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Bowling Green State University's  
**ACADEMIC YEAR ABROAD**  
IN  
**SALZBURG, AUSTRIA**  
October 1, 1986 to June 30, 1987

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Nineteenth Annual Academic Year Abroad  
In Salzburg, Austria

Department of German, Russian & East Asian Languages  
Bowling Green State University  
Bowling Green, Ohio 43403

ACADEMIC YEAR ABROAD CALENDAR

SALZBURG, AUSTRIA

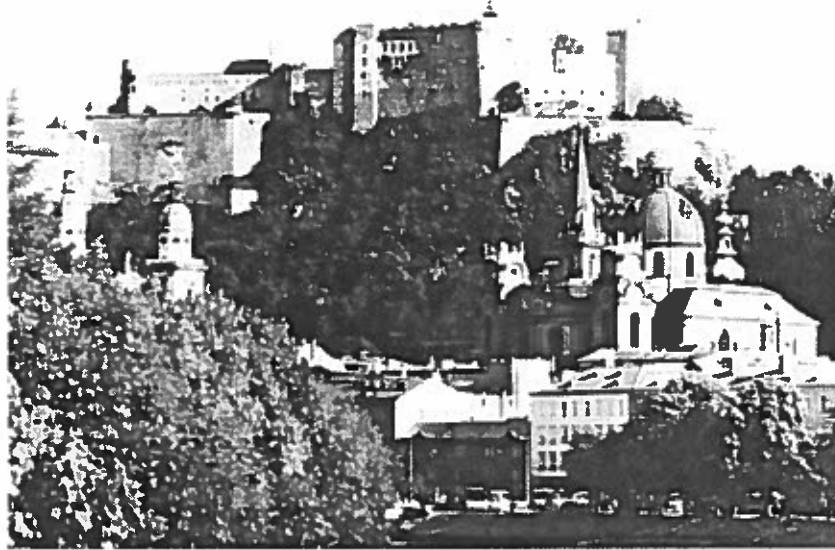
FALL SEMESTER

September 30, 1986	Check-in at Salzburg
October 1 - 4	Orientation
October 6	Classes begin *
December 19 - January 7	Christmas recess *
January 31	Semester ends *

SPRING SEMESTER

March 2, 1987	Classes begin *
April 11 - 26	Easter recess *
June 27	End of classes *
June 30	End of AYA Program

\* These dates may vary somewhat, depending on the calendar of the University of Salzburg.



## INTRODUCTION

The Bowling Green State University Academic Year in Salzburg, Austria, is designed to help American students perfect language skills in German and gain first-hand knowledge of the culture of German-speaking countries while earning academic credit in a variety of subject areas. Classes are taught in German by Austrian professors and the American Director. Students are housed in dormitories with Austrian students.

The Bowling Green Salzburg Program is officially recognized by the University of Salzburg. The program will be in its nineteenth year of operation during the 1986-87 academic year. A special feature of the program is its liaison with the Mozarteum, one of Europe's best known schools of music. Qualified students of music enrolled in the Bowling Green program may receive instruction at the Mozarteum. Under BGSU's two-year M.A. and M.A.T. programs, graduate students in German and related areas may do up to two semesters of their course work at the University of Salzburg.

The University of Salzburg, originally founded in 1622 and reopened in 1962, offers courses in the humanities, sciences, law, and theology. The city of Salzburg, with a population of 140,000, is famous both for its beauty and cultural life and its scenic alpine surroundings. For years, Salzburg's music and drama festivals (Salzburger Festspiele, Mozartwoche) have attracted visitors from all over the world, and the nearby mountains offer excellent facilities for hiking and skiing. Salzburg is located in the north central section of Austria, in the heart of central Europe, and is within easy access of Munich, Vienna, Prague, Venice, Innsbruck, and many other European cities.

## UNDERGRADUATE PROGRAM

### SPECIAL PROGRAM FEATURES

- 1) Students need not be German majors or minors to participate.
- 2) The program offers a balanced curriculum of especially designed courses in German language, literature and culture, as well as offerings in history, music, art, education, political science, geography and business German. The program guarantees a full year's academic credit.
- 3) Linguistically qualified students may also enroll in regular University of Salzburg courses in lieu of some of the program offerings.
- 4) The program is supervised by an American professor familiar with American and European university life.
- 5) Group travel to places of cultural interest and group outings are regular features of the program; the generous vacations at Christmas, Easter and between semesters allow ample time for independent travel.
- 6) Housing arrangements encourage contact with Austrian students. Students in the BGSU program live in several different dormitories and, in most cases, have an Austrian roommate.
- 7) Unlike most other programs abroad, the BGSU program has American graduate assistants who serve as tutors and resident advisors for the undergraduates.

### ADMISSION REQUIREMENTS AND EXPECTATIONS

The BGSU Salzburg Program is open to undergraduates from all accredited colleges and universities who (1) are in good academic standing at their home institution, (2) will have at least sophomore standing, and (3) will have completed at least two years of college German (with a minimum grade of "C"), or the equivalent, by the time the program begins.

Participants will be expected to use German throughout their study abroad. All students must abide by regulations governing the program, and the sponsoring institutions reserve the right to require the withdrawal of any student whose personal or academic conduct warrants such action.

BGSU undergraduates planning to participate in the program should enroll in German 300 (Introduction to Study Abroad) for one credit hour in Spring Semester, 1986.

## PROGRAM OF STUDIES - UNDERGRADUATE

The list of course offerings on the next page represents the courses normally offered by the BGSU Salzburg staff. Most of these courses are taught specifically for undergraduates in the BGSU program by instructors who are sensitive to the initial difficulties students may encounter while studying in a foreign language. Additional help is provided in small group tutorials given by graduate assistants in the BGSU program. While the list of courses is subject to minor changes, students are assured that they will be able to earn at least 30 semester hours (45 quarter hours) for the academic year. The academic load for the regular undergraduate student is normally a minimum of 15 hours per semester. Students should meet with their academic advisors on their home campus as soon as possible to plan their programs carefully so that degree requirements can be met and duplication of course work avoided.

Students who pass the language proficiency exam of the University of Salzburg also qualify to take courses regularly offered by the University of Salzburg. Students with two years of college German or the equivalent are generally able to pass this exam by the end of the first semester. With the advice and approval of the Director, students may opt to substitute certain University of Salzburg courses in place of some of the program courses.



Students may also engage in appropriate study projects under a professor from their home institution, provided such projects are submitted for approval well in advance, and arrangements can be made to give Bowling Green credit for them.

The university sports facilities and intra-mural sports programs are available to students in the BGSU Salzburg program, as are all other university facilities and activities such as music groups, clubs, etc.

UNDERGRADUATE PROGRAM COURSE OFFERINGS

<u>Course No.</u>	<u>Title</u>	<u>Semester (Quarter)</u> <u>Hours</u>
<u>Fall Semester</u>		
German 317-318	German Conversation, Composition, Grammar, Pronunciation, & Translation	4-6 (6-9)
German 311	Modern German Literature	3 (4.5)
Geography 343	Geography of Central & Western Europe	3 (4.5)
Art 454	Renaissance and Baroque Art	2 (3)
Education 373	Teaching Foreign Language in the Schools (on demand)	3 (4.5)
German 480	Contemporary Austrian Life	2 (3)
German 380	Business German (on demand)	3 (4.5)
<u>Spring Semester</u>		
German 319-417	Advanced German Conversation, Composition, Grammar, Pronunciation, & Translation	4-6 (6-9)
German 418	Stylistics, Syntax and Structure of German	2 (3)
German 313	18th and 19th Century German Literature	3 (4.5)
History 377	History of Central Europe since 1914	3 (4.5)
Music 221	Survey of German and Austrian Music	2 (3)
Political Science 351	The Governments of Central and Western Europe Today	3 (4.5)
Psychology 302 (Education 302)	Educational Psychology (on demand)	3 (4.5)
	OR	
Psychology 311	Social Psychology	3 (4.5)

At BGSU only those course numbers preceded by the word "German" count towards a German major or minor. German 317, 318, 417, 418, if taken on the Bowling Green campus, may be repeated for credit in Salzburg. Up to three semester hours of credit may be given for special projects under the course number German 491, Studies in German. Detailed course descriptions are available upon request.

## THE GRADUATE YEAR IN SALZBURG

The Bowling Green State University Graduate Year in Salzburg is in its ninth year. It is part of a two-year program leading to the M.A. or M.A.T. degree in German. The option of spending one of these years in Salzburg is intended to improve the language skills of our graduate students, to deepen their knowledge of the cultures of the German-speaking countries and to give them first hand experience with the Austrian university system. The program also helps prepare American graduate students for their teaching assistantships on the BGSU campus in the second year of their studies.

The Graduate Year in Salzburg is open to graduate students in other fields (music, political science, history, etc.) whose proficiency in German is adequate for them to take regular courses at the University of Salzburg or the Mozarteum. Under Bowling Green's dual degree and interdisciplinary degree programs, it may also be possible to combine graduate study in German with graduate study in another discipline. For example, a dual degree program leading to two M.A. degrees is available in Political Science and German.

### SPECIAL FEATURES OF THE GRADUATE YEAR IN SALZBURG

- 1) Availability of graduate assistantships which reduce the cost of the program.
- 2) Full program of academic study at the University of Salzburg with credit granted by Bowling Green State University.
- 3) Introductory courses on graduate study in German and on contemporary Austrian life designed especially for BGSU students and taught by University of Salzburg faculty.
- 4) Supervision and advising by the American program director, who is a member of the BGSU graduate faculty.
- 5) Housing in dormitories at the University of Salzburg; integration into Austrian student life; group travel included in period.
- 6) Opportunity to develop teaching and leadership skills in a small group or tutorial setting.
- 7) First priority for an assistantship in the second year of the M.A. or M.A.T. program on the BGSU campus, upon satisfactory completion of the Graduate Year in Salzburg (minimum GPA of 3.0 and recommendation of the program director).

## GRADUATE YEAR IN SALZBURG - PROGRAM OF STUDIES

While the academic program of graduate students varies to some degree depending on interest, area of concentration, and on courses offered at the University of Salzburg in any given semester, an example of a typical program in German is listed below. The minimum academic load for the year is twenty semester hours.

### Fall Semester

<u>BGSU</u> <u>Course No.</u>	<u>Salzburg Title</u>	<u>Semester</u> <u>Hrs.</u>
501	Proseminar: Einführung in das Studium der Germanistik	3
480	Österreich aktuell	2
580	Proseminar: Sprachwissenschaftliche Einführung <u>or</u> Literaturwissenschaftliche Einführung mit Übung	4
504	Englisch-deutsche Übersetzungen	2
507	Deutscher Sprachkurs für Fortgeschrittene	2

### Spring Semester

580	Proseminar: Grammatik der deutschen Gegenwartssprache mit Übung	3
560	Der deutsche Roman nach 1960	2
531	Drama des Naturalismus	2
519	Proseminar: Einführung ins Mittelhochdeutsche	3
418	Deutsche Stilistik	2

### DUTIES OF GRADUATE ASSISTANTS

Students accepted as graduate assistants in Salzburg are contracted to assist in the operation of the undergraduate program in one or more of the following areas: performing RA duties in the dormitories (for BGSU undergraduates); tutoring small groups of undergraduates in German language or other program courses; assisting the director in organizing cultural travel, group outings and special events.

### OTHER INFORMATION

Students interested in the Graduate Year in Salzburg may obtain detailed information concerning admission requirements, application procedures, cost of the program, financial assistance, etc., by writing or calling the Department of German, Russian and East Asian Languages.



## INFORMATION FOR UNDERGRADUATES AND GRADUATE STUDENTS

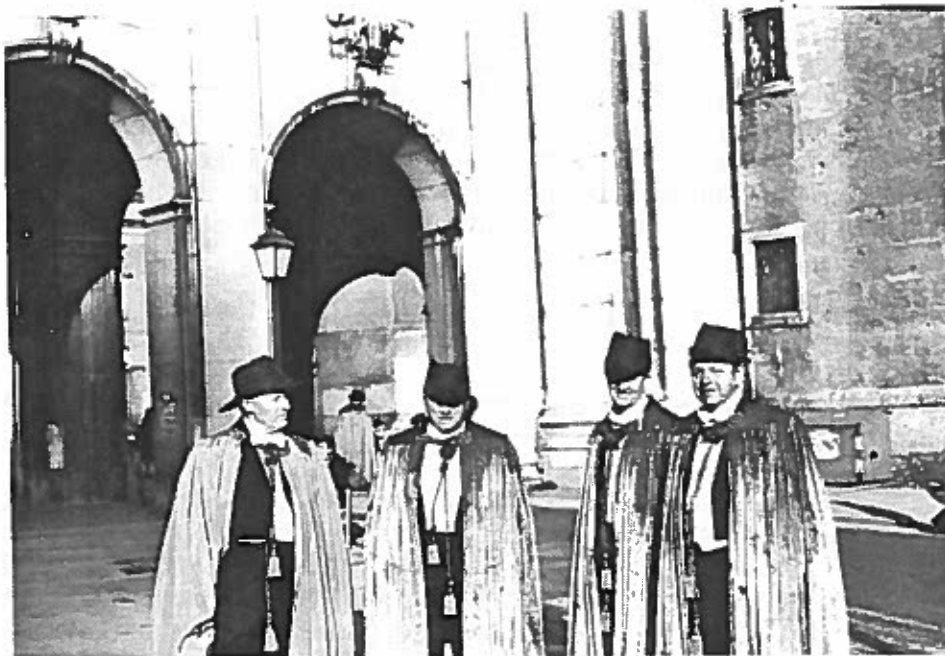
### THE MOZARTEUM

In cooperation with the University of Salzburg and the Mozarteum, the BGSU Salzburg Program makes limited study available at the Mozarteum for qualified students of music. Such study supplements the regular undergraduate program of courses listed on page 4 and normally amounts to one or two courses per semester including instrument or voice.

In order to apply for admission to the Mozarteum, students must submit a certified tape of one of their performances for preliminary evaluation by faculty of BGSU's College of Musical Arts. If favorably evaluated by BGSU faculty, the tape is sent on to Salzburg for evaluation by the faculty of the specific department of the Mozarteum. Final decision on admission is made on the basis of a personal audition and written test (Aufnahmeprüfung) held in Salzburg, usually the first week of October.

The Mozarteum offers classes in composition, music theory, conducting, keyboard instruments, string instruments, wind and percussion instruments, church music, voice and opera. Interested students should contact the BGSU Salzburg Program Coordinator for further information on courses offered and should specify their instrument or area of study.

Any participant in the Salzburg program can usually arrange to take lessons during the year abroad and will also find ample opportunity to participate in informal singing groups and ensembles.



## INFORMATION FOR UNDERGRADUATES AND GRADUATE STUDENTS

### LODGING AND MEALS

Students are normally housed in Austrian student dormitories, which remain open during the holiday periods and during the semester break. To assure maximum use of the German language, an attempt is made to provide each student with a German-speaking roommate. Students are given a food allowance, paid out weekly, to cover the cost of their meals. Students may thus eat where they choose. There are cooking facilities in the dormitories, and good food at reasonable prices may be obtained at the university cafeterias as well as local restaurants. Reaction to this independent meal plan has been overwhelmingly favorable, and it is much preferred over the typical U.S. dormitory food arrangements.

### TRAVEL WHILE ABROAD

Several educational-cultural group excursions are paid for by the program. These trips include some of the interesting sites near Salzburg and cities such as Munich, Vienna, Berlin, Prague or Budapest. Students are free to travel individually during the holiday and recess periods. They may also remain in Europe after the end of the academic year, if they care to do so. Students travelling in Europe enjoy many financial advantages: reduced railway fares (Eurail or Interrail passes), inexpensive lodging at youth hostels, reduced admission fees to museums, tourist sights, theaters, etc.

### TRANSATLANTIC TRANSPORTATION

Students are free to arrange for their own transportation to and from Europe. The BGSU Salzburg Program normally arranges a group flight which leaves in late September (usually from New York, with connecting flights from Detroit, Cleveland and other cities). The program director will keep students who have been accepted into the program informed about the group flight plans and other possibilities for reduced air fares as this information becomes available.

### INSURANCE

Since many students have medical protection through family insurance plans, the purchase of additional coverage may not be required. It is essential, however, that students have complete health insurance during the year in Salzburg. (Regular medical coverage can be arranged by the student in Salzburg through the Austrian insurance system; if desired, more information is available from the Department.) The university also requires that every student be insured through a trip accident and sickness policy and a trip personal effects policy, if such coverage is not included in another policy. All students must assume complete responsibility for providing themselves with adequate insurance protection.

## UNDERGRADUATE PROGRAM COSTS

The overall fee for 1986-87 is expected to be \$4550 for residents of Ohio, and \$5704\* for non-residents. (These costs are subject to change.)

Included in the overall fee for 1986-87 are the following: instructional and general fees, room (dormitory space), and costs of meals for 275 days (from September 29, 1986, to June 30, 1987, including vacation periods); cultural events; educational group travel on selected days and weekends during the academic year; use of student facilities at the University of Salzburg and the assigned dormitories; costs for courses taken at the University of Salzburg; and some concert and/or theater tickets.

Not included are: U.S. and transatlantic transportation; costs of lodging and food prior to September 29, 1986, and after June 30, 1987, fees for obtaining a U.S. passport; school supplies and books; vacation travel during regular vacation periods and before and after the academic year; and other incidental and personal expenses.

\*Represents waiver of one-half of out-of-state fees.



## FINANCIAL ASSISTANCE

(UNDERGRADUATES)

BGSU students who hold university or state scholarships retain these awards while in the Salzburg Program. Students who have other scholarships or loans should check with the sponsoring agency to see if they can be applied to the program costs. Non-BGSU students should consult their on-campus financial aid office about possibilities for financial support. Out-of-state students accepted into the program will ordinarily receive a one-half fee waiver (= \$1154.00). Non-resident fees for the full year would normally be \$2308.

SCHEDULE OF PAYMENTS - UNDERGRADUATE

The application for admission to the BGSU Salzburg Program must be accompanied by an application fee in the amount of \$25.00. This fee will be applied toward the total cost of the program, and will be refunded if the applicant is not admitted to the program. When sent by check or money order, this payment and all payments listed below should be made out to Bowling Green State University.

All remaining payments are to be sent to the Office of the Bursar, Bowling Green State University. The payment schedule for students who wish to make their payments in installments is as follows:

	Ohio residents	Non- residents
At time of application	\$ 25.00	Same
21 days after notification of acceptance	175.00	Same
June 15, 1986	700.00	Same
August 15, 1986	868.00	1445.00
October 1, 1986	638.00	Same
December 26, 1986	868.00	1445.00
February 6, 1987	638.00	Same
March 6, 1987	638.00	Same
	<hr/> \$4550.00*	<hr/> \$5704.00*

\*These prices, based on monetary exchange rates and BGSU tuition and fees as of October, 1985, are subject to change.

A schedule of payments for students registering for one semester only will be mailed upon request.

UNIVERSITY LIABILITY

Bowling Green State University reserves the right to make changes in dates, program costs, or courses, if it becomes necessary to do so. In the event the program is cancelled, a full refund of monies will be made. Any student who withdraws from the program after having been accepted forfeits the application fee. A schedule of refunds, in the event of subsequent withdrawal from the program, will be provided upon request.



APPLICATION PROCEDURES  
(UNDERGRADUATE)

Applications will be accepted starting immediately. Although there is no official deadline for applications, students are urged to apply as early as possible. The size of the group is limited, and properly qualified students are selected on a first-come, first-served basis.

Students from institutions other than Bowling Green must submit a transcript of their college work. Please arrange for the prompt transmittal of these transcripts to the address listed on the following page.

All applicants are requested to arrange for three confidential letters of recommendation to be sent to the Department. One letter should be from a recommender who is familiar with their proficiency in German, one from a person who is familiar with their general academic background, and one from someone who knows them personally. All recommenders are requested to give their opinion on the applicant's suitability and readiness for the year of study in Salzburg. The letters may be brief and informal.

Applicants will be notified within three weeks after receipt of all materials whether their application has been approved, rejected, or delayed. Approval of study at the Mozarteum will take longer (see the section on "The Mozarteum").

## IMPORTANT ADDRESSES FOR APPLICATIONS, PAYMENTS AND QUESTIONS

Questions concerning the Salzburg Program, as well as applications, application fee, transcripts for non-BGSU students, letters of recommendations, etc., should be addressed to:

Salzburg Program Coordinator  
Department of German, Russian and East Asian Languages  
Bowling Green State University  
Bowling Green, Ohio 43403

Telephone: (419) 372-2268

\* \* \* \* \*

Payments for the Salzburg Program (other than the application fee) should be sent directly to:

Office of the Bursar  
Administration Building  
Bowling Green State University  
Bowling Green, Ohio 43403

(Make all checks payable to "Bowling Green State University." Please mark all payments clearly with your name and the remark: "Study-Abroad/Austria" or enclose a brief note concerning the purpose of the payment, so that proper credit may be given.)

### THE BGSU SUMMER GERMAN CLUSTERS

Students desiring an intensive experience in the German language and culture are invited to enroll in one of BGSU's Summer German Clusters. Cluster I is a ten-week program (June 9 - August 15, 1986) which offers as a core the equivalent of first year college German. Students may earn up to fifteen semester hours credit. Cluster II is a ten-week program which offers Intermediate German for up to ten hours credit. Completion of Cluster II qualifies the student for participation in the BGSU Salzburg Program. Interested persons should write to the Department for further details.

### SUMMER PROGRAMS IN AUSTRIA

In cooperation with the University of Salzburg and the Internationale Ferienkurse für Deutsche Sprache und Germanistik, BGSU offers three and six week programs for undergraduate students, ranging from beginning to advanced level German, and three and four week graduate programs during the summer in Salzburg. Details are available from the Department.

ROSTER OF STUDENTS IN THE 1985-86 SALZBURG PROGRAM

<u>Name</u>	<u>Home University</u>	<u>Major(s)</u>
Kimberly Arn	BGSU	Graphic Design
Monika Arnold	BGSU	Internat'l. Business/German
Andrew Bellinson	University of Arizona	International Relations
Sally Bormann	University of Minnesota	English
Evan Chambers	BGSU	Music
Deborah Coit	BGSU	Business/German
Craig Cowie	BGSU	Computer Science
Lisa Crane	University of Puget Sound	German/English
Linda Frisbie	Kent State University	German
Mary Gallagher	BGSU	International Studies
Brian Gingerich	BGSU	Internat'l. Relations/German
David Grunwald	Western Michigan University	Political Science/History
Jill Janke	Kent State University	German
Scott King	BGSU	Business
Elizabeth Kotlar	Elmhurst College	Internat'l. Business/German
Raymond Marcozzi	BGSU	Radio,TV,Film
Sara Martin	BGSU	German
Sarah Moore	BGSU	Psychology
Erika Pohl	Wright State University	Classics
Suzanne Prior	University of Calgary	Psychology
James Scholz	BGSU	International Relations
Patricia Slade	BGSU	International Studies
Amy Thomson	BGSU	Journalism
Amelia Mina von Voss	Sweet Briar College	Government
Elizabeth Weithman	Miami University	International Studies

Graduate Students

Bradley Boelkins	Calvin College	German/Political Science
Sandra Carlson	Western Maryland College	German/Communications
Karen Fletcher	University of Michigan	German/Political Science
Eric Hasselschwert	BGSU	German
Diana Justis	Virginia Polytechnic Institute	English
Deanna Law	University of Colorado	Piano
Susan May	BGSU	International Studies
Geraldine McManamon	BGSU	German
Timothy Moehlman	BGSU	German/Chemistry
Dan Zarembo	Kent State University	German

STUDENTS FROM THE FOLLOWING COLLEGES AND UNIVERSITIES  
HAVE PARTICIPATED IN THE BGSU SALZBURG PROGRAM

University of Alaska	Menlo College
Albright College	Miami University
University of Arizona	Michigan State University
Auburn University	University of Michigan
Baldwin-Wallace College	Moravian College
Bates College	University of Minnesota
Boston University	Mt. Holyoke College
Bucknell University	Nazareth College
University of Calgary	University of Nebraska (Omaha)
University of California	University of New Haven
California State Univ. at Fullerton	New York University
California State Univ. at Long Beach	North Dakota State University
Calvin College	Northwestern University
Capital University	University of Notre Dame
Carleton College	Ohio State University
Carnegie-Mellon University	Ohio University
Case Western Reserve University	Oklahoma Baptist University
Cedarville College	University of Oregon
Central Michigan University	University of Pennsylvania
University of Cincinnati	University of Pittsburgh
Cleveland State University	University of Pittsburgh (Johnstown)
Colby College	Pomona College
University of Colorado	Portland State University
The Colorado College	University of Portland
Denison University	University of Puget Sound
DePauw University	Queens College
Dickinson College	Radford University
Duquesne University	Rice University
Earlham College	St. Joseph's University
Eastern Montana College	Sam Houston State University
Edgecliff College	San Diego State University
Elmhurst College	Smith College
Fairfield University	Southwestern University at Memphis
Franklin and Marshall College	Spring Arbor College
George Washington University	Sweet Briar College
Georgetown University	University of Tennessee
University of Georgia	University of Toledo
Georgia State University	University of Utah
Goucher College	Villanova University
Graceland College	University of Virginia
Grove City College	Virginia Military Institute
Hamilton College	Virginia Polytechnic Institute
Huntington College	Wabash College
Illinois State University	Wake Forest University
Illinois Wesleyan University	University of Washington
University of Iowa	Wells College
Kansas State University	West Chester State College
Kent State University	Western Maryland College
Kenyon College	Western Michigan University
Kirkland College	Westminster College
Lafayette College	Wheaton College
Lawrence University	Willamette University
LaSalle College	William Jewell College
Lehigh University	College of William and Mary
Louisiana State University	University of Wisconsin (Eau Claire)
Loyola University	Wittenberg University
Mankato State University	College of Wooster
Marquette University	Wright State University
University of Maryland	University of Wyoming



SALZBURG PROGRAM FACULTY

1985 - 1986

Margy Gerber, PhD., Professor of German  
Bowling Green State University  
--Program Director; German Literature

Erwin Stürzl, PhD., Head, Department of English  
University of Salzburg; Director of International Programs  
--Program Liaison; German Stylistics and Syntax

Helmut Pellischek-Wilsdorf, PhD.  
College of Education(Salzburg)  
--Assistant Program Director; Methods of Language Teaching;  
Contemporary Austrian Life; Social Psychology

Rudolf Angermüller, PhD.  
Director of Research, Stiftung Mozarteum  
--Music History

Sigrun Loos, PhD.  
Museum Curator, Rupertinum  
--History of Art

Heidrun Maschl, PhD., Department of History  
University of Salzburg  
--European History

Emil Windhager, PhD., Department of Economics  
University of Salzburg  
--Business German

Josef Leitinger, M.A., Chairman, Geographical Society of Salzburg  
College of Education (Salzburg)  
--Geography

Kurt Arrer, PhD., Department of German  
University of Salzburg  
--Proseminar: Introduction to Graduate Study in German

Eva-Maria Stuppenik-Bazzanella, M.A.  
Department of German, University of Salzburg  
--German Grammar and Composition (Oberstufe)

Johannes Baumgartner, M.A.  
Department of German, University of Salzburg  
--German Grammar and Composition (Mittelstufe II)

Silvia Kampas-Stöcklöcker, Certified Professional Translator  
Department of English, University of Salzburg  
--Translation

Gabriele Abermann, M.A.  
University of Salzburg  
--Modern German and Austrian Literature

Roswitha Sattlegger, M.A.  
University of Salzburg  
--German Conversation and Pronunciation

the 1990s, the number of people who have been employed in the public sector has increased in most countries, but the increase has been particularly large in the United Kingdom.

There are a number of reasons why the public sector has expanded. One reason is that the population is ageing and the state is providing more services for the elderly. Another reason is that the state is providing more services for the young, such as education and health care. A third reason is that the state is providing more services for the middle-aged, such as social security and unemployment benefits.

The expansion of the public sector has led to a number of problems. One problem is that the public sector is becoming increasingly inefficient. Another problem is that the public sector is becoming increasingly expensive. A third problem is that the public sector is becoming increasingly unresponsive to the needs of the public.

There are a number of ways in which the public sector can be reformed. One way is to increase competition. Another way is to increase efficiency. A third way is to increase responsiveness.

The public sector is a complex and challenging area. It is important to understand the reasons for its expansion and the problems it has caused. It is also important to explore the ways in which it can be reformed.

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