

VIEWPOINT

THE BATTALION
TEXAS A&M UNIVERSITY

WEDNESDAY
APRIL 15, 1981

Slouch By Jim Earle



Discussion centers on good government

By DAVID S. BRODER
DURHAM, N.C. — Maybe it was because the session was held in the common room of the Duke University divinity school, in the heart of the Bible Belt, and during Lent. But it was the most unexpected discussion of government management I have ever heard. It was all about ethics.

It was part of the 10th anniversary celebration of the Institute of Policy Sciences and Public Affairs which Terry Sanford and Joel Fleishman have created down here. The assignment from moderator Bob Behn to the five panelists was to propound one "outrageous idea" apiece about running public-sector enterprises. And, without prearrangement, it turned out that they all wanted to talk about the question of getting "good government," not in the sense of efficiency but in the ethical dimension.

Their focus was broad, not narrow — not just avoiding scandal or conflict-of-interest through disclosure of assets or outside sources of income. No, what they wanted to talk about was the old question of how one determines the public good.

At first, it seemed surprising. But as the informal discussion wore on into the night, it appeared more plausible that the moral dimension of the "good government" question was coming to the fore.

For one thing, as recently noted in my column on the Connecticut Mutual Life Insurance Co. survey, the political atmosphere is suffused with "moral questions" placed on the agenda by the quarter of the American people who are themselves preoccupied with religious and moral concerns.

Second, the political failure of the engineer-President Jimmy Carter — whose administration had more professional economists in its policy-making leadership than any other in history — was bound to cause questions about the "scientific" approach to public-management.

As Colin Dively of Boston University, one of the panelists, said, the failure of the "engineering model" of public administration is its denial that the decision-makers in the bureaucracy are, in fact, imposing their ethical judgments on their decisions.

His suggestion was that, instead of pretending to a pristine, methodological purity which they do not attain, bureaucrats recognize that they are power-brokering, risk-taking, self-promoting entrepreneurs — and be held accountable for the moral judgments implicit in their actions.

The two current super-bureaucrats on the panel agreed. Jan Patterson, deputy commissioner of administration for North Carolina, and Peter Goldmark, executive director of the New York-New Jersey Port Authority, both argued the necessity of seeing "the human consequences" of public-policy decisions.

Goldmark went so far as to suggest as his "outrageous idea" a variant of the Chinese Communist technique of sending the party cadres back to the factories and fields. "I would," he said, "require senior managers to spend one week a year as front-line deliverers of the service they are administering — the corrections commissioner as a jailer; the hospital administrator as an orderly; the transit commissioner as a bus driver."

The utility of this approach struck me an hour later when Health and Human Services Secretary Richard S. Schweiker was arguing — with the aid of graphs, pie-charts and many, many numbers — that statistically speaking, Ronald Reagan's budget cuts were mere pinpricks in the welfare state.

But there is no doubt that Reagan has finally forced bureaucrats, as well as the public, to ask what government should be doing — a value question if there ever was one.

Jim Joseph, the recently retired under-secretary of interior and a minister himself, had obviously been thinking about the question. In his five minutes on the panel, he presented in summary form five criteria for judging the worth of government expenditures, derived from an appropriate source, the preamble to the Constitution.

It remained for Mark Moore of the faculty of the redoubtable John F. Kennedy School of Government at Harvard to cap the discussion. He remarked that its students are brainy and ambitious (but guilty enough about their ambition not to go to the business school) and therefore prone to the "technocratic fantasy" that they can do good just by being smart. Moore said that even at Harvard, they are now teaching that "ethical ideas are so powerful in resolving management issues and motivating organizations that they are, competitively, and advantageous tool."

That is a long way from Sen. Daniel Patrick Moynihan's recent joking observation that what budget director David A. Stockman learned in the 1960s at the Harvard divinity school was that "there is no morality, and, therefore, there can be no immoral policy."

It represents real progress, I guess.

Tuition hike could be killed

So you've got a couple of more years to go before you get that elusive sheepskin? And you say you're making it on your own because your parents are too poor to pay for your schooling outright, but too 'rich' to get a government grant? Middle-class, in other words.

But you're gonna make it, right? It may be tougher than you think.

Bills currently before both houses of the state legislature, if passed, will cause tuition for state-supported schools in Texas to double. That means where you paid \$60 for 15 hours, you're now going to pay \$120.

And if you're classified as out-of-state, multiply that by 10 and see how you like paying \$1,200 for tuition. Not food, not books, not a car. Tuition.

But wait — you say you want a medical or dental degree?

Got any rich relatives that like you a lot? You'll probably need them.

These bills would hike medical school tuition for in-state students from \$400 per 12-month academic year to \$3,600. Dental students will have to fork over \$2,500.

Double that for out-of-state students. Yes, that's \$7,200 and \$5,000, respectively.

Okay, you say you can handle it, you'll just increase the amount you request in student financial aid from Uncle Sugar.

Think again. President Reagan's "New Beginnings" economic program calls for a \$9.2 billion decrease in student financial aid over the next five years, although aid for students in severe financial need will prob-

Flush center

By Terry Duran

ably be increased somewhat. And a reorganization of the guaranteed student loan program includes increasing the interest rate from seven to nine percent and decreasing the amount available to middle-class students.

Now — remember about the room and board rate increase in the fall? Don't think you're safe because you live in an apartment. They're going up, too. The inexorable law of supply and demand, you know, free enterprise and all that.

How's that for a triple whammy? And it centers on the middle class. Fee increases, even in these amounts, are not really going to bother the students whose financial background is, to say the least, comfortable. And the increases are only going to make it more apparent that the financially needy need help — and they'll get it. It's the students who are definitely not rich, but not really poor, who are going to be sandwiched in the middle. Hence the phrase, "middle class," I guess.

The only thing is, it doesn't have to be like that. Room and board rates are going up; that's already been approved. Likewise, it is unlikely that anything we do will

influence decisions made in the great fantasyland on the Potomac. However, tuition increase legislation is still up in the air. Two more votes are necessary to kill the tuition increase bill in committee. Caperton of College Station is one of the more-or-less undecided members who could swing it.

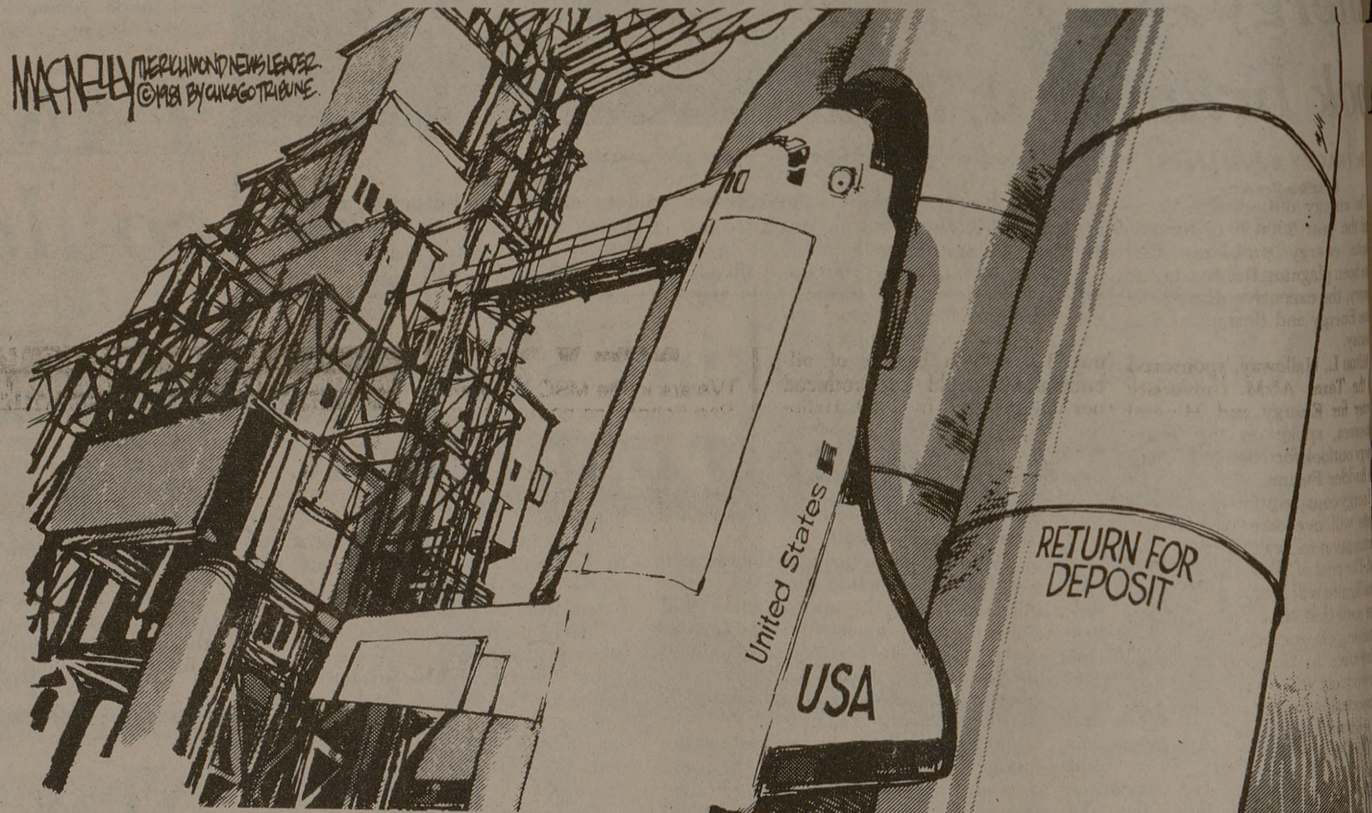
Caperton is straddling the fence because he doesn't know what the people of the State want. Over 30,000 of those people are students at Texas A&M, and I'd bet that every one of those 30,000 could do a piece of paper and an envelope and a stamp regardless of postal increases.

Now, I grant you, Texas students paid 4.4 percent of their educational expenses in 1980, as opposed to 15.8 percent for out-of-state students' share was 43.4 percent, down from 63.1 in the same year.

And I also grant you that the Legislative Budget Board overestimated the amount state revenues this year by about two percent, so everybody is having to do a belt-tightening. The state budget required by law to be balanced, we have provisions for deficit spending. Fine, good.

But last year, the state had a \$115 million surplus. Where did that go? Well, I've talked to knows.

Caperton's address is P.O. Box 144, Capitol Station, Austin, 78711. The representative from the Bryan-College Station area is Bill Fresnal, P.O. Box 2910, Austin 78769. Need I say more?



It's your turn

Don't mind sharing education's cost

Editor: I have recently seen several students refer to a tuition hike as a raise in taxes. I was under the impression that tuition is what a student contributes for his or her education. Taxes, on the other hand, are what the people of the state of Texas pay for us to go to school. An increase in tuition would mean that a student is contributing more toward the cost of his education. That doesn't seem too unreasonable. Who will receive most of the benefits of this education anyway?

I would also like to question the reasoning behind David Collins' statement that "... if one student gets nailed, it's too many." I would like to give that poor student some credit. If he really wants an education and is forced to drop out for lack of funds, I would like to think that he would work a semester, save his money, and come back the next semester. Or that same student could take a lighter course load and put in a few more hours at work.

Before I finish, I would just like to say that I am working to put myself through

school and I will be as reluctant to let go of my tuition money as anybody. I am glad to be here at A&M and I am grateful that the state is paying so much of the cost of my education. I just don't feel it is my place to complain if they want me to bear a little more of the responsibility.

Susan Brown '82

Center helps blues

Editor: I am writing to you and all apartment dwellers who are singing the blues. Sometimes it can be really frustrating if your requests for repairs go unanswered or if you feel like no one cares.

There is an office in the Department of Student Affairs which can help you with tenant/landlord problems. The staff in the Off Campus Center are willing to listen and

help you understand your rights and responsibilities as a tenant, as well as other alternatives.

We help off campus students with concerns related to off campus living. Some of our services include listings of off campus housing, a roommate locator service, roommate counseling and conflict mediation, tenant/landlord information, a car pool referral service, and general information about off campus living.

The Off Campus Center is located in Puryear Hall directly across from the YMCA Building. We are open Monday through Friday, 8 a.m. until 5 p.m., 1741.

Please call or come by if we can help you in any way.

Louann Schell
Off Campus Advisor

Warped



By Scott McCullar

THE BATTALION

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Questions or comments concerning any editorial matter should be directed to the editor.

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Letters to the Editor should not exceed 300 words in length, and are subject to being cut if they are longer. The editorial staff reserves the right to edit letters for style and length, but will make every effort to maintain the author's intent. Each letter must also be signed, show the address and phone number of the writer.

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