the Tennessee Army National Guard, joined the VFW in late December. As she explained in an interview with a Nashville newspaper reporter, her reason for seeking membership was an interest in "the issues VFW stands for, promoting benefits for veterans," not in the organization's "social aspects."

Membership in the VFW was extended to women at the national convention last August and is open to individuals who have seen duty in a combat zone. Ms. Margolis was eligible by virtue of a one-year tour of duty she served in Seoul, Korea, in 1970-71 as a captain in the Women's Army Corps. She is currently employed as a clinical social worker in the alcohol treatment program at Veterans' Hospital in Nashville.

Gerontology Workshop . . .

Tennessee and in surrounding states. Those wishing additional information should call the School of Social Work in Nashville, (615) 329-1212, or Knoxville, (615) 974-6778, and ask for the Office of Continuing Social Work Education.

THE SCHOLARSHIP FUND NEEDS
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application in social work, he is also learning yet another computer programming language.

After graduation, Floyd hopes to obtain a position at a university where he can teach and conduct research in law and social work.

Family Violence Forum. . .

Social Work, will speak on "Helping the Help-less: Strategies with Neglectful Families." Dr. Polansky is the author of several books and articles on case-work practice and child neglect.

In the mid-morning of each day, participants may select one of the following workshops to attend for the remainder of the day:

"Treatment of Families Where Child Abuse and/or Neglect Is a Symptom: Reparenting, Addressing Dependency, and Correcting Low Self-Esteem," Leila Whiting, ACSW (Monday only)

"Socio-Cultural Considerations in the Treatment of Violent Families," Marvin Feit, Ph.D. (Monday only)

"Treatment of Families Where Child Abuse and/or Neglect Is a Symptom: Denial and the Use of Authority," Leila Whiting, ACSW (Tuesday only)

"Diagnosis and Treatment of Neglectful Families," Norman Polansky, Ph.D. (Tuesday only)

"Treatment of Families Where Spouse Abuse Is a Symptom," Charles E. Gentry, ACSW

"Treatment of Families Where Sexual Abuse of Children Is a Symptom," Lane Veltkamp, ACSW

"Interviewing Skills and Techniques Critical in the Treatment of Violent Families," C. Thomas Cruthirds, Ph.D., ACSW

In addition, a special half-day workshop will be offered each day for volunteers who work with families who exhibit symptoms of violence.

The fee for the two-day forum is \$40, and special fees are available for NASW members and full-time students. Complete workshop information will be mailed to STIMULUS readers later this month. For further information, contact Phyllis Betz or Susan Barnes, Office of Continuing Social Work Education, 2012 Lake Avenue, Knoxville, TN 37916, (615) 974-6778.

Study of Child Welfare Workers Will Pinpoint Training Needs

A short-term grant awarded by the Children's Bureau, Department of Health, Education and Welfare, is allowing the Office of Continuing Social Work Education to conduct a study of national significance. "Services to Children and Families: Where Do You Fit In?" is a cooperative undertaking with the state of California, and has as its objective the development of a method of determining the training needs and characteristics of social workers who provide direct services to children and their families. Ron Green, director of OCSWE, is supervising the project.

Professional assistant Nancy Dickinson, who as Tennessee coordinator bears major responsibility for the study, has designed a survey instrument which is a considerable refinement of traditional approaches to needs assessment. The instrument breaks down the myriad tasks of child welfare workers into discrete knowledge and skill items, revealing the degree to which a worker's job performance is hindered by insufficiency in either area. Through analysis of the survey responses, a profile of training needs can be constructed and training needs for new and continuing employees projected.

Professionals from a variety of public and private agencies have participated on task forces in both Tennessee and California, contributing valuable insights into the services provided by child welfare personnel, pinpointing key items of knowledge and skill which workers need in their jobs, and providing feedback and other assistance as the survey instrument was being developed, refined, and administered. As consultant to the project, David Harrison of the UTSSW, Knoxville, branch also contributed expertise to the construction of the survey content. OCSWE's Chief of Research and Evaluation, Michael Bremseth, has furnished the know-how on statistical questions.

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Faculty and Staff Notes

MEMPHIS:

HISASHI HIRAYAMA and CARL WILKS presented "Sex, Social Work Student and the Retarded Client," a conceptual model to teach students and parents how to deal with the sexuality of mentally retarded individuals, at the Council on Social Work Education Annual Program Meeting in Boston this month.

CLAIRE LOWRY presented "Great Grandma's Name Wasn't Scarlet," a paper demonstrating how to use family histories to teach ethnic content in a Roles of Women course at the CSWE meeting.

NASHVILLE:

PHILLIP R. POPPLE began a two-year term as editor for the Newsletter of the Social Welfare History Group in January. The newsletter is circulated among approximately 200 members who have affiliation with either the Council on Social Work Education, the American Historical Society or both.

DAVID FAURI was invited by the University of Alabama to participate as an instructor in a Management Institute Workshop for Southeastern Region Public Welfare Managers at Hilton Head in December. The instruction focused on organizational structure and social service program delivery.

DAVID KURTZ, in cooperation with the Regional Intervention Program based in Nashville, has been awarded an \$106,500 grant from the U.S. Office of Education, Bureau for the Education of the Handicapped. Dr. Kurtz's component will focus on the early identification of the handicapped child living in rural areas.

LOU BEASLEY was elected vice-chairperson for the Eleventh Annual Conference of the National Association of Black Social Workers to take place in 1979.

KNOXVILLE:

HARRIETTE WILSON presented a paper, "Toward Educational Effectiveness in

Family Therapy: Learning Family Interaction through Non-Symptomatic Families," at the CSWE meeting in Boston. She also conducted a two-day in-service training workshop, "Family Systems Theory and Social Work," for Metropolitan Public Schools, Nashville.

MICHAEL BREMSETH, PHYLLIS BETZ and DICK EDWARDS led a workshop at the CSWE conference in Boston on "Training Rural Social Work Practitioners in Research and Evaluation."

TOM CRUTHIRDS served as principal consultant to the American Humane Association in a unique project. His Vantage Point series was used to provide Competency-Based Certification Training in Child Protective Services Supervision to the South Carolina Department of Social Services in December and January. Dr. Cruthirds conducted workshops on "Interviewing Techniques" for the social work staff of Lakeshore Mental Health Institute in October and on "Child Protective Services Supervision" at the American Humane Association National Symposium in November. He presented a workshop on "Assessment and Counseling Techniques--How To Begin with Families," at the Head Start Social Services Workshop in Nashville in February.

JOANNE JANKOVIC has been named chairperson of the national planning committee for an invitational conference on evaluation in school social services to be held in Hartford, Connecticut, May 9-11. The conference, hosted by NASW and the University of Connecticut, will explore the models now being used for evaluation, as well as how research is being used by the school social work practitioner. She delivered a paper, "Occupational Health: New Directions in Industrial Social Work", at the CSWE conference. Also, Joanne and ROGER NOOE were invited to present a paper on "The Future Directions of Social Work Practice in Rural Areas."

NEWSFLASH!

UTSSW-Knoxville and the Office of Continuing Social Work Education are pleased to announce cosponsorship in publishing Human Services in the Rural Environment, a journal previously published by the University of Wisconsin Center for Social Service.

The journal has and will continue to serve as a medium of information exchange for workers practicing in rural areas. It will carry news from the field, announcements of events, and articles related to rural social work practice.

Bimonthly issues of Human Services in the Rural Environment will be available on a subscription basis. Information about subscriptions and procedures for submitting material for the journal can be obtained from Joanne Jankovic, Office of Continuing Social Work Education, 2012 Lake Avenue, Knoxville, TN 37916 (615) 974-6778 or 974-3438.

Noncredit Opportunities . . .

REGIONAL

North Carolina Chapter, NASW--Spring Meeting

March 31, Raleigh, NC

YWCA of the U.S.A. Triennial Convention

May 14-19, Louisville, KY

American Physical Therapy Association Annual Conference

June 24-29, Atlanta, GA

LOCAL

Southeastern Coalition, NASW

March 24-25, Nashville, TN

Forum on the Treatment of Family Violence

April 16-17, University of Tennessee, Knoxville. For information, contact Phyllis Betz or Susan Barnes, OCSWE, 2012 Lake Avenue, Knoxville, TN 37916, (615)-974-6778.

*Social Work Service to the Elderly:
A Gerontology Workshop for Social Workers*

April 23-24, Clement Room, Montgomery Bell State Resort Park, Burns, TN.
For information, call Nashville, (615) 329-1212, or Knoxville, (615)-974-6778 and ask for the Office of Continuing Social Work Education.

Tennessee Conference on Social Welfare
May 9-11, Nashville, TN

National Symposium on Rural Justice
June 20-22, Knoxville, TN. For information, contact Joanne Jankovic, OCSWE, 2012 Lake Avenue, Knoxville, TN 37916, (615) 974-6778 or 974-3438.

SEVEN DAY CARIBBEAN EDUCATIONAL CRUISE RESERVATIONS

Name _____

Address _____

City _____ State _____ Zip _____

Type of accommodations desired:

Double _____ Single _____ Triple _____ Quad _____

Number of children under 12 _____

Names of persons with whom I will be sharing a room:

_____ I would like to share but do not have a roommate. Please put me in contact with others like me.

_____ I will be participating in the workshops.

Enclose a deposit of \$50 per person. Space is limited. Deposits must be received no later than March 30 and are refundable until May 15. The full fare must be paid by July 1. Make checks payable to U.T.S.S.W. Alumni Association.

(For details, see p. 6.)

Child Welfare Study. . .

A preliminary instrument was pre-tested during February in agencies in Knox and Roane counties. The final survey will be mailed in March to a large sample of direct service providers in Tennessee and in 12 northern California counties. Data generated from this field test will be used by the task forces in the two states to identify and prioritize the training needs of workers who serve children and their families. The evaluation methodology will be available to other states, and should be a major tool for state agencies and institutions in planning how best to meet the training needs of their child welfare personnel.

China Study Tour . . .

India, where you could see the Taj Mahal, Istanbul, Rome, or other lands or cities of your choice. This is a possibility well worth investigating: it is the cheapest way to see that part of the world once you have gone as far as Hong Kong."

The study tour is limited to 24 participants. Cost is \$2400, which covers air transportation between Los Angeles and China, ground transportation in China, hotel accommodations, most meals, visa application fee, baggage handling, and applicable taxes. Additional details may be obtained by contacting Dick Edwards, Office of Continuing Social Work Education, 2012 Lake Avenue, Knoxville, TN 37916, (615) 974-6778.

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First Middle Initial Last

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Street

City

State

ZIP CODE

UTSSW ALUM? ☐ Yes (Year _____) ☐ No

NASW MEMBER? ☐ Yes ☐ No

EDUCATION? ☐ 1 Less than BA/BS ☐ 2 BA/BS ☐ 3 BSW ☐ 4 MSW ☐ 5 MA/MS ☐ 6 PhD/EdD

☐ Other (specify) _____

PRACTICE FIELD? ☐ 1 Health ☐ 2 Mental Health ☐ 3 Corrections ☐ 4 School ☐ 5 Family/Child

☐ 6 General Social Services ☐ 7 Higher Education ☐ 8 Aging ☐ 9 Other (specify) _____

RURAL SOCIAL WORKER? ☐ Yes ☐ No

JOB POSITION? ☐ 1 Administrator ☐ 2 Supervisor ☐ 3 Social Treatment Practitioner ☐ 4 Educator ☐ 5 Planner

☐ Other (specify) _____

WORK SETTING? ☐ 1 Private practice ☐ 2 Public—state & local ☐ 3 Federal ☒ 4 Voluntary ☐ 5 Private for profit

☐ Other (specify) _____

Government Saves Taxpayers' Money? BALONEY!

The belief that the job of the government official is to save taxpayers' money appears to be gaining currency these days. The absurdity of this belief can be shown by taking it to its most obvious outcome, the elimination of government and thus of all taxes. The real problem in times of financial stress is how to deliver the most effective services within the constraints of limited resources.

The focus on delivery of quality services, unfortunately, gets lost in the mad dash to see who can appear to be wielding the largest fiscal axe. "Freezes" on hiring, "frosts" on travel, and "across-the-board" cuts in programs tend to be implemented without being subjected to the more difficult, but certainly more responsible, exercises of governmental judgment about how such "meat axe" approaches will affect the quality of services provided. In a state like Tennessee, which has meager public resources due to its low tax rates (forty-seventh in the nation in per capita taxes paid in 1977), if there is indeed the necessity to limit public services, wouldn't we be better off to do a quality job on those services we can afford to offer, rather than to take a mediocre, under-

funded and over-regulated approach to a wider variety of services?

Governor Alexander's philosophy of "fewer executive staff members of higher quality," which means higher per capita salaries, should be extended to other levels of government. In higher education, if this means fewer campuses and fewer faculty, so be it, but let's provide a quality level of support for what is left. Cutting a little from salaries, limiting library acquisitions, reducing maintenance supports and eliminating motor pools are absolutely not ways to provide quality higher-educational services to the state. In social services or mental health, if this means closing a hospital or consolidating county administrative offices, so be it, but let's provide those who are left to do the job the kind of support that will assure the best level of services possible. Cutting a position here, hiring underqualified staff there, and failing to pay competitive wages are the surest ways to reduce the quality of services over time.

The next time you hear a government official tell you his or her job is to save taxpayers' money, let them know you think that is so much--baloney!

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