

It gives you the picture of the boy and his environment, it attempts to discover what his problems are, why they have come to exist and indicates what the school may hope to accomplish. Such a diagnosis and plan of treatment must be in the hands of all those who are responsible for the training program; otherwise, they are working very much in the blind.

The indispensable administrative device of case work is the case conference. The various parts of the entire program of the school lack effectiveness unless they are unified and that coordination comes simply and naturally if a group of staff members representing the institution's departments sit down together to talk about and plan for the children. This conference can be about as simple as the resources of the state necessitate; it is the habit that counts, the habit of talking about the children for the purpose of diagnosing their problems, planning their individual programs, checking their progress and eventually determining the conditions of paroles.

If the superintendent is to attempt to establish such conferences now, here is his situation. The position of assistant superintendent is temporarily vacant. The school principal has had to become a teacher. The psychologist comes from another city on occasion and would not be available. There is no psychiatrist in the picture, no chaplains and no trained case worker. Despite all the above, I would not wait one day. I would call in the cottage masters, the parole workers and the school principal (the last named by hook or crook) and go to work. Then I would try, desperately, and it may be hopelessly at present, to fill the vacancies and I would ask Your Excellency to authorize the employment on part time of a psychiatrist or clinical psychologist and the appointment of chaplains.

This is a partial answer to your parole issue which bothers