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FOLDER TITLE:

The President Has Seen - Misc. 1999 [1]

2019-0990-S
rs3487

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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Freedom of Information Act - [5 U.S.C. 552(b)]

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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]



439499

FG001

**DOCUMENTS RECEIVED
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OA # 20392

NARA # _____

Jefferson County School District R-1

1829 Denver West Drive
Golden, Colorado 80401-0001
Phone (303) 982-6800
Fax (303) 982-6806

Handwritten: *8/18/99
Signature

Superintendent's Office

THE PRESIDENT HAS SEEN

b-4-99

FAX

Date: 4.26-99 Pages including cover 12

To: Nancy Ann Reitz

Fax #: 702-456-6703

From: Helen Neal

MESSAGE

My direct line is 303-982-6801
if you have any problems with
this transmission Helen

PHOTOCOPY
WJC HANDWRITING

**JEFFERSON COUNTY PUBLIC SCHOOLS**

Office of the Board of Education / 1829 Denver West Drive, Building #27 / P.O. Box 4001 / Golden, Colorado 80401-0001 / (303) 982-6800

VIA FAX: 202-456-6703

April 26, 1999

Jon DeStefano
President

The White House
1600 Pennsylvania Ave.
Washington, D.C. 20502
ATTN: Nancy Horn Reich

Tori Merritts
First Vice President

Dear Nancy:

David R. DiGiacomo
Second Vice President

Following is correspondence from our school board president, Jon DeStefano, to the President. Thanks for your assistance in getting it to the President. Mr. DeStefano asks that the President wait a little while after the funerals to call the families.

Debra Oberbeck
Secretary

Jon can be reached at the following phone numbers.

Vince A. Chowdhury
Treasurer

Home) 303-674-1848
Work) 303-987-3994
Board of Education Office) 303-982-6801

Thanks for your help.

June Hammond
Superintendent

Sincerely,

Helen E. Neal
Manager, Administrative Services

**JEFFERSON COUNTY PUBLIC SCHOOLS**

Office of the Board of Education / 1829 Denver West Drive, Building #27 / P.O. Box 4001 / Golden, Colorado 80401-0001 / (303) 982-6800

April 26, 1999

Jon DeStefano
President

The Honorable William J. Clinton
President, United States
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20502

Tari Merritts
First Vice President

Dear Mr. President:

David K. DiGiacomo
Second Vice President

I have attached the lists of Columbine students and their parents involved in this tragedy. I have contacted the families of most of the deceased. They were very moved when I told them you expressed your condolences, with the exception of one, the Fleming family. ~~Please do not call them.~~ Also, we have been unable to contact the families of Eric Harris and Dylan Klebold.

Debra Oberbeck
Secretary

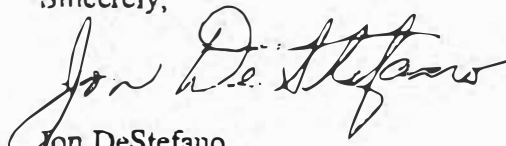
The parents of the kids who were injured thought it would be great if the kids received a call from you. We have included home and hospital phone numbers.

Vince A. Chowdhury
Treasurer

I want you to know how much I appreciate your sincere caring and concern. Your leadership has been a source of strength to me.

Jane Hammond
Superintendent

Sincerely,


Jon DeStefano
President

**JEFFERSON COUNTY PUBLIC SCHOOLS**

1829 Denver West Drive, Building #27 / P.O. Box 4001 / Golden, Colorado 80401-0001 / (303) 982-6500

Here is the schedule of services for Monday, April 26. We will send a daily list of services and directions.

Memorial Services for Monday, April 26

9 a.m. - Jefferson County Open School March from 10th and Wadsworth to Bowles

10 a.m. - Funeral for William David Sanders at Trinity Christian Center, 6500 W. Coal Mine Rd.

DIRECTIONS: Go south on Wadsworth, turn east on Coal Mine. Trinity is just east of Pierce on Coal Mine on the south side of the street, next to McDonalds.

11 a.m. - Funeral for Cassie Bernall at West Bowles Community Church, 12325 W. Bowles Ave.

DIRECTIONS: Exit C-470 at Bowles. Go east on Bowles to the church.

noon - Funeral for Lauren Townsend, Foothills Bible Church, Highway C-470 and Bowles, Littleton

DIRECTIONS: Exit C-470 at Bowles.

2 p.m. - Funeral for Daniel Rohrbough at Grace Presbyterian Church, 251 E. Sterne Blvd. (Arapahoe & Sherman), Littleton

DIRECTIONS: Go south on Broadway, then left (east) on Arapahoe. The church is located one long block east of Broadway, on the south side of the street.

5 - 8 p.m. - Visitation for Kyle Velasquez at Drinkwine Family Mortuary, 999 W. Littleton Blvd.

DIRECTIONS: Between Santa Fe and Broadway on Littleton Boulevard. Off of Santa Fe, east on Littleton Road.

Directions to Funeral Services for Columbine Students

Visitation for Lauren Townsend, Sunday 3-7PM

Visitation for Kyle Velasquez, Monday 5-8PM

Drinkwine Family Mortuary

999 West Littleton

303-794-6376

Between Santa Fe and Broadway on Littleton Blvd.

Off of Santa Fe Blvd. go east on Littleton Blvd.

Visitation for Cassie Bernall, Sunday 4-6(M

Horan & McConary Funeral Home

3101 S. Wadsworth

303-986-9615

On West side of Wadsworth between Hampden and Yale

Funeral for Matthew Kechter, Tuesday, 10AM

Funeral Mass for Daniel Mauser and Kelly Memming, Sunday 5:15PM

St. Francis Cabrini Catholic Church

6673 W. Chatfield

303-979-7688

Corner of Chatfield and Pierce

South on Wadsworth to Chatfield Blvd.

East on Chatfield to Pierce

Funeral for William David Sanders, Monday, 10AM

Memorial Service for Corey DePooter, Tuesday, 1:30PM

Funeral for Steven Curnow, Wednesday, 10AM

Trinity Christian Center

6500 W. Coal Mine Rd.

303-979-3653

go south on Wadsworth, turn east on Coal Mine

just East of Pierce on Coal Mine

south side of street, next to McDonalds

Funeral for Daniel Rohrbough, Monday 2PM

Grace Presbyterian Church

251 E. Sterns Blvd

303-798-8485

go south on Broadway, left or East on Arapahoe

one long block E. of Broadway,

south side of street

Funeral for Kyle Velasquez, Tuesday, 10:30AM

St. James Presbyterian Church

3601 W. Bellview,

303-794-6851

From Wadsworth, go East on Bowles

North on Lowell to church at NW corner of Lowell and Bellview

Funeral for Cassle Bernall, Monday, 11AM

West Bowles Community Church

12325 W. Bowles Ave.

303-972-4904

Exit C-470 at Bowles

Go east on Bowles to church

Funeral for Lauren Townsend, Monday at noon

Epiphany Bible Church

C-470 and Bowles

303-904-4322

Exit C-470 at Bowles

Visitation for Isaiah Shoels, Wednesday, noon to PM

Epkin Mortuary

2531 Ogden St., Denver

303-861-4496

I-70 east to Colo.

South on Colorado Blvd. to Martin Luther King Blvd

East on Martin Luther to Downing

South on Downing to 26th

West on 26th one block to mortuary

Or

South on I-25 from I-70 to Park

Exit Park and go east to Washington

Left or North on Washington to 26th

Right or East on 26th to mortuary on corner of 26th and Ogden

Funeral for Isalah Shoels, Thursday at noon

Heritage Christian Center

9495 E. Florida

303-369-8514 (option 1 will give directions)

3 blocks West of Havana or 1 block south of Mississippi on Florida

Exit Evans from I-25

Go East on Evans for 3 miles to Quebec

Left or North on Quebec for 1 mile to Florida

Right or East on Florida for 5 blocks to church on left

PATIENT UPDATE

April 26, 1999 – 10 a.m.

STUDENT	HOSPITAL	STATUS
Nicole Nowlen	Lutheran (303) 425-4500	At home
Dan Steepleton	Littleton Adventist (303) 730-8900	At home
Jennifer Doyle	Littleton Adventist (303) 730-8900	At home
Sean Graves	Swedish (303) 788-5000 or 5600	Upgraded to fair
Anna Hockhalter	Swedish (303) 788-5000 or 5600	Upgraded to serious
Valerie Schmurr	Swedish (303) 788-5000 or 5600	Fair - To go home Monday or Tuesday
Richard Casaldo	Swedish (303) 788-5000 or 5600	Upgraded to fair
Casey Ruegsegger	Presbyterian St. Lukes (303) 839-6000	Fair
Mike Johnson	St. Anthony's (303) 426-2151	Upgraded to fair
Makai Hall	St. Anthony's (303) 426-2151	Went home Friday
Patrick Ireland	St. Anthony's (303) 426-2151 Craig Rehab. Hospital (303) 789-8242	Upgraded to fair - <i>Transferring to Craig Hospital on Tuesday (maybe)</i>
Lance Kirkland	Denver Health (303) 436-6600	Still critical – stable
Jenna Parks	Denver Health (303) 436-6600	Fair – may go home Monday
Mark Kintgen	Denver Health (303) 436-6600	At home
Lisa Kreutz	Denver Health (303) 436-6600	Upgraded to fair
Mark Taylor	University (303) 372-0000	Upgraded to fair

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Fatalities at Columbine High School, April 20, 1999

Cassie Bernall age 17 [REDACTED] (b)(6)
Parents: Bradley and Misty Bernall

Steven Curnow age 14 [REDACTED]
Parents: Robert Curnow
Susan Curnow

Corey DePooter age 17 [REDACTED]
Parents: Neil and Patricia DePooter

Kelly Fleming age 16 [REDACTED]
Parents: Donald and Diedra Fleming

Eric Harris (shooter) age 18 [REDACTED]
Parents: Wayne and Kathy Harris

Matthew Kechter age 16 [REDACTED]
Parents: Joseph and Ann Kechter

Dylan Klebold (shooter) age 17 [REDACTED]
Parents: Thomas and Susan Klebold

Daniel Mauser age 15 [REDACTED]
Parents: Tom and Linda Mauser

Daniel Rohrbough age 15 [REDACTED]
Parents: Rich (stepfather) and Sue (mother) Petrone
Brian Rohrbough (father)

William Sanders teacher [REDACTED]
Wife: Linda Lou Sanders

Rachel Scott age 17 [REDACTED]
Parents: Beth Scott (mother)
Larry Nimmo (stepfather)
Darrell Scott (father)

Isaiah Shoels age 18 (b)(6)
Parents: Michael and Vonda Shoels

John Tomlin age 16
Parents: John and Doreen Tomlin

Lauren Townsend age 18
Parents: Anna Dawn (mother)
Bruce Beck (stepfather)
Richard Townsend (father)

Kyle Velasquez age 16
Parents: Albert and Phyllis Velasquez

Injured Students

Jennifer Doyle age 17
Parents: Michael and Amy Doyle
Good condition, could go home today Littleton Adv

Sean Graves age 15
Parents: Randall and Natalie Graves
Serious improving Swedish Hospital

Anne Marie Hochhalter age 17
Parents: Ted and Carla Hochhalter
Critical in ICU Swedish Hospital

Valeen Schnurr age 18
Parents: Mark and Sharlyn
Fair, stable Swedish Hospital

Richard Castaldo age 17
Parents: Connie Michalik (mother)
Craig Michalik (stepfather)
Dominic Castaldo (father)
Serious Swedish Hospital

Kacey Ruegsegger age 17
Parents: Gregory and Darcey Ruegsegger
Serious St. Anthony's Central

Michael Johnson age 15 (b)(6)
Parents: Gary and Katheryn Johnson
Critical St. Anthony's Central

Makai Hall age 16
Parents: David and Susan Hall
Fair St. Anthony's Central

Patrick Ireland age 17
Parents: John and Kathleen Ireland
Serious St. Anthony's Central

Nicole Nowlen age 16
Parents: Kent Nowlen (father)
Released

Lance Kirklin age 16
Parents: Michael Kirklin
Critical, stable, more surgery today Denver Health

Jeanna Park age 18
Parents: Andrew and Michelle
Fair Denver Health

Mark Kintgen age 17
Parents: Dale and Kay Kintgen
Fair Denver Health

Lisa Kreutz age 18
Parents: Kenneth and Sheryl Kreutz
Serious Denver Health

Mark Taylor age 16
Parents: Mark and Donna Taylor
Serious University Hospital

Brian Anderson age 17
Parents: Deborah Warnier (mother)
Robert Warnier (stepfather)
Victor Anderson (father)
Released

Stephanie Munson age 16 [REDACTED] (b)(6)
Parents: Larry Munson (father)
Tandy Munson (stepmother)
Jeanine Munson (mother)
Released

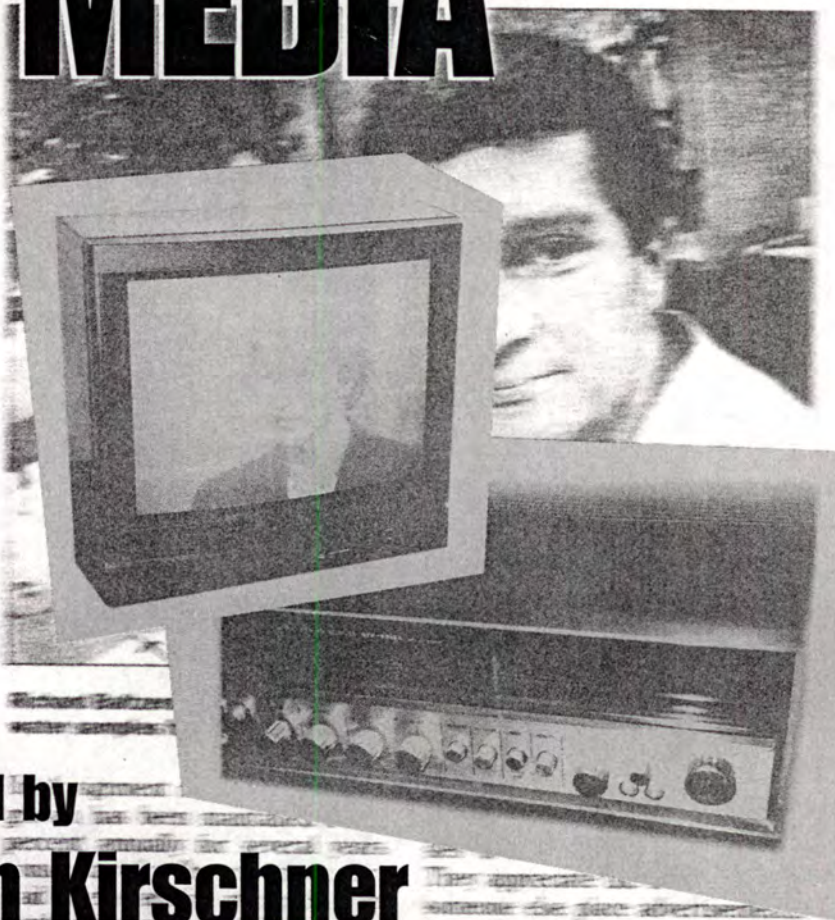
Dan Steepleton age 17 [REDACTED]
Parents: David and Susan Steepleton
Released

Austin Eubanks age 17 [REDACTED]
Parents: Steve and Joni Eubanks
Released

Nicholas Foss age 18 [REDACTED]
Parents: Joann Foss (mother)
August Foss (father)
Released

Adam Kyler age 16 [REDACTED]
Parents: Michael and Susan Kyler
Released

Perspectives on PSYCHOLOGY and the MEDIA



Edited by
Sam Kirschner
Diana Adile Kirschner

Perspectives on **PSYCHOLOGY** and the **MEDIA**

Edited by
Sam Kirschner
Diana Adile Kirschner

Dear Mr. President,

I thought this book,
especially Chapter 2 would
help with the adolescent
violence initiative overall,
+ specifically with the entertainment
interface.

AMERICAN PSYCHOLOGICAL ASSOCIATION

WASHINGTON, DC

Take care, *JK*

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DIANA ADILE KIRSCHNER, Ph.D.

Dr. Diana Adile Kirschner is a noted psychologist who is an internationally known teacher, seminar leader, author and consultant. Dr. Kirschner has co-created an integrated approach to individual, marital and family therapy that has been successfully incorporated in the child welfare and juvenile probation departments. This approach focuses on strengthening family life and has shown much promise in handling the problems of family violence and in working with juvenile delinquents.

Dr. Kirschner has appeared on DONAHUE, GOOD MORNING AMERICA and OPRAH WINFREY, discussing psychological, marital, and family issues. She has been widely quoted in publications such as the *New York Times*, *USA Today*, the *Los Angeles Times*, and *Life* magazine. She has served on the board of directors of the Division of Family Psychology of the American Psychological Association and on the boards of several prominent professional journals.

Diana has authored or co-authored three professional books, including Comprehensive Family Therapy, which was nominated for inclusion on the American Psychological Association's list of the 100 most important books in psychology. She has also co-authored numerous articles and book chapters.

DIANA ADILE KIRSCHNER, Ph.D.

**1615 Kings Mill Road
Gwynedd Valley, PA 19437
(215) 699-7429; 699-7608
Fax (215) 699-3797**

Licensed Psychologist, Pennsylvania

EDUCATION

Ph.D.('76), M.A.('73), Clinical Psychology, Adelphi University, Garden City, NY

FACULTY APPOINTMENTS

Director and Founding Faculty (1979-1990), Institute for Comprehensive Family Therapy, Spring House, PA--a nationally recognized training and clinical center for individual, marital and family therapy; Adjunct Faculty (1991-1993), Wharton School of Business, Family Business Division, University of Pennsylvania

EXPERIENCE

Private practice (1977-present), extensive experience in individual, marital and family therapy, supervision and training of mental health professionals, child welfare, and juvenile probation workers; Workshops, presentations and invited addresses at most professional conferences and universities throughout the U.S., Canada and Europe; Videotape production of widely-used training videotapes of actual psychotherapy sessions; Numerous radio & TV presentations OPRAH WINFREY, DONAHUE, GOOD MORNING AMERICA, SALLY JESSE RAPHAEL, among others.

PUBLICATIONS

Authored or co-authored three professional books and twenty articles and book chapters, including Comprehensive Family Therapy (Brunner/Mazel, 1986), which was nominated for inclusion on the Centennial List of the American Psychological Association as one of the 100 most important books in psychology, and Working with Adult Incest Survivors: The Healing Journey (Brunner/Mazel, 1993). Widely quoted in the *New York Times*, *Life*, *USA Today*, *Family Circle*, the *Los Angeles Times* and other news media regarding parenting, family violence, child abuse and neglect and other psychological issues.

Kirschner, D., & Kirschner, S. (1986). Introduction.

Comprehensive family therapy: An integration
of systemic and psychodynamic treatment
models (pp xv-xx). New York: Brunner/Mazel.

Introduction

Billy Jones, age 17, robbed the local convenience store at gunpoint.* After his arrest, he was placed in a secured psychiatric facility for treatment.

The psychiatric report suggested that Billy manifested immature ego development along with a severe impulse disorder. The treatment plan recommended individual therapy with medication to help control the acting out. However, the presiding judge at Billy's trial selected him to participate in a clinical research project on family therapy with juvenile offenders. The project was conducted at the Montgomery County, PA, Juvenile Probation Department.

At the initial consultation,** the therapist, Sam Kirschner, met with Billy, his 15-year-old sister Pat, his parents, and his probation officer. The therapist examined every major aspect of the family's psychosocial dynamic, noting how each aspect impinged upon Billy's problems. He found a severe marital schism in this family, such that the parents were not even sleeping in the same room. Billy's symptomatology played a part in drawing them together. However, the fabric of the marriage was so torn that the parents could not function together as a unified parental team. Billy filled Mother's needs for a close, empathic relationship, while remaining in an antagonistic stance toward Father. His sister functioned as an affectionate ally and companion for Father, while being distant toward Mother.

*The cases described in this book are those of clients who have given us permission to discuss their treatment. Names, occupations, and other data, which may expose the clients' identities, have been disguised.

**An annotated transcript of the initial interview can be found in Chapter 5.

During the consultation, whenever his mother cried, Billy became severely agitated. Not only was he enmeshed with her, but he also seemed to be primarily identified with his mother. Both of them expressed a sense of inadequacy and purposelessness in life. On an intrapsychic level, Billy did not have a sense of himself as a competent young man and experienced much self-hate. Being punished by the authorities represented a way for him to discharge some of his self-destructive feelings. It seems likely that all of these factors served to maintain Billy's immaturity and acting-out behavior.

And what other key factors have generated such severe marital and rearing difficulties? Not only did Billy's mother manifest intrapsychic disturbances, but his father did as well. As he stated in subsequent interviews, Billy's father viewed himself with self-hate, a complete failure as a husband, father, and provider. Thus, both executives and role models in the family system manifested low self-esteem and intrapsychic dysfunction. In subsequent interviews, Billy's parents presented material concerning their families of origin, which suggested, not surprisingly, that they themselves were not parented properly. Mrs. Jones, during the first interview, summarized the situation when she turned to the therapist and said: "We need a new everything, Dr. Kirschner. We need a new everything. We really do."

The case of Billy has been described in both psychodynamic and systemic terms. At this point in time, contemporary family therapists might feel uncomfortable about reading descriptions of intrapsychic phenomena alongside a triadic analysis of this case. Others who were trained psychodynamically might welcome the addition of intrapsychic material to our study of the Jones family. Whether comfortable or not, contemporary family therapists are faced with the dilemma of either rejecting psychodynamic thinking or somehow integrating it into a systems orientation. Individual therapists are faced with the same type of dilemma.

FRAGMENTATION OF THERAPEUTIC APPROACHES

In clinical practice, most family therapists, in their zeal to adopt a systemic position, neglect the individual family member as a unit of treatment. Individual therapists, on the other hand, neglect the family system or subsystems as units of treatment. However, both claim adequate case outcome.

The two-faced Greek god Janus best describes the two faces of the field of psychotherapy. One face is turned inward, examining intrapsy-

chic processes in the individual. The other is turned outward, investigating the network of family relationships. The question at hand is, psyche or system? Does the contemporary practitioner choose content or context as the focus of treatment?

Not only are the unit of treatment and the psyche/system issue problematic in everyday practice, but the goals of treatment are as well. The so-called medical model was attacked by many pioneers of family therapy (Ackerman, 1958; Haley, 1962; Satir, 1964). Yet, more and more, the focus of family therapy has narrowed to symptom amelioration (Haley, 1976; Minuchin, 1974; Selvini Palazzoli, Boscolo, Cecchin, & Prata, 1978). The growth-oriented therapy called for by Ackerman (1958) and having as its goal healthy family functioning has apparently been forgotten. In its zeal to establish the family as the epistemological basis for conceptualization and treatment, the field of family therapy has "thrown out the baby with the bath water." Potentially useful ideas about the individual, self-actualization, and even family actualization have been discouraged and downplayed.

TREND TOWARD INTEGRATION

There is evidence, however, of a trend in family therapy away from the divisive milieu of the past 15 years—a trend toward integration of disparate theories. This pattern is common in philosophy and science where thesis and antithesis are inevitably followed by synthesis. Attempted syntheses in family therapy have been offered by Pinsof (1983), Gurman (1981), Friedman (1980), and Wachtel (1977).

There are important advantages inherent in an integrative approach to family therapy. We know that no one approach can totally account for the complexity of individual behavior and family functioning. Thus there is very little likelihood that one general theory will explain the etiology and maintenance of psychopathology, or psychological health and well-being in individuals and families. A synthesis of psychodynamic, behavioral, and systemic theories within one coherent framework would appear to offer the clinician greater flexibility in understanding the empirical data of a case.

Treatment itself can be enhanced. With richness and depth of individual thought, family therapy gains vitality and meaning. On the other hand, with systems thinking, individual therapy becomes an active, exciting, and effective mode of treatment. Furthermore, an integrative approach offers a wide variety of treatment strategies drawn from different schools of therapy. Such flexibility allows the clinician to

switch techniques when resistance is encountered or when a new type of problem/situation arises. For example, when the clinician moves from problems of children to marital or individual issues, flexibility in strategy within the clinical orientation is critical for successful practice.

An integrative approach can also be applied to a broader segment of the population and to a greater diversity of problems than can any one particular school of thought. As Lebow (1984) has pointed out, when a clinician is limited in his or her approach, absurd situations can arise—for example, when “clients who enter treatment desiring to further explore the meaning of their lives are offered paradoxical interventions” (p. 130). Or conversely, an acting-out child can be seen for years of non-productive play therapy. Effective, short-term work that can produce lasting change must be part of an integrative approach in order for it to have wide applicability.

A system that allows for thesis and antithesis to coexist can be open to a variety of advances in theory and technique. Where research suggests that particular interventions work with particular issues, those techniques can be incorporated into the framework of treatment. For example, structural techniques have been shown to be effective with drug abuse (Stanton & Todd, 1982), while behavioral techniques have been used successfully in sex therapy (Kaplan, 1974) and marital therapy (Jacobson & Margolin, 1979; Stuart, 1980). While structural and behavioral family therapy schools may clash theoretically, specific concepts and techniques can be integrated into a coherent synthesis. Similarly, ideas from individual psychology, such as the role of transference in the healing process, insight in treating marital couples (Sager, 1976), familial loyalties and guilt (Boszormenyi-Nagy, 1973), and the role of object relations theory in family dynamics (Dicks, 1967; Framo, 1970), have proven to be valuable contributions to family theory and therapy.

Thus an integrative approach would have at its foundation a dialectical metatheory that could describe the whole of family life. It would include a description of the dialectical process in which individual psychologies define the family system, which in itself redefines intrapsychic process. This interface between system and psyche would be depicted in terms of not only the etiology and maintenance of psychopathology but also psychological health and well-being. Treatment would therefore focus on both interpersonal relationships and intrapsychic functioning. Goals would include both symptom relief and client growth. With such broad foci, the clinical approach would have to be flexible enough to incorporate psychoanalytic, behavioral, and strategic/structural techniques, yet stable and coherent enough to maintain a sense of continuity and client trust.

A dialectical metatheory signifies two basic notions: 1) the sense of a pattern of existential change, i.e., the interaction between a changing individual in a changing context; and 2) the process of change, which in the case of the family generates a rationale for the treatment approach. Basseches (1980) and Bopp & Weeks (1984) have described the dialectic as a developmental transformation with four major elements: form, relationships, movement, and transformation.

COMPREHENSIVE FAMILY THERAPY

Comprehensive Family Therapy, or CFT, developed by Arthur Stein, attempts to provide such a dialectical metatheory. Both the pattern and process of change in individual/family life are described within a dialectical framework. This ecological description of human development is paired with a derived treatment approach. Each of the four elements in the dialectic is delineated in the CFT model of the family: forms and their relationships, movements, and ultimate transformation.

In CFT, these elements are described in terms of the family holon. The term holon (from the Greek “holos” [whole]) was first proposed by Koestler (1980). The holon is a Janus-faced entity that “manifests both the independent properties of wholes and the dependent properties of parts” (p. 447). In the family holon, there are two major components: the intrapsychic phenomena of individual family members and the systemic transactions through which family members interact. Thus one face of the holon is turned inward and represents the individual’s internalized system, while the other face is turned outward and represents the larger, familial context of which the individual is a part.

In the clinical practice of CFT, the practitioner’s goal is to remediate presenting dysfunction and elevate the holon toward optimal psychosocial functioning. To accomplish this, the practitioner utilizes a wide variety of interventions that are organized by a reparental strategy. The reparental strategy permits the therapist to elevate family interactions, while at the same time giving him or her deeper access to the inner world of each individual family member.

ABOUT THIS BOOK

This book is an introduction to CFT. It should be noted that while the ideas presented were originally developed by Arthur Stein, he has not been involved with us for the past few years, and our thinking may

have diverged from his. Thus, he may disagree with some of the material that is presented.

Chapter 1 delineates the dialectic of the family holon in terms of its forms, relationships, movement, and transformation. Intrapsychic and systemic components and their exchanges are presented. Chapter 2 depicts the hypothetical end state of family transformation: optimal family process. This is an important model for use in clinical diagnosis and goal setting with clients. Chapter 3 describes the role of the CFT therapist – a reparental agent who augments the intrapsychic and systemic growth trends that are already present in the client family. Specific techniques are presented in Chapter 4. Then, in Chapter 5, there is a brief description of the foci in the initial interview followed by an annotated transcript of an initial interview. Chapter 6 describes treatment when a child is the presenting problem and illustrates the work through several case examples. Marital therapy, which forms the heart of CFT work with intact or blended families, is covered in Chapter 7. Three marital case examples follow in Chapter 8. Chapter 9 describes the CFT treatment of the single adult and Chapter 10 closes with the treatment of alternative family constellations.

A NOTE OF CAUTION

CFT is a powerful therapeutic approach. When used in a cautious, measured, and conservative manner by mature clinicians under supervision, CFT can be extremely helpful to clients. Conversely, when used in an irresponsible or less skilled manner, CFT can potentially have a destructive effect on clients. Please bear this in mind before attempting to implement the approach.

Kirschner, D., & Kirschner, S. (1986) *The family holon. Comprehensive family therapy: An integration of systemic and psychodynamic treatment models* (pp. 1-20). New York: Brunner/Mazel.

CHAPTER 1

The Family Holon

To see a world in a grain of sand,
And a heaven in a wildflower,
Hold infinity in the palm of your hand,
And eternity in an hour.

—William Blake (1946, p. 150)

The family is a complex living organism with behavioral and intrapsychic subsystem components all in dynamic exchange. Like Blake's "world in a grain of sand," each subsystem component provides a mirror image for the other embedded within. Furthermore, behavioral transactions and intrapsychic subsystem components influence, shape, and transform each other in a dialectical process. The family, therefore, is viewed as a social holon with tendencies toward self-assertion and self-absorption (intrapsychic phenomena) and an orientation toward the other (behavioral transactions). The intrapsychic and transactional components have their own rules and properties and yet each defines the context for the other. The laws of circularity, together with other principles of cybernetics that describe living systems, provide a background for each individual family member's intrapsychic life. The linear, developmental, historical stages of individual growth provide the context and backdrop for the interplay between family members in the behavioral transactions. Thus the linear and historical coexist with the circular and ahistorical within the family holon.*

*Note the striking similarity between this model and the model of physics proposed by Capra (1975) and others. Newtonian laws of mechanics coexist alongside Einstein's theories of relativity – the linear deterministic model and the circular relativistic one standing in bold relief to each other.

In the family holon, behavioral change in any family member or transaction has fluid repercussions of different strengths on all other individuals and transactions in the family. Disharmony in any transaction or the intrapsychic functioning of any family member can detract from the psychosocial equilibrium of members in other areas of family life. Conversely, success and fulfillment for any member in any transaction can enhance functioning in other parts of the family system.

Over the life cycle, the entire family holon tends to follow a growth pattern that, by and large, moves in the direction of healthy family process. Professional intervention, when needed, is maximally effective when concerned with assisting the family as a whole organism to move in this direction. Individual psychopathology, as well as interrelated dysfunctions in family transactions, can then be dealt with as needed in order to move the entire configuration toward more effective functioning. Furthermore, by capitalizing on the natural growth processes inherent in the holon, the practitioner can organize parts of the family system into growth-promoting milieus. In this manner, therapeutic leverage is amplified so that families can actualize their native potential more quickly.

In this chapter, the dialectic of the family holon is delineated in terms of forms and relationships. Pathological forms and their relationships are then highlighted. Movement and transformation in the holon are also discussed, with a special focus on the positive, health-seeking trends. The family, along with all living systems, is governed by two basic principles: homeostasis and morphogenesis. Homeostasis represents the system's tendency to return to a state of quiescence or stability. Morphogenesis (from the Greek words "morph" [structure] and "genesis" [creating]) represents the system's tendency to expand in the direction of instability and novelty. In the family holon, both are necessary for the maintenance of successful family life. Homeostasis leads to cohesiveness and family unity, i.e., form and relationships. Morphogenesis leads to adaptation to new conditions along the family life cycle, i.e., movement and transformation.

As Olson (1983) has pointed out, healthy families tend to operate in a balance between cohesiveness and adaptation. Without homeostasis, family life would be characterized by a constant state of uncertainty, chaos, and instability. Without morphogenesis, systems become stuck, predictable, and unable to expand to assimilate new information. Since the family is the basic social unit of civilization, the very survival of the species depends upon the dialectical interplay between homeostasis and morphogenesis.

as in the family, but also at microbiologic levels. Recent theoretical papers in biochemistry have argued that complex biological systems may be separated into deterministic and random components. Mandell and Salk (1984) noted that nucleic acid codes for many proteins are composed of "smaller regions of fixed sequences and even larger ones with random arrangements" (p. 305). Whether we study the micro- or macrostratum of reality, the findings usually point to an interplay between fixed and random sequences of interaction.

FORMS AND RELATIONSHIPS IN THE HOLON

In CFT, the forms of the family holon include the behavioral transactions among nuclear family members and the intrapsychic phenomena of each individual member. Homeostasis provides for internal consistency between these forms. The intrapsychic structures generate behaviors in the family transactions that help to create external realities verifying the correctness of internal models. That is, there is an innate tendency for the individual to find and generate experiences that maintain his or her internal constructs of reality. For example, if the world is experienced as essentially nurturing, then the person is likely to create a caretaking interpersonal environment that verifies this internal paradigm.

The Behavioral Transactions

The behavioral transactions are organized conceptually into three interlocking subsystems: the marital, rearing, and independent transactions (Stein, 1980).

The marital transaction

At the hub of the family dynamic is the marital transaction, which is defined as the pattern of behavioral interactions between husband and wife. These patterns consist of repetitive sequences of behaviors that control and shape intimacy, sexuality, giving, taking, affect and expressiveness, anger, power, and competence.

Early on, the couple also establishes healthy romantic and sexual patterns of behavior. Each spouse must help the other develop appropriate sex-role behaviors so that the couple will work as a united team in preparing for having and raising children. Power and control issues that arise must be dealt with in order to ensure the marriage's stability and

power issues then become ongoing processes in the marital transaction throughout the family life cycle. The couple's interaction in these areas determines the psychosocial functioning of the entire family.

At the beginning of a marriage, the mates transfer powerful attachment needs from their parents to each other. In a regressive burst, termed falling in love, mates idealize their partners in a manner resembling that of a young child with a parent. This process sets the stage for each spouse to accept the other's suggestions and ideas about him- or herself and the nature of reality, much as a child does with a parent. The new bond replaces the old parental relationship and thus promotes individuation from the family of origin, one of the first tasks of marriage.

Attachment needs between the spouses predominate. The need for dyadic attachment in humans is a primary one, perhaps because of the long period of dependency children require in order to mature. Fear of loss is a fundamental principle that tends to cement in marital behaviors and congruent intrapsychic structures. This makes each spouse powerful in his or her ability to shape the other to play out the roles in the marital transaction. Of course, the marital transaction also shapes each spouse intrapsychically.

The spouses' roles vis-à-vis each other are homeostatically maintained (Haley, 1976; Sager, 1976). By selectively reinforcing specific marital behaviors, the spouses are able to choreograph each other to repeat predictable sequences of interactions. These homeostatic cycles eventually tend to include other family members, such as the children. For example, when marital tensions are high, marital cycles will often include children's acting out as part of the repetitive sequence. Marital roles are to a large extent reenactments of parts of the original marital and rearing relationships that the mates observed and experienced in their own families of origin. The spouses function, with powerful effect, both subjectively and objectively as figures who are similar to their original parental figures.

As Sager (1976) has indicated, the spouses develop some of their role functions in a complementary manner. Each programs the other to play out aspects of personality that are undeveloped in the self. These aspects are disowned and projected onto the other. Marital dyads include the husband with sane behavior and the crazy wife, the victim and the abuser, the parent and child, the talkative husband and the shy or observant wife, and many other interlocking and complementary roles. These roles are usually homeostatically maintained. If maintained in a highly rigid fashion, they may "lock in" intrapsychic structures and thus be personally limiting to the spouse. As Bowen (1961) has suggested, although spouses function with complementary levels of overade-

quacy and inadequacy, they usually manifest equivalent degrees of immaturity and self/other differentiation.

Couples establish roles with each other that help to define their relationships with others. As Minuchin (1974) has pointed out, the spouses must circumscribe a boundary around the marital subsystem to separate it from the family of origin and, later, the children. In no area is this boundary more critical than in the couple's intimate interactions. The following case example illustrates this well.

A young couple, Bob and Sarah, had been married for five years when they presented for treatment. The marriage had already lost the spark and magic of the courtship period. Bob was still very much involved with his mother, whom Sarah perceived as her enemy. She resented Bob's involvement with his mother and described him as a weak "momma's boy." Bob, on the other hand, criticized Sarah for never being happy or satisfied and said he doubted he could do anything to change the situation.

This couple's marital transaction was replete with repetitive and emotionally unfulfilling sequences. One typical pattern would begin with Sarah saying that she wanted more self-disclosure and romance rather than "straight sex." Her inner model of men, however, did not allow for self-disclosure. When Bob made attempts to accommodate Sarah by telling her how he felt at work, she would view his behavior as a prelude to sex, as per her inner model. She would resent Bob and he would then withdraw. This provoked Sarah's anger and tears. Bob would then move to comfort her and to reconcile their conflict. The couple had never experienced a satisfactory closure to this homeostatic sequence of interactions, and they were considering separation. The couple's son, Robert, age four, filled the void left by this marital interaction. He spent a great deal of time in an infantilized relationship with his mother, at great sacrifice to his own independence.

Spouses must also decide who will initiate sexual activity, and what forms of sexual relating are acceptable to both husband and wife. Repetitious sequences of behavior govern these activities as well. For example, a husband may cough or twitch to signal that his wife is getting too sexually excited, whereupon she may become angry and withdraw. The husband then apologizes and comforts her. The lovemaking that ensues is more toned down and thus acceptable.

The marital transaction exerts great impact on the spouses' development of personal power. The couple may vie for control over the finances, the rearing transaction, frequency of sexual activity, and so forth. Homeostatic sequences of behaviors often maintain the mates' ongoing power positions. For example, Stan and Mary maintained a

relationship in which Mary had no idea of the family's finances. Stan was in control, choosing new purchases for the home and family. Mary would at times suggest a buy, but in an awkward and childish manner. Stan would reply that "things were fine" if he wanted the item, or that they were "strapped" if he was against buying it. Mary would then withdraw in anger. Stan, in turn, would mutter that he "should never discuss finances with such an emotional dingbat." This sequence reflected how decision making was choreographed by the couple such that Stan was empowered by Mary to be in charge of the finances.

Marital interactions also shape the spouses' power and competence in independent functioning. Most top business corporations today recognize this dynamic in choosing senior executives, and appraise husband and wife as a team by either interviewing both directly or questioning a candidate about his or her marital status. A spouse's conscious or unconscious ambitions are played out partly through his or her partner. Even Shakespeare's Macbeth became king at the urging of his ambitious wife. Conversely, marital battles may undermine a spouse's progression in the work arena.

For example, in one repetitive marital sequence, a husband would come home after a difficult day at work, looking for some peace and quiet. Typically, he would spend the evening in front of the TV. His wife, feeling neglected, would react by berating him and calling him a loser. He would then scream at her something about her never helping him with the important things in life, like "what pays the bills." This sequence is one which will maintain the husband's current adequacy at work but will not promote it. His success or failure is part and parcel of his marital battles.

The rearing transaction

The rearing transaction includes the entire network of interactions between parents and children, between the parents themselves regarding the children, and between the siblings. The power hierarchy, patterns of enmeshment, distantiation, and conflict, and the provision of nurturance, discipline, and guidance are important components of the rearing transaction.

Like the marriage, the rearing transactions are also organized in repetitive sequences. Rearing patterns might involve distantiation on the part of both parents, role reversals, or homoaffiliative alliances between parents and child(ren). Static coalitions between a specific parent and child against another parent are common examples of how homeostasis

For example, in the White's rearing transaction, Mother was over-protective of and symbiotic with 10-year-old Peter, while Father was distant and uninvolved. Mother vented her anger and frustration on eight-year-old Wendy, the "bad one," who was aligned somewhat with Father. At the dinner table, Mother served Peter his favorite foods and allowed him to read a book during the meal, while she scolded Wendy for not using her fork. Father read his mail at the dinner table while occasionally urging mother to "quit bugging" Wendy.

The marital transaction governs the rearing transaction. Enmeshment, coalitions, and the like are viewed as emanating from dysfunctional marital transactions. Even the siblings' relationships between themselves in the rearing transaction reflect the emotional tone of the marriage.

Independent transactions

The independent transactions include each member's interactions with his or her environment in the areas of vocational or school performance, religious activities, social relationships, and hobbies. Homemaking is considered an independent transaction.

The independent transactions in part represent each family member's contributions to both the nuclear family and society. As part of the family holon, these interactions manifest the tendency toward constructive self-assertion in each family member. For example, the wife may be a homemaker who regulates the domestic roles of the household and who organizes and develops the couple's social life. The husband may have a profession or trade through which he supports the family financially, and he may also engage in some hobby or sport. The children go to school, have peer relationships, and engage in organized activities, such as scouting. All of the family members experience varying degrees of personal power or impotence, competency or inadequacy, success or failure, and creativity or stagnation, based on their performances in these areas.

Achievement and performance in school, work, homemaking, and social activities are also homeostatically maintained in large measure by the marital and/or the rearing transaction. Spouses' expectations for each other's independent functioning influence achievement, while parental demands and encouragement in the rearing transaction regulate children's performance in their independent transactions. There is a tendency in the family to promote the types of behaviors that result

Relationships Among the Behavioral Transactions

CFT theory posits that the marriage is critical in family life. The marriage affects the spouses' independent transactions, underlies parental teamwork, and shapes each mate's interactions with the children. The rearing transaction, in turn, governs the independent transactions of the children. Rearing and independent transactions feed back to affect the marital transaction, although to a lesser degree. Thus the three subsystems form a multiloop feedback system regulated by the marital transaction.

The marital transaction has great impact on the mates' intrapsychic functioning, and it is the mates who are the executives and role models in the family. The marital relationship and the spouses' psyches are, in effect, the most powerful forces in the family holon in their effect both on each other and on the other transactions between family members.

The Family Holon and Society

Since the family is a microcosm of the larger society, the marital, rearing, and independent transactions are also shaped by society's tendencies toward stability or change in values, mores, and standards for marriage, childrearing, work, or play. In our society, for example, greater demands have been placed on families to break out of stereotypical role functioning. Women are entering the work force in greater numbers, with concomitant expectation that men will expand their roles to include homemaking. Independent transactions in families, then, are being reaped and enlarged in the direction of psychological androgyny and behavioral plasticity.

Intrapsychic Phenomena: The Self-system

Intrapsychic phenomena comprise the other major form at work in the family holon. In CFT, the intrapsychic phenomena make up the individual's "self-system." All three of the major familial transactions are shaped by and in turn shape the spouses' self-systems. The self-systems of each spouse are considered to be the most influential in the overall family process.

The spouses' intrapsychic functioning has a tremendous impact on the children. The mates project or assign parts of their own or their partners' personalities onto their children and treat them accordingly. Hypnotic-like programming of the child's identity and role results in the de-

terministic behaviors. The child is shaped to be a character in the parents' intrapsychic script.

The self-system is composed of intrapsychic structures that were initially formed by transactions in the family of origin. These structures are organized in a linear deterministic fashion, with one stage of development being the basis and context for the next stage. This model, like Freud's and Piaget's, is, of course, useful in demarcating plateaus and milestones of development, so that normal maturational processes can be differentiated from immature or dysfunctional patterns.

The self-system is organized conceptually into three levels: the foundation of the ego, sexual identification, and the triangulation level. Self-system structures usually have deep unconscious or preconscious roots in the psyche. They are usually available, at least partially, at the conscious level of awareness as well.

Foundation of the ego

At the core of the self-system is the foundation of the ego (Guntrip, 1969), which is formed in infancy through the relationship with the mothering one(s). Satisfactory experiences at the foundation level are critical for future personal and interpersonal success. The infant must experience both acceptance and limit setting in relation to the mothering one. The symbiotic relationship with the mother confirms the infant's sense of belonging and lovableness. Her limit setting or refusal to meet the child's needs at times helps to define for him a separate sense of self.

The foundation of the ego is formed through the introjection of aspects of the mothering one and the essential characteristics of the infant-mother dynamic, which oscillates between symbiosis and separation/individuation (Mahler, Pine, & Bergman, 1975). When the mothering one creates a "good enough" environment, the infant experiences fulfillment of physiological and safety needs, and a sense of the mother/world as attentive, prizing, mirroring, filling, adoring, and soothing. The infant forms a core feeling of the good self and experiences self-love.

The introjection process profoundly shapes the ego's development, such that internalizing a good enough environment creates the basis for relatively conflict-free movement to later phases of maturation (Fairbairn, 1952; Winnicott, 1965). The good environment internalized gives the toddler enough selfhood to explore and learn about the world. On the other hand, times of autonomous exploration, or times when Mother is frustrating or limit setting with the child, help the latter to differen-

the recognition of a separate self. Anxiety at such times leads to a regressive movement—a rapprochement—to the secure environment of symbiosis with mother.

Over time, the child comes to know the mother in a more realistic way, as a separate, but steadily available object rather than as a set of stimuli that are all good or all bad. By lessening the absolute dichotomous perception of his or her mother/world, the infant learns to develop tolerance of frustration and the resultant ambivalence.

In a healthy outcome of this complex growth process, the child begins to perceive interpersonal relationships as containing inherent contradiction between the needs of self and those of the other, and that satisfaction lies in the ongoing balance between the two. As health predominates, there is a steady internalized object available to assuage normal fears and anxieties encountered in the world, and also a sense that such a mothering object will be available in the interpersonal environment. The child becomes differentiated from Mother, the primary other, and yet still perceives her as available for soothing regressive contact when needed.

If, on the other hand, mothering was experienced as smothering, hap-hazard, unresponsive, or dangerous, the individual may become schizoid, i.e., not truly emotionally reactive to the self or other, or he or she may enter an anaclitic depression. Significant others may then be experienced as engulfing or abandoning, or so frustrating that they may be destroyed by the individual's anger and need. When the foundation formed through such adverse inputs, and subsequent experiences are not reparative, the infant becomes an adult who is unable to trust or form real relationships. In general, the earliest paradigm of relating—that of mother and child (of either sex)—becomes the model of intimate interaction, which in some form will be reenacted when the child grows up and is married.

Sexual identification

As the infant becomes a toddler and steps out into the world and away from the mothering one, he or she experiences either a sameness or an otherness in relation to her. Chodorow (1978) has suggested that the mother conveys to the child at an early stage that he is either of the same or of a different gender than she. The child, in turn, is developing a greater self-other dichotomy. With increased self-reflection, he or she begins to have a sufficiently differentiated picture of self to feel like boy or girl. This image is also shaped by the child's observing physical and anatomical differences between him- or herself and mother and be-

his or her sexual identity through the parents' cultural expectations for the two sexes. These expectations form the nucleus of the sexual identity of the child, which is the second level of the evolving self-system.

The child seeks to imitate behaviors modeled by both parents. In addition, each parent provides programs, which are hypnotic-like suggestions, both direct and indirect, regarding their definition of the child's self and their expectations concerning his or her cognitive, emotional, and behavioral functioning in the world. Within these programs the child is usually oriented toward an identification with the same-sex parent.

Longings for the same-sex parent are characteristic at this level. These homoaffiliative needs, if fulfilled, shape appropriate gender-related role behavior. An image of this parent forms an integral part of the child's identity. If homoaffiliative needs are unmet or partially unmet, the child will seek the same-sex parent at the triangulation level and later in life in the form of a surrogate parent or mentor.

The opposite-sex parent also becomes a role model who is internalized by the child. The father becomes the prototype of the child's own masculine potentials while the mother becomes the prototype of the feminine potentials. Various characteristics of each parent are incorporated into the blueprint that becomes the child's template for future behavior as a marital partner (Dicks, 1967).

For example, Joanne's basic sexual identification was with her mother, a depressed, ineffectual woman who prided herself on appearances. Her father, a railroad engineer with no sons, spent time with Joanne as a substitute son. He called her "Chip" and played basketball with her. As an adult, Joanne became a woman who was neat and fastidious. Her speech and gait were similar to her mother's. She was unassertive in the world and never worked outside the home. In her marriage, Joanne developed a buddylike relationship with her husband and played out what she called her "tomboy" side with him. In CFT we deduced from these phenomena that her basic sexual identity was feminine and weak, while her masculine side was played out maritally.

The triangulation level

Up to this point we have described the emerging self in terms of sameness or otherness with regard to significant parental figures. The child first differentiates himself or herself from the mothering one and later develops a dyadic relationship with each parent. We might say, then, that he or she experiences first a unit of one (the self) and then a unit

The next phase of development includes those experiences that are generated in the triangle of relationships with mother and father. At this time, the child develops certain self-system structures as a result of his or her involvement in a triangle of relationships, in which there are competitive struggles for attention, loyalty, and alliance. These experiences form the basis of the triangulation, or oedipal level, of the self-system. The child learns parentally sanctioned behaviors with members of the same or opposite sex and is also programmed regarding sexual and marital behavior.

In this phase, the child is jealous of the parents' affection and seeks to separate them. If the spouses are able to tolerate the child's jealousies and yet maintain appropriate generational boundaries, the child will further develop an internal tolerance of his or her own ambivalences toward the parents. The child realizes that he or she cannot drive a wedge between them and becomes reconciled to the reality that he or she cannot steal one parent away from the other.

For the male child, this level represents experiences in which his hatred and fear of the father force him into greater autonomy from the father. On the other hand, his desire to be like the father, whom the mother loves, helps the boy to internalize the father as a role model. For the female child, the triangulation level contains experiences in which her hatred and envy of the mother also lead her to be more separate and autonomous. On the other hand, her desire to be able to be like the mother, who represents her future identity as a role model, is further fueled by her internalizing and identifying with father's love for his woman. Thus, for both sexes, identification with the same-sex parent is coupled with cross-identifications with the opposite-sex parent (Dicks, 1967).

By about three years of age, the child has a clearly scripted role to play in the family drama. The inherent tensions in the triangle between child and parents can lead to dyadic enmeshments, illicit coalitions, scapegoating behavior, or oedipal wins and losses. Dyadic enmeshments between a parent and a child generate interactional models in which the child perceives marriage as an adult-child bond, rather than as an adult-adult arrangement. In one type of enmeshment, the child is allowed to "in" the opposite-sex parent. Rather than relating to the spouse, the parent attends to, confides in, and/or is affectionate toward the opposite-sex child. In highly dysfunctional families, the spouse actually has sex with the child. The other parent colludes by withdrawing from the marital transaction and organizing the child to fill in as a substitute partner. The child feels superior to the same-sex parent and develops grandiose

is fearful of rejection by the same-sex parent. In incestuous families, the child may develop a revulsion toward the opposite sex.

Illicit coalitions between a parent and child versus another parent generate triangulation models in which a parent and child are joined together around a common enemy, the other parent, whom they ridicule or verbally attack. For example, in the Smith family, Scott was always very close with father and distant from mother, who tended to be sharply critical of him. Father programmed Scott to believe that women were "awful bitches," creating an adversarial standoff between Scott and his mother. The dysfunctional mother-son relationship was part of the parents' war with each other. We might deduce that the script Scott would follow at the triangulation level includes a homoaffiliative alliance strengthened by mutual hatred of women.

Another dysfunctional model is one in which the parents bond together around a misbehaving child. In this scenario, the scapegoated child joins spouses together who otherwise might split up. For the child, this represents a tremendous responsibility and burden. The scapegoated child will grow up with a triangulation model in which marital cohesiveness is fostered primarily through shared negativity toward a third party.

In the oedipal loss, the child is vehemently rejected by the opposite-sex parent. This situation is unlike a successful oedipal resolution, in which the opposite-sex parent rejects the child as a lover or primary life partner. However, that parent does love, nurture, and prize the child, and facilitates a close and positive identification between that child and the same-sex parent. In an oedipal loss triangulation, the opposite-sex parent abandons the family, makes no contact with the child, or physically or verbally abuses the child. The child feels unloved, unappreciated, or threatened by the opposite sex. This may create an inner model in which the opposite sex is viewed as less attractive than the same sex.

In general, abandonment or ongoing physical or verbal abuse is supported by the same-sex parent, who covertly organizes the opposite-sex parent to scapegoat the child. Usually this process helps reduce marital tension and detours marital hatred through the rearing transaction.

Relationships within the self-system

These three models – the self in relation to self, the self in relation to significant other, and the self in relation to two significant others – coexist in the self-system. Like the behavioral transactions, the three levels of the self-system are interactive and shape each other. Successful

at any other level, and vice versa. Earlier developmental stages are, of course, much more powerful in their effects on later stages. Earliest experiences at the foundation level profoundly color the subsequent interactions that imprint the sexual identification and triangulation models. And, of course, sexual identification affects the way in which formative triangulation interactions take place.

There is a similarity between this model of self-system development and the way in which explanatory models of psychopathology and the unit of psychotherapeutic treatment have evolved in this century. First, single unit models like psychoanalysis were developed. Later, dyadic explanations of behavior were formulated by interpersonal theorists, such as Sullivan (1953), and were practiced in child guidance clinics, where mothers were seen with their children. Finally, the locus of pathology and health was broadened to include the triangle, or unit of three. Family treatment evolved. These models are all useful in understanding the developing child, the adult, and the family.

Pathological Forms and Their Relationships

At the heart of all psychopathology lie failures in relationships with significant others (Fairbairn, 1952; Framo, 1970). When parental figures provide inadequate or negative models and/or behavioral inputs to their children, pathogenic self-system structures develop in the children. These structures solidify themselves throughout the maturational process of the life cycle by an ongoing replication of the historical, marital, rearing, or independent transactional dysfunctions.

From a systemic viewpoint, contemporary replication of pathologic or inadequate family-of-origin transactions that occurs maritally is the most potent agent in the solidification of these pathological self-system structures. As previously mentioned, each mate has chosen a partner who is similar to his or her parents. Together they repeatedly reenact and/or reexperience in rigid homeostatic fashion the original failures they each had in relation to their own parental figures (Boszormenyi-Nagy, 1973; Bowen, 1978; Dicks, 1967; Jackson, 1957). This has a powerful impact on each spouse. Transactions characterized by hatred and abuse, negative verbal and nonverbal programming, and/or lack of nurturance or limit setting solidify basic terrors and self-destructive or inadequate sexual identities, and exacerbate repulsions, guilts, and fears in regard to the opposite sex.

This dialectical process between marital dysfunction and pathogenic

whether it is manifest in a child, a spouse, or a behavioral transaction. It adversely affects the mates' functioning as marital partners, as individuals in the outside world, and as parents.

For example, a middle-aged couple presented for treatment, complaining that the marital transaction was devoid of romantic involvement and honest communication. The therapist found the site of the dysfunction in both the marital transaction, which was quite distasteful, and the spousal self-system structures. The dearth of intimate interaction held at bay the wife's foundation terror of engulfment, which she expressed during therapy sessions as a fear of "suffocation." On the other hand, the couple maintained enough contact to assuage the spouses' fears of abandonment. This was manifest in a cyclical process of interaction, in which, as the couple tried to relate intimately, they would approach a level at which the woman felt uncomfortable and "small." Then they would fight and distance themselves to the point at which the man's abandonment terror flared. He would then pursue contact with his wife, and the cycle would begin again.

At the level of sexual identification, the woman felt confused about her own masculinity and femininity, while the man experienced himself as rather boyish and inadequate. Their distance protected them from experiencing unpleasant anxieties connected with these self-definitions. Both spouses had triangulation models in which a spouse met relational needs through contact with the children. For this childless couple, show dogs took the place of children. Both spent great amounts of time grooming and showing dogs. Thus, the marital transaction and the spousal self-system structures formed a dialectical interaction which maintained and reinforced the presenting problem.

Within the self-system, triangulation models and programs that are negative include: those that are incompletely developed; those that are characterized by repulsion, hostility, fear, and anxiety in regard to normal aspects of mating and sexuality; those involving dyadic enmeshments or coalitions with a child vis-à-vis a mate; and those prescribing the use of a child as the scapegoat for marital tension or as an object to fulfill sexual needs. These types of inner models tend to generate dysfunctional marital and rearing transactions.

Pathogenic sexual identifications are those made with parental models who are anxious, depressed, psychotic, self-destructive, immature, and/or confused about their own identities. Confused or incomplete identifications can also develop when there has been psychological or physical absence of a parent, or cross-sex programming. Cross-sex identification, which occurs when a child's basic identification is with the opposite-sex

Sexual dysfunction and lack of romance or marital vitality are often generated by these problematic identifications and/or unmet homoaffiliative needs, i.e., longing for the same-sex parent. These issues may also generate failure in independent transactions.

At the foundation of the ego are negative introjects reflecting the basic terrors of engulfment, annihilation, and/or abandonment. In CFT, fears of loss and separation are viewed as the core anxieties in every person (Bowlby, 1973). When profound needs for attachment and belongingness go unfulfilled throughout the early bonding period with the mothering one, schizoid or depressive phenomena may develop (Klein, 1975a). These core phenomena usually underlie and shape individual psychopathology and contribute heavily to marital dysfunction.

If the mothering one permitted little autonomous exploration of the world, the individual has difficulty differentiating self from other and develops engulfment fears in the face of intimacy. If she provided little nurturance, the individual develops a sense of inner emptiness and depression, along with abandonment terrors. If she was hostile or threatening, the child will develop fears of annihilation in connection with intimacy.

Mother may not have been in synch with the child's cues in the rapprochement dance. In an ambivalent fashion, she may have drawn the child close when he or she sought to explore; but, when the child moved in, she may have prevented intimate, loving contact with her. The child then becomes an adult with terrors of both engulfment and abandonment. If Mother's behaviors are too disparate and erratic, the child may also learn to split experiences of relating to significant others who come to represent the "good" or "bad" mothers.

These self-system gaps and/or pathologies lead to the choice of a marital partner who is inadequate or pathogenic, and also to the creation of transactions that entrench the self-system deficits. Another case example will serve to further illustrate this process. A married woman sought treatment for what she characterized as an intrapsychic problem, depression. At the foundation level, she experienced a profound abandonment, based on the death of her mother, which occurred when she was three years old. At the sexual identification level, she experienced herself with some confusion, as both feminine, like her mother, and yet much like her primary role model, her father. Her father experienced himself as rather incompetent in the world. Based on her experiences with her father, who never remarried, her triangulation model involved a relationship between a child and a parent, in which the child was related to only sporadically, and at times with angry outbursts

The therapist found all of these dynamics reflected in this woman's marital transaction with her husband. In fact, in repetitive exchanges of behavior, which they created and shaped together, she received little attention or approval from her husband. She tended to play the incompetent role with him, and he frequently and impatiently labeled her slow and dumb. Occasionally their exchanges resulted in a burst of physically abusive behavior from him. When not working, the husband went out with his preferred companions, his golfing buddies. Inner pathogenic realities mirror and shape powerful marital transactions and vice versa.

Symptomatology in children (when organicity is ruled out) can almost always be traced to a dysfunctional rearing transaction, which in turn is usually generated by a malfunction in the marital transaction/spousal self-system dialectic. When a child presents with problems in his or her independent transactions, the locus of the difficulty may be present in the child's relationships with teachers or peers. While individual diagnoses of the child may be useful under certain circumstances (e.g., in ruling out organicity), in general, a diagnostic evaluation of the rearing transaction, which is the larger context for children's transactions, will prove more fruitful in shedding light on the child's independent problems. Through the parents' relationship with their child, difficulties in his or her independent life are maintained, amplified, or reduced. The parents' attitude toward school performance, peer relationships, hobbies, etc., will determine whether the child is more or less successful in these endeavors.

For example, in the Adams family, the youngest child, Tom, was a serious disciplinary problem both at school and at home. The parents were unable to team together in a consistent fashion in their disciplining of Tom. At times mother would undermine father's authority over Tom by rescinding various punishments, but at other times she would lose control and scream furiously at the boy, while father defended him. This type of parental disagreement is common in families with "problem" children. Confusion about the provision of discipline, nurturance, and guidance for a child is a symptom of dysfunction in the rearing transaction. When such confusion is cleared up, behavioral problems in children usually stop quickly. In the Adams family, the rearing confusion was settled in a few family therapy sessions, in which the parents actually signed agreements concerning how they would team to parent Tom; and Tom began to function more harmoniously at home and at school.

In a situation like Tom's, however, further treatment is necessary.

arger and more powerful issue—a problem marriage. While a change in the rearing transaction does affect the marriage, it will not cause sufficient change in the marital transaction to prevent either recidivism in the parents' relationship with the child, or the occurrence of other family problems.

MOVEMENT AND TRANSFORMATION IN THE HOLON

Morphogenesis or change in family life proceeds in an oscillating pattern in both a positive or growth-seeking direction, as well as in a negative or pathogenic direction, with the former trend predominating.

Positive Morphogenesis in the Marital Transaction

Many theorists have posited a tendency toward positive morphogenesis or growth in marriage (Framo, 1976; Napier & Whitaker, 1978). Mates are chosen for qualities they possess that could potentially promote personal development. They usually identify with each other much as a child identifies with a parent. If role complementarity is flexible, it can serve for growth here. The mate provides a role model and a vicarious experience of success in ego-alien behavior. For example, a talkative outgoing husband may learn how to be quiet and listen through identification with his shy, observant wife.

CFT theory posits that there is also an innate tendency toward active growth promotion of the mate in the marital transactions. The shy wife may have chosen a man who not only is talkative but also has some paternal concern for her. At some point in their marriage, he might instruct, encourage, and urge her to venture out socially while he takes the silent role. Because this man has a strong parental influence and refuses to function in this role for her, the wife discovers her own conversational abilities. When a mate validates and promotes the extension of self-definition and behavioral repertoire in this way, the spouse/marital unit grows. The individual is freer to move forward in the world. Furthermore, he or she is motivated out of thankfulness and appreciation to promote the other mate's growth and development.

Stein (1980) termed these health-seeking trends progressive abreaction or regression, or PAR. The PAR process is composed of progressive and regressive growth trends, which develop in both the individual and the system. A spouse moves out to new behaviors and accomplishments, which are available at each new stage of the family life cycle.

dividual turns inward to experience fears and dysfunctional programs that need to be worked out through a regressive interaction with the other spouse that is reassuring and validating.

Transformation is generated at the heart of the family holon, in the dialectical relationship between the mates' intrapsychic structures and their marital interaction. Positive morphogenesis is fueled by innate drives to growth that are manifest in both the intrapsychic structures and the marriage. Systemic reorganization takes place in such a way that the needs of individual family members are more fully satisfied, while, at the same time, family stability, flexibility, and generativity in the marital, rearing, and independent transactions are enhanced. Such change proceeds in a circular relativistic fashion, moving through the self-system and the transactions in a definite pattern.

The telos, or end state, toward which the PAR, or self/family growth process, moves is termed optimal family process. The PAR transformation will be delineated in the optimal family model presented in the following chapter.

Negative or Pathogenic Morphogenesis

The family holon can and does move in the direction of dysfunction at times, in a kind of entropic process. The holon can be "run down" in a pathogenic process where mates foment and promote greater failure, craziness, and dysfunction for themselves and each other. A mate's progressive activities end in failure and/or self-doubt. Then the other mate is either unavailable for reassurance and validations or programs the mate to fail completely or go crazy. The family holon can then spiral down in dysfunction.

However, even entropy often results in growth and the establishment of a PAR movement. For when a spouse reaches a critical point of psychosocial dysfunction and pain, he or she will often turn in the regressive phase to a new, more adequate helpmate, i.e., a therapist or a minister to resolve the crisis. This morphogenic step can then lead to the creation of a more stable, growth-promoting configuration.

SUMMARY

In CFT the dialectic of the family holon is delineated in terms of systemic and intrapsychic forms and their relationships, movement, and transformation. Systemic forms include the marital, rearing, and independent

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Dr. Diana Adile Kirschner is a noted psychologist who is an internationally known teacher, seminar leader, author and consultant. Dr. Kirschner has co-created an integrated approach to individual, marital and family therapy that has been successfully incorporated in the child welfare and juvenile probation departments. This approach focuses on strengthening family life and has shown much promise in handling the problems of family violence and in working with juvenile delinquents.

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Kirschner, D., & Kirschner, S. (1986). *Introduction. Comprehensive family therapy: An integration of systemic and psychodynamic treatment models* (pp xv-xx). New York: Brunner/Mazel.

Introduction

Billy Jones, age 17, robbed the local convenience store at gunpoint.* After his arrest, he was placed in a secured psychiatric facility for treatment.

The psychiatric report suggested that Billy manifested immature ego development along with a severe impulse disorder. The treatment plan recommended individual therapy with medication to help control the acting out. However, the presiding judge at Billy's trial selected him to participate in a clinical research project on family therapy with juvenile offenders. The project was conducted at the Montgomery County, PA, Juvenile Probation Department.

At the initial consultation,** the therapist, Sam Kirschner, met with Billy, his 15-year-old sister Pat, his parents, and his probation officer. The therapist examined every major aspect of the family's psychosocial dynamic, noting how each aspect impinged upon Billy's problems. He found a severe marital schism in this family, such that the parents were not even sleeping in the same room. Billy's symptomatology played a part in drawing them together. However, the fabric of the marriage was so torn that the parents could not function together as a unified parental team. Billy filled Mother's needs for a close, empathic relationship, while remaining in an antagonistic stance toward Father. His sister functioned as an affectionate ally and companion for Father, while being distant toward Mother.

*The cases described in this book are those of clients who have given us permission to discuss their treatment. Names, occupations, and other data, which may expose the clients' identities, have been disguised.

**An annotated transcript of the initial interview can be found in Chapter 5.

During the consultation, whenever his mother cried, Billy became severely agitated. Not only was he enmeshed with her, but he also seemed to be primarily identified with his mother. Both of them expressed a sense of inadequacy and purposelessness in life. On an intrapsychic level, Billy did not have a sense of himself as a competent young man and experienced much self-hate. Being punished by the authorities represented a way for him to discharge some of his self-destructive feelings. It seems likely that all of these factors served to maintain Billy's immaturity and acting-out behavior.

And what other key factors have generated such severe marital and rearing difficulties? Not only did Billy's mother manifest intrapsychic disturbances, but his father did as well. As he stated in subsequent interviews, Billy's father viewed himself with self-hate, a complete failure as a husband, father, and provider. Thus, both executives and role models in the family system manifested low self-esteem and intrapsychic dysfunction. In subsequent interviews, Billy's parents presented material concerning their families of origin, which suggested, not surprisingly, that they themselves were not parented properly. Mrs. Jones, during the first interview, summarized the situation when she turned to the therapist and said: "We need a new everything, Dr. Kirschner. We need a new everything. We really do."

The case of Billy has been described in both psychodynamic and systemic terms. At this point in time, contemporary family therapists might feel uncomfortable about reading descriptions of intrapsychic phenomena alongside a triadic analysis of this case. Others who were trained psychodynamically might welcome the addition of intrapsychic material to our study of the Jones family. Whether comfortable or not, contemporary family therapists are faced with the dilemma of either rejecting psychodynamic thinking or somehow integrating it into a systems orientation. Individual therapists are faced with the same type of dilemma.

FRAGMENTATION OF THERAPEUTIC APPROACHES

In clinical practice, most family therapists, in their zeal to adopt a systemic position, neglect the individual family member as a unit of treatment. Individual therapists, on the other hand, neglect the family system or subsystems as units of treatment. However, both claim adequate case outcome.

The two-faced Greek god Janus best describes the two faces of the field of psychotherapy. One face is turned inward, examining intrapsy-

chic processes in the individual. The other is turned outward, investigating the network of family relationships. The question at hand is, psyche or system? Does the contemporary practitioner choose content or context as the focus of treatment?

Not only are the unit of treatment and the psyche/system issue problematic in everyday practice, but the goals of treatment are as well. The so-called medical model was attacked by many pioneers of family therapy (Ackerman, 1958; Haley, 1962; Satir, 1964). Yet, more and more, the focus of family therapy has narrowed to symptom amelioration (Haley, 1976; Minuchin, 1974; Selvini Palazzoli, Boscolo, Cecchin, & Prata, 1978). The growth-oriented therapy called for by Ackerman (1958) and having as its goal healthy family functioning has apparently been forgotten. In its zeal to establish the family as the epistemological basis for conceptualization and treatment, the field of family therapy has "thrown out the baby with the bath water." Potentially useful ideas about the individual, self-actualization, and even family actualization have been discouraged and downplayed.

TREND TOWARD INTEGRATION

There is evidence, however, of a trend in family therapy away from the divisive milieu of the past 15 years—a trend toward integration of disparate theories. This pattern is common in philosophy and science where thesis and antithesis are inevitably followed by synthesis. Attempted syntheses in family therapy have been offered by Pinsof (1983), Gurman (1981), Friedman (1980), and Wachtel (1977).

There are important advantages inherent in an integrative approach to family therapy. We know that no one approach can totally account for the complexity of individual behavior and family functioning. Thus there is very little likelihood that one general theory will explain the etiology and maintenance of psychopathology, or psychological health and well-being in individuals and families. A synthesis of psychodynamic, behavioral, and systemic theories within one coherent framework would appear to offer the clinician greater flexibility in understanding the empirical data of a case.

Treatment itself can be enhanced. With richness and depth of individual thought, family therapy gains vitality and meaning. On the other hand, with systems thinking, individual therapy becomes an active, exciting, and effective mode of treatment. Furthermore, an integrative approach offers a wide variety of treatment strategies drawn from different schools of therapy. Such flexibility allows the clinician to

switch techniques when resistance is encountered or when a new type of problem/situation arises. For example, when the clinician moves from problems of children to marital or individual issues, flexibility in strategy within the clinical orientation is critical for successful practice.

An integrative approach can also be applied to a broader segment of the population and to a greater diversity of problems than can any one particular school of thought. As Lebow (1984) has pointed out, when a clinician is limited in his or her approach, absurd situations can arise—for example, when “clients who enter treatment desiring to further explore the meaning of their lives are offered paradoxical interventions” (p. 130). Or conversely, an acting-out child can be seen for years of non-productive play therapy. Effective, short-term work that can produce lasting change must be part of an integrative approach in order for it to have wide applicability.

A system that allows for thesis and antithesis to coexist can be open to a variety of advances in theory and technique. Where research suggests that particular interventions work with particular issues, those techniques can be incorporated into the framework of treatment. For example, structural techniques have been shown to be effective with drug abuse (Stanton & Todd, 1982), while behavioral techniques have been used successfully in sex therapy (Kaplan, 1974) and marital therapy (Jacobson & Margolin, 1979; Stuart, 1980). While structural and behavioral family therapy schools may clash theoretically, specific concepts and techniques can be integrated into a coherent synthesis. Similarly, ideas from individual psychology, such as the role of transference in the healing process, insight in treating marital couples (Sager, 1976), familial loyalties and guilt (Boszormenyi-Nagy, 1973), and the role of object relations theory in family dynamics (Dicks, 1967; Framo, 1970), have proven to be valuable contributions to family theory and therapy.

Thus an integrative approach would have at its foundation a dialectical metatheory that could describe the whole of family life. It would include a description of the dialectical process in which individual psychologies define the family system, which in itself redefines intrapsychic process. This interface between system and psyche would be depicted in terms of not only the etiology and maintenance of psychopathology but also psychological health and well-being. Treatment would therefore focus on both interpersonal relationships and intrapsychic functioning. Goals would include both symptom relief and client growth. With such broad foci, the clinical approach would have to be flexible enough to incorporate psychoanalytic, behavioral, and strategic/structural techniques, yet stable and coherent enough to maintain a sense of continuity and client trust.

A dialectical metatheory signifies two basic notions: 1) the sense of a pattern of existential change, i.e., the interaction between a changing individual in a changing context; and 2) the process of change, which in the case of the family generates a rationale for the treatment approach. Basseches (1980) and Bopp & Weeks (1984) have described the dialectic as a developmental transformation with four major elements: form, relationships, movement, and transformation.

COMPREHENSIVE FAMILY THERAPY

Comprehensive Family Therapy, or CFT, developed by Arthur Stein, attempts to provide such a dialectical metatheory. Both the pattern and process of change in individual/family life are described within a dialectical framework. This ecological description of human development is paired with a derived treatment approach. Each of the four elements in the dialectic is delineated in the CFT model of the family: forms and their relationships, movements, and ultimate transformation.

In CFT, these elements are described in terms of the family holon. The term holon (from the Greek “holos” [whole]) was first proposed by Koestler (1980). The holon is a Janus-faced entity that “manifests both the independent properties of wholes and the dependent properties of parts” (p. 447). In the family holon, there are two major components: the intrapsychic phenomena of individual family members and the systemic transactions through which family members interact. Thus one face of the holon is turned inward and represents the individual’s internalized system, while the other face is turned outward and represents the larger, familial context of which the individual is a part.

In the clinical practice of CFT, the practitioner’s goal is to remediate presenting dysfunction and elevate the holon toward optimal psychosocial functioning. To accomplish this, the practitioner utilizes a wide variety of interventions that are organized by a reparental strategy. The reparental strategy permits the therapist to elevate family interactions, while at the same time giving him or her deeper access to the inner world of each individual family member.

ABOUT THIS BOOK

This book is an introduction to CFT. It should be noted that while the ideas presented were originally developed by Arthur Stein, he has not been involved with us for the past few years, and our thinking may

have diverged from his. Thus, he may disagree with some of the material that is presented.

Chapter 1 delineates the dialectic of the family holon in terms of its forms, relationships, movement, and transformation. Intrapsychic and systemic components and their exchanges are presented. Chapter 2 depicts the hypothetical end state of family transformation: optimal family process. This is an important model for use in clinical diagnosis and goal setting with clients. Chapter 3 describes the role of the CFT therapist – a reparental agent who augments the intrapsychic and systemic growth trends that are already present in the client family. Specific techniques are presented in Chapter 4. Then, in Chapter 5, there is a brief description of the foci in the initial interview followed by an annotated transcript of an initial interview. Chapter 6 describes treatment when a child is the presenting problem and illustrates the work through several case examples. Marital therapy, which forms the heart of CFT work with intact or blended families, is covered in Chapter 7. Three marital case examples follow in Chapter 8. Chapter 9 describes the CFT treatment of the single adult and Chapter 10 closes with the treatment of alternative family constellations.

A NOTE OF CAUTION

CFT is a powerful therapeutic approach. When used in a cautious, measured, and conservative manner by mature clinicians under supervision, CFT can be extremely helpful to clients. Conversely, when used in an irresponsible or less skilled manner, CFT can potentially have a destructive effect on clients. Please bear this in mind before attempting to implement the approach.

Kirschner, D., & Kirschner, S. (1986) *The family holon. Comprehensive family therapy: An integration of systemic and psychodynamic treatment models* (pp. 1-20). New York: Brunner/Mazel.

CHAPTER 1

The Family Holon

To see a world in a grain of sand,
And a heaven in a wildflower,
Hold infinity in the palm of your hand,
And eternity in an hour.

—William Blake (1946, p. 150)

The family is a complex living organism with behavioral and intrapsychic subsystem components all in dynamic exchange. Like Blake's "world in a grain of sand," each subsystem component provides a mirror image for the other embedded within. Furthermore, behavioral transactions and intrapsychic subsystem components influence, shape, and transform each other in a dialectical process. The family, therefore, is viewed as a social holon with tendencies toward self-assertion and self-absorption (intrapsychic phenomena) and an orientation toward the other (behavioral transactions). The intrapsychic and transactional components have their own rules and properties and yet each defines the context for the other. The laws of circularity, together with other principles of cybernetics that describe living systems, provide a background for each individual family member's intrapsychic life. The linear, developmental, historical stages of individual growth provide the context and backdrop for the interplay between family members in the behavioral transactions. Thus the linear and historical coexist with the circular and ahistorical within the family holon.*

*Note the striking similarity between this model and the model of physics proposed by Capra (1975) and others. Newtonian laws of mechanics coexist alongside Einstein's theories of relativity—the linear deterministic model and the circular relativistic one standing in bold relief to each other.

In the family holon, behavioral change in any family member or transaction has fluid repercussions of different strengths on all other individuals and transactions in the family. Disharmony in any transaction or in the intrapsychic functioning of any family member can detract from the psychosocial equilibrium of members in other areas of family life. Conversely, success and fulfillment for any member in any transaction can enhance functioning in other parts of the family system.

Over the life cycle, the entire family holon tends to follow a growth pattern that, by and large, moves in the direction of healthy family process. Professional intervention, when needed, is maximally effective when concerned with assisting the family as a whole organism to move in this direction. Individual psychopathology, as well as interrelated dysfunctions in family transactions, can then be dealt with as needed in order to move the entire configuration toward more effective functioning. Furthermore, by capitalizing on the natural growth processes inherent in the holon, the practitioner can organize parts of the family system into growth-promoting milieus. In this manner, therapeutic leverage is amplified so that families can actualize their native potential more quickly.

In this chapter, the dialectic of the family holon is delineated in terms of forms and relationships. Pathological forms and their relationships are then highlighted. Movement and transformation in the holon are also discussed, with a special focus on the positive, health-seeking trends.

The family, along with all living systems, is governed by two basic principles: homeostasis and morphogenesis. Homeostasis represents the system's tendency to return to a state of quiescence or stability. Morphogenesis (from the Greek words "morph" [structure] and "genesis" [creating]) represents the system's tendency to expand in the direction of instability and novelty. In the family holon, both are necessary for the maintenance of successful family life. Homeostasis leads to cohesiveness and family unity, i.e., form and relationships. Morphogenesis leads to adaptation to new conditions along the family life cycle, i.e., movement and transformation.

As Olson (1983) has pointed out, healthy families tend to operate in a balance between cohesiveness and adaptation. Without homeostasis, family life would be characterized by a constant state of uncertainty, chaos, and instability. Without morphogenesis, systems become stuck, predictable, and unable to expand to assimilate new information. Since the family is the basic social unit of civilization, the very survival of the species depends upon the dialectical interplay between homeostasis and morphogenesis.

Homeostasis and morphogenesis occur not only at macroscopic levels,

as in the family, but also at microbiologic levels. Recent theoretical papers in biochemistry have argued that complex biological systems may be separated into deterministic and random components. Mandell and Salk (1984) noted that nucleic acid codes for many proteins are composed of "smaller regions of fixed sequences and even larger ones with random arrangements" (p. 305). Whether we study the micro- or macrostratum of reality, the findings usually point to an interplay between fixed and random sequences of interaction.

FORMS AND RELATIONSHIPS IN THE HOLON

In CFT, the forms of the family holon include the behavioral transactions among nuclear family members and the intrapsychic phenomena of each individual member. Homeostasis provides for internal consistency between these forms. The intrapsychic structures generate behaviors in the family transactions that help to create external realities verifying the correctness of internal models. That is, there is an innate tendency for the individual to find and generate experiences that maintain his or her internal constructs of reality. For example, if the world is experienced as essentially nurturing, then the person is likely to create a caretaking interpersonal environment that verifies this internal paradigm.

The Behavioral Transactions

The behavioral transactions are organized conceptually into three interlocking subsystems: the marital, rearing, and independent transactions (Stein, 1980).

The marital transaction

At the hub of the family dynamic is the marital transaction, which is defined as the pattern of behavioral interactions between husband and wife. These patterns consist of repetitive sequences of behaviors that control and shape intimacy, sexuality, giving, taking, affect and expressiveness, anger, power, and competence.

Early on, the couple also establishes healthy romantic and sexual patterns of behavior. Each spouse must help the other develop appropriate sex-role behaviors so that the couple will work as a united team in preparing for having and raising children. Power and control issues that arise must be dealt with in order to ensure the marriage's stability and unity. The resolution of individuation, sex-role allocation, love, and

power issues then become ongoing processes in the marital transaction throughout the family life cycle. The couple's interaction in these areas determines the psychosocial functioning of the entire family.

At the beginning of a marriage, the mates transfer powerful attachment needs from their parents to each other. In a regressive burst, termed falling in love, mates idealize their partners in a manner resembling that of a young child with a parent. This process sets the stage for each spouse to accept the other's suggestions and ideas about him- or herself and the nature of reality, much as a child does with a parent. The new bond replaces the old parental relationship and thus promotes individuation from the family of origin, one of the first tasks of marriage.

Attachment needs between the spouses predominate. The need for dyadic attachment in humans is a primary one, perhaps because of the long period of dependency children require in order to mature. Fear of loss is a fundamental principle that tends to cement in marital behaviors and congruent intrapsychic structures. This makes each spouse powerful in his or her ability to shape the other to play out the roles in the marital transaction. Of course, the marital transaction also shapes each spouse intrapsychically.

The spouses' roles vis-à-vis each other are homeostatically maintained (Haley, 1976; Sager, 1976). By selectively reinforcing specific marital behaviors, the spouses are able to choreograph each other to repeat predictable sequences of interactions. These homeostatic cycles eventually tend to include other family members, such as the children. For example, when marital tensions are high, marital cycles will often include children's acting out as part of the repetitive sequence. Marital roles are to a large extent reenactments of parts of the original marital and rearing relationships that the mates observed and experienced in their own families of origin. The spouses function, with powerful effect, both subjectively and objectively as figures who are similar to their original parental figures.

As Sager (1976) has indicated, the spouses develop some of their role functions in a complementary manner. Each programs the other to play out aspects of personality that are undeveloped in the self. These aspects are disowned and projected onto the other. Marital dyads include the husband with sane behavior and the crazy wife, the victim and the abuser, the parent and child, the talkative husband and the shy or observant wife, and many other interlocking and complementary roles. These roles are usually homeostatically maintained. If maintained in a highly rigid fashion, they may "lock in" intrapsychic structures and thus be personally limiting to the spouse. As Bowen (1961) has suggested, although spouses function with complementary levels of overade-

quacy and inadequacy, they usually manifest equivalent degrees of immaturity and self/other differentiation.

Couples establish roles with each other that help to define their relationships with others. As Minuchin (1974) has pointed out, the spouses must circumscribe a boundary around the marital subsystem to separate it from the family of origin and, later, the children. In no area is this boundary more critical than in the couple's intimate interactions. The following case example illustrates this well.

A young couple, Bob and Sarah, had been married for five years when they presented for treatment. The marriage had already lost the spark and magic of the courtship period. Bob was still very much involved with his mother, whom Sarah perceived as her enemy. She resented Bob's involvement with his mother and described him as a weak "momma's boy." Bob, on the other hand, criticized Sarah for never being happy or satisfied and said he doubted he could do anything to change the situation.

This couple's marital transaction was replete with repetitive and emotionally unfulfilling sequences. One typical pattern would begin with Sarah saying that she wanted more self-disclosure and romance rather than "straight sex." Her inner model of men, however, did not allow for self-disclosure. When Bob made attempts to accommodate Sarah by telling her how he felt at work, she would view his behavior as a prelude to sex, as per her inner model. She would resent Bob and he would then withdraw. This provoked Sarah's anger and tears. Bob would then move to comfort her and to reconcile their conflict. The couple had never experienced a satisfactory closure to this homeostatic sequence of interactions, and they were considering separation. The couple's son, Robert, age four, filled the void left by this marital interaction. He spent a great deal of time in an infantilized relationship with his mother, at great sacrifice to his own independence.

Spouses must also decide who will initiate sexual activity, and what forms of sexual relating are acceptable to both husband and wife. Repetitious sequences of behavior govern these activities as well. For example, a husband may cough or twitch to signal that his wife is getting too sexually excited, whereupon she may become angry and withdraw. The husband then apologizes and comforts her. The lovemaking that ensues is more toned down and thus acceptable.

The marital transaction exerts great impact on the spouses' development of personal power. The couple may vie for control over the finances, the rearing transaction, frequency of sexual activity, and so forth. Homeostatic sequences of behaviors often maintain the mates' ongoing power positions. For example, Stan and Mary maintained a

relationship in which Mary had no idea of the family's finances. Stan was in control, choosing new purchases for the home and family. Mary would at times suggest a buy, but in an awkward and childish manner. Stan would reply that "things were fine" if he wanted the item, or that they were "strapped" if he was against buying it. Mary would then withdraw in anger. Stan, in turn, would mutter that he "should never discuss finances with such an emotional dingbat." This sequence reflected how decision making was choreographed by the couple such that Stan was empowered by Mary to be in charge of the finances.

Marital interactions also shape the spouses' power and competence in independent functioning. Most top business corporations today recognize this dynamic in choosing senior executives, and appraise husband and wife as a team by either interviewing both directly or questioning a candidate about his or her marital status. A spouse's conscious or unconscious ambitions are played out partly through his or her partner. Even Shakespeare's Macbeth became king at the urging of his ambitious wife. Conversely, marital battles may undermine a spouse's progression in the work arena.

For example, in one repetitive marital sequence, a husband would come home after a difficult day at work, looking for some peace and quiet. Typically, he would spend the evening in front of the TV. His wife, feeling neglected, would react by berating him and calling him a loser. He would then scream at her something about her never helping him with the important things in life, like "what pays the bills." This sequence is one which will maintain the husband's current adequacy at work but will not promote it. His success or failure is part and parcel of his marital battles.

The rearing transaction

The rearing transaction includes the entire network of interactions between parents and children, between the parents themselves regarding the children, and between the siblings. The power hierarchy, patterns of enmeshment, distantiation, and conflict, and the provision of nurturance, discipline, and guidance are important components of the rearing transaction.

Like the marriage, the rearing transactions are also organized in repetitive sequences. Rearing patterns might involve distantiation on the part of both parents, role reversals, or homoaffiliative alliances between parents and child(ren). Static coalitions between a specific parent and child against another parent are common examples of how homeostasis is achieved in the rearing transaction.

For example, in the White's rearing transaction, Mother was over-protective of and symbiotic with 10-year-old Peter, while Father was distant and uninvolved. Mother vented her anger and frustration on eight-year-old Wendy, the "bad one," who was aligned somewhat with Father. At the dinner table, Mother served Peter his favorite foods and allowed him to read a book during the meal, while she scolded Wendy for not using her fork. Father read his mail at the dinner table while occasionally urging mother to "quit bugging" Wendy.

The marital transaction governs the rearing transaction. Enmeshment, coalitions, and the like are viewed as emanating from dysfunctional marital transactions. Even the siblings' relationships between themselves in the rearing transaction reflect the emotional tone of the marriage.

Independent transactions

The independent transactions include each member's interactions with his or her environment in the areas of vocational or school performance, religious activities, social relationships, and hobbies. Homemaking is considered an independent transaction.

The independent transactions in part represent each family member's contributions to both the nuclear family and society. As part of the family holon, these interactions manifest the tendency toward constructive self-assertion in each family member. For example, the wife may be a homemaker who regulates the domestic roles of the household and who organizes and develops the couple's social life. The husband may have a profession or trade through which he supports the family financially, and he may also engage in some hobby or sport. The children go to school, have peer relationships, and engage in organized activities, such as scouting. All of the family members experience varying degrees of personal power or impotence, competency or inadequacy, success or failure, and creativity or stagnation, based on their performances in these areas.

Achievement and performance in school, work, homemaking, and social activities are also homeostatically maintained in large measure by the marital and/or the rearing transaction. Spouses' expectations for each other's independent functioning influence achievement, while parental demands and encouragement in the rearing transaction regulate children's performance in their independent transactions. There is a tendency in the family to promote the types of behaviors that result in the status quo of success, power, and creativity.

Relationships Among the Behavioral Transactions

CFT theory posits that the marriage is critical in family life. The marriage affects the spouses' independent transactions, underlies parental teamwork, and shapes each mate's interactions with the children. The rearing transaction, in turn, governs the independent transactions of the children. Rearing and independent transactions feed back to affect the marital transaction, although to a lesser degree. Thus the three subsystems form a multiloop feedback system regulated by the marital transaction.

The marital transaction has great impact on the mates' intrapsychic functioning, and it is the mates who are the executives and role models in the family. The marital relationship and the spouses' psyches are, in fact, the most powerful forces in the family holon in their effect both on each other and on the other transactions between family members.

The Family Holon and Society

Since the family is a microcosm of the larger society, the marital, rearing, and independent transactions are also shaped by society's tendencies toward stability or change in values, mores, and standards for marriage, childrearing, work, or play. In our society, for example, greater demands have been placed on families to break out of stereotypical role functioning. Women are entering the work force in greater numbers, with concomitant expectation that men will expand their roles to include homemaking. Independent transactions in families, then, are being reshaped and enlarged in the direction of psychological androgyny and role plasticity.

Intrapsychic Phenomena: The Self-system

Intrapsychic phenomena comprise the other major form at work in the family holon. In CFT, the intrapsychic phenomena make up the individual's "self-system." All three of the major familial transactions are shaped by and in turn shape the spouses' self-systems. The self-systems of each spouse are considered to be the most influential in the overall family process.

The spouses' intrapsychic functioning has a tremendous impact on the children. The mates project or assign parts of their own or their parents' personalities onto their children and treat them accordingly. Hypnotic-like programming of the child's identity and role results in the development of the anticipated intrapsychic structures and concomitant

behaviors. The child is shaped to be a character in the parents' intrapsychic script.

The self-system is composed of intrapsychic structures that were initially formed by transactions in the family of origin. These structures are organized in a linear deterministic fashion, with one stage of development being the basis and context for the next stage. This model, like Freud's and Piaget's, is, of course, useful in demarcating plateaus and milestones of development, so that normal maturational processes can be differentiated from immature or dysfunctional patterns.

The self-system is organized conceptually into three levels: the foundation of the ego, sexual identification, and the triangulation level. Self-system structures usually have deep unconscious or preconscious roots in the psyche. They are usually available, at least partially, at the conscious level of awareness as well.

Foundation of the ego

At the core of the self-system is the foundation of the ego (Guntrip, 1969), which is formed in infancy through the relationship with the mothering one(s). Satisfactory experiences at the foundation level are critical for future personal and interpersonal success. The infant must experience both acceptance and limit setting in relation to the mothering one. The symbiotic relationship with the mother confirms the infant's sense of belonging and lovable-ness. Her limit setting or refusal to meet the child's needs at times helps to define for him a separate sense of self.

The foundation of the ego is formed through the introjection of aspects of the mothering one and the essential characteristics of the infant-mother dynamic, which oscillates between symbiosis and separation/individuation (Mahler, Pine, & Bergman, 1975). When the mothering one creates a "good enough" environment, the infant experiences fulfillment of physiological and safety needs, and a sense of the mother/world as attentive, prizing, mirroring, filling, adoring, and soothing. The infant forms a core feeling of the good self and experiences self-love.

The introjection process profoundly shapes the ego's development, such that internalizing a good enough environment creates the basis for relatively conflict-free movement to later phases of maturation (Fairbairn, 1952; Winnicott, 1965). The good environment internalized gives the toddler enough selfhood to explore and learn about the world. On the other hand, times of autonomous exploration, or times when Mother is frustrating or limit setting with the child, help the latter to differentiate between himself or herself and Mother, thus setting the stage for

the recognition of a separate self. Anxiety at such times leads to a regressive movement—a rapprochement—to the secure environment of symbiosis with mother.

Over time, the child comes to know the mother in a more realistic way, as a separate, but steadily available object rather than as a set of stimuli that are all good or all bad. By lessening the absolute dichotomous perception of his or her mother/world, the infant learns to develop tolerance of frustration and the resultant ambivalence.

In a healthy outcome of this complex growth process, the child begins to perceive interpersonal relationships as containing inherent contradiction between the needs of self and those of the other, and that satisfaction lies in the ongoing balance between the two. As health predominates, there is a steady internalized object available to assuage normal fears and anxieties encountered in the world, and also a sense that such a mothering object will be available in the interpersonal environment. The self becomes differentiated from Mother, the primary other, and yet still perceives her as available for soothing regressive contact when needed.

If, on the other hand, mothering was experienced as smothering, haphazard, unresponsive, or dangerous, the individual may become schizoid, i.e., not truly emotionally reactive to the self or other, or he or she may enter an anaclitic depression. Significant others may then be experienced as engulfing or abandoning, or so frustrating that they may be destroyed by the individual's anger and need. When the foundation is formed through such adverse inputs, and subsequent experiences are not reparative, the infant becomes an adult who is unable to trust or form real relationships. In general, the earliest paradigm of relating—that of mother and child (of either sex)—becomes the model of intimate interaction, which in some form will be reenacted when the child grows up and is married.

Sexual identification

As the infant becomes a toddler and steps out into the world and away from the mothering one, he or she experiences either a sameness or an otherness in relation to her. Chodorow (1978) has suggested that the mother conveys to the child at an early stage that he is either of the same or of a different gender than she. The child, in turn, is developing a greater self-other dichotomy. With increased self-reflection, he or she begins to have a sufficiently differentiated picture of self to feel like a boy or girl. This image is also shaped by the child's observing physical and anatomical differences between him- or herself and mother and between self and father (Freud, 1923/1975b). The child also learns about

his or her sexual identity through the parents' cultural expectations for the two sexes. These expectations form the nucleus of the sexual identity of the child, which is the second level of the evolving self-system.

The child seeks to imitate behaviors modeled by both parents. In addition, each parent provides programs, which are hypnotic-like suggestions, both direct and indirect, regarding their definition of the child's self and their expectations concerning his or her cognitive, emotional, and behavioral functioning in the world. Within these programs the child is usually oriented toward an identification with the same-sex parent.

Longings for the same-sex parent are characteristic at this level. These homoaffiliative needs, if fulfilled, shape appropriate gender-related role behavior. An image of this parent forms an integral part of the child's identity. If homoaffiliative needs are unmet or partially unmet, the child will seek the same-sex parent at the triangulation level and later in life in the form of a surrogate parent or mentor.

The opposite-sex parent also becomes a role model who is internalized by the child. The father becomes the prototype of the child's own masculine potentials while the mother becomes the prototype of the feminine potentials. Various characteristics of each parent are incorporated into the blueprint that becomes the child's template for future behavior as a marital partner (Dicks, 1967).

For example, Joanne's basic sexual identification was with her mother, a depressed, ineffectual woman who prided herself on appearances. Her father, a railroad engineer with no sons, spent time with Joanne as a substitute son. He called her "Chip" and played basketball with her. As an adult, Joanne became a woman who was neat and fastidious. Her speech and gait were similar to her mother's. She was unassertive in the world and never worked outside the home. In her marriage, Joanne developed a buddylike relationship with her husband and played out what she called her "tomboy" side with him. In CFT we deduced from these phenomena that her basic sexual identity was feminine and weak, while her masculine side was played out maritally.

The triangulation level

Up to this point we have described the emerging self in terms of sameness or otherness with regard to significant parental figures. The child first differentiates himself or herself from the mothering one and later develops a dyadic relationship with each parent. We might say, then, that he or she experiences first a unit of one (the self) and then a unit of two (the relationship with either parent).

The next phase of development includes those experiences that are generated in the triangle of relationships with mother and father. At this time, the child develops certain self-system structures as a result of his or her involvement in a triangle of relationships, in which there are competitive struggles for attention, loyalty, and alliance. These experiences form the basis of the triangulation, or oedipal level, of the self-system. The child learns parentally sanctioned behaviors with members of the same or opposite sex and is also programmed regarding sexual and marital behavior.

In this phase, the child is jealous of the parents' affection and seeks to separate them. If the spouses are able to tolerate the child's jealousies and yet maintain appropriate generational boundaries, the child will further develop an internal tolerance of his or her own ambivalences toward the parents. The child realizes that he or she cannot drive a wedge between them and becomes reconciled to the reality that he or she cannot steal one parent away from the other.

For the male child, this level represents experiences in which his hatred and fear of the father force him into greater autonomy from the father. On the other hand, his desire to be like the father, whom the mother loves, helps the boy to internalize the father as a role model.

For the female child, the triangulation level contains experiences in which her hatred and envy of the mother also lead her to be more separate and autonomous. On the other hand, her desire to be able to be like the mother, who represents her future identity as a role model, is further fueled by her internalizing and identifying with father's love for this woman. Thus, for both sexes, identification with the same-sex parent is coupled with cross-identifications with the opposite-sex parent (Dicks, 1967).

By about three years of age, the child has a clearly scripted role to play in the family drama. The inherent tensions in the triangle between child and parents can lead to dyadic enmeshments, illicit coalitions, scapegoating behavior, or oedipal wins and losses. Dyadic enmeshments between a parent and a child generate interactional models in which the child perceives marriage as an adult-child bond, rather than as an adult-adult arrangement. In one type of enmeshment, the child is allowed to "win" the opposite-sex parent. Rather than relating to the spouse, the parent attends to, confides in, and/or is affectionate toward the opposite-sex child. In highly dysfunctional families, the spouse actually has sex with the child. The other parent colludes by withdrawing from the marital transaction and organizing the child to fill in as a substitute partner. The child feels superior to the same-sex parent and develops grandiose feelings. However, he or she also experiences guilt over the win and

is fearful of rejection by the same-sex parent. In incestuous families, the child may develop a revulsion toward the opposite sex.

Illicit coalitions between a parent and child versus another parent generate triangulation models in which a parent and child are joined together around a common enemy, the other parent, whom they ridicule or verbally attack. For example, in the Smith family, Scott was always very close with father and distant from mother, who tended to be sharply critical of him. Father programmed Scott to believe that women were "awful bitches," creating an adversarial standoff between Scott and his mother. The dysfunctional mother-son relationship was part of the parents' war with each other. We might deduce that the script Scott would follow at the triangulation level includes a homoaffiliative alliance strengthened by mutual hatred of women.

Another dysfunctional model is one in which the parents bond together around a misbehaving child. In this scenario, the scapegoated child joins spouses together who otherwise might split up. For the child, this represents a tremendous responsibility and burden. The scapegoated child will grow up with a triangulation model in which marital cohesiveness is fostered primarily through shared negativity toward a third party.

In the oedipal loss, the child is vehemently rejected by the opposite-sex parent. This situation is unlike a successful oedipal resolution, in which the opposite-sex parent rejects the child as a lover or primary life partner. However, that parent does love, nurture, and prize the child, and facilitates a close and positive identification between that child and the same-sex parent. In an oedipal loss triangulation, the opposite-sex parent abandons the family, makes no contact with the child, or physically or verbally abuses the child. The child feels unloved, unappreciated, or threatened by the opposite sex. This may create an inner model in which the opposite sex is viewed as less attractive than the same sex.

In general, abandonment or ongoing physical or verbal abuse is supported by the same-sex parent, who covertly organizes the opposite-sex parent to scapegoat the child. Usually this process helps reduce marital tension and detours marital hatred through the rearing transaction.

Relationships within the self-system

These three models – the self in relation to self, the self in relation to significant other, and the self in relation to two significant others – coexist in the self-system. Like the behavioral transactions, the three levels of the self-system are interactive and shape each other. Successful and fulfilling developments at any one level promote similar movement

at any other level, and vice versa. Earlier developmental stages are, of course, much more powerful in their effects on later stages. Earliest experiences at the foundation level profoundly color the subsequent interactions that imprint the sexual identification and triangulation models. And, of course, sexual identification affects the way in which formative triangulation interactions take place.

There is a similarity between this model of self-system development and the way in which explanatory models of psychopathology and the unit of psychotherapeutic treatment have evolved in this century. First, single unit models like psychoanalysis were developed. Later, dyadic explanations of behavior were formulated by interpersonal theorists, such as Sullivan (1953), and were practiced in child guidance clinics, where mothers were seen with their children. Finally, the locus of pathology and health was broadened to include the triangle, or unit of three. Family treatment evolved. These models are all useful in understanding the developing child, the adult, and the family.

Pathological Forms and Their Relationships

At the heart of all psychopathology lie failures in relationships with significant others (Fairbairn, 1952; Framo, 1970). When parental figures provide inadequate or negative models and/or behavioral inputs to their children, pathogenic self-system structures develop in the children. These structures solidify themselves throughout the maturational process of the life cycle by an ongoing replication of the historical, marital, rearing, or independent transactional dysfunctions.

From a systemic viewpoint, contemporary replication of pathologic or inadequate family-of-origin transactions that occurs maritally is the most potent agent in the solidification of these pathological self-system structures. As previously mentioned, each mate has chosen a partner who is similar to his or her parents. Together they repeatedly reenact and/or reexperience in rigid homeostatic fashion the original failures they each had in relation to their own parental figures (Boszormenyi-Nagy, 1973; Bowen, 1978; Dicks, 1967; Jackson, 1957). This has a powerful impact on each spouse. Transactions characterized by hatred and abuse, negative verbal and nonverbal programming, and/or lack of nurturance or limit setting solidify basic terrors and self-destructive or inadequate sexual identities, and exacerbate repulsions, guilts, and fears in regard to the opposite sex.

This dialectical process between marital dysfunction and pathogenic spousal self-system structures is considered to be the major factor in

whether it is manifest in a child, a spouse, or a behavioral transaction. It adversely affects the mates' functioning as marital partners, as individuals in the outside world, and as parents.

For example, a middle-aged couple presented for treatment, complaining that the marital transaction was devoid of romantic involvement and honest communication. The therapist found the site of the dysfunction in both the marital transaction, which was quite distanced, and the spousal self-system structures. The dearth of intimate interaction held at bay the wife's foundation terror of engulfment, which she expressed during therapy sessions as a fear of "suffocation." On the other hand, the couple maintained enough contact to assuage the spouses' fears of abandonment. This was manifest in a cyclical process of interaction, in which, as the couple tried to relate intimately, they would approach a level at which the woman felt uncomfortable and "small." Then they would fight and distance themselves to the point at which the man's abandonment terror flared. He would then pursue contact with his wife, and the cycle would begin again.

At the level of sexual identification, the woman felt confused about her own masculinity and femininity, while the man experienced himself as rather boyish and inadequate. Their distance protected them from experiencing unpleasant anxieties connected with these self-definitions. Both spouses had triangulation models in which a spouse met relational needs through contact with the children. For this childless couple, show dogs took the place of children. Both spent great amounts of time grooming and showing dogs. Thus, the marital transaction and the spousal self-system structures formed a dialectical interaction which maintained and reinforced the presenting problem.

Within the self-system, triangulation models and programs that are negative include: those that are incompletely developed; those that are characterized by repulsion, hostility, fear, and anxiety in regard to normal aspects of mating and sexuality; those involving dyadic enmeshments or coalitions with a child vis-à-vis a mate; and those prescribing the use of a child as the scapegoat for marital tension or as an object to fulfill sexual needs. These types of inner models tend to generate dysfunctional marital and rearing transactions.

Pathogenic sexual identifications are those made with parental models who are anxious, depressed, psychotic, self-destructive, immature, and/or confused about their own identities. Confused or incomplete identifications can also develop when there has been psychological or physical absence of a parent, or cross-sex programming. Cross-sex identification, which occurs when a child's basic identification is with the opposite-sex parent, generates residual self-hate, in that one's gender is viewed as less valued or inferior.

Sexual dysfunction and lack of romance or marital vitality are often generated by these problematic identifications and/or unmet homoaffiliative needs, i.e., longing for the same-sex parent. These issues may also generate failure in independent transactions.

At the foundation of the ego are negative introjects reflecting the basic terrors of engulfment, annihilation, and/or abandonment. In CFT, fears of loss and separation are viewed as the core anxieties in every person (Bowlby, 1973). When profound needs for attachment and belongingness go unfulfilled throughout the early bonding period with the mothering one, schizoid or depressive phenomena may develop (Klein, 1975a). These core phenomena usually underlie and shape individual psychopathology and contribute heavily to marital dysfunction.

If the mothering one permitted little autonomous exploration of the world, the individual has difficulty differentiating self from other and develops engulfment fears in the face of intimacy. If she provided little nurturance, the individual develops a sense of inner emptiness and depression, along with abandonment terrors. If she was hostile or threatening, the child will develop fears of annihilation in connection with intimacy.

Mother may not have been in synch with the child's cues in the rapprochement dance. In an ambivalent fashion, she may have drawn the child close when he or she sought to explore; but, when the child moved in, she may have prevented intimate, loving contact with her. The child then becomes an adult with terrors of both engulfment and abandonment. If Mother's behaviors are too disparate and erratic, the child may also learn to split experiences of relating to significant others who come to represent the "good" or "bad" mothers.

These self-system gaps and/or pathologies lead to the choice of a marital partner who is inadequate or pathogenic, and also to the creation of transactions that entrench the self-system deficits. Another case example will serve to further illustrate this process. A married woman sought treatment for what she characterized as an intrapsychic problem, depression. At the foundation level, she experienced a profound abandonment, based on the death of her mother, which occurred when she was three years old. At the sexual identification level, she experienced herself with some confusion, as both feminine, like her mother, and yet much like her primary role model, her father. Her father experienced himself as rather incompetent in the world. Based on her experiences with her father, who never remarried, her triangulation model involved a relationship between a child and a parent, in which the child was related to only sporadically, and at times with angry outbursts about how stupid she was.

The therapist found all of these dynamics reflected in this woman's marital transaction with her husband. In fact, in repetitive exchanges of behavior, which they created and shaped together, she received little attention or approval from her husband. She tended to play the incompetent role with him, and he frequently and impatiently labeled her slow and dumb. Occasionally their exchanges resulted in a burst of physically abusive behavior from him. When not working, the husband went out with his preferred companions, his golfing buddies. Inner pathogenic realities mirror and shape powerful marital transactions and vice versa.

Symptomatology in children (when organicity is ruled out) can almost always be traced to a dysfunctional rearing transaction, which in turn is usually generated by a malfunction in the marital transaction/spousal self-system dialectic. When a child presents with problems in his or her independent transactions, the locus of the difficulty may be present in the child's relationships with teachers or peers. While individual diagnoses of the child may be useful under certain circumstances (e.g., in ruling out organicity), in general, a diagnostic evaluation of the rearing transaction, which is the larger context for children's transactions, will prove more fruitful in shedding light on the child's independent problems. Through the parents' relationship with their child, difficulties in his or her independent life are maintained, amplified, or reduced. The parents' attitude toward school performance, peer relationships, hobbies, etc., will determine whether the child is more or less successful in these endeavors.

For example, in the Adams family, the youngest child, Tom, was a serious disciplinary problem both at school and at home. The parents were unable to team together in a consistent fashion in their disciplining of Tom. At times mother would undermine father's authority over Tom by rescinding various punishments, but at other times she would lose control and scream furiously at the boy, while father defended him. This type of parental disagreement is common in families with "problem" children. Confusion about the provision of discipline, nurturance, and guidance for a child is a symptom of dysfunction in the rearing transaction. When such confusion is cleared up, behavioral problems in children usually stop quickly. In the Adams family, the rearing confusion was settled in a few family therapy sessions, in which the parents actually signed agreements concerning how they would team to parent Tom; and Tom began to function more harmoniously at home and at school.

In a situation like Tom's, however, further treatment is necessary. This is because rearing dysfunction is itself symptomatic of a much

larger and more powerful issue—a problem marriage. While a change in the rearing transaction does affect the marriage, it will not cause sufficient change in the marital transaction to prevent either recidivism in the parents' relationship with the child, or the occurrence of other family problems.

MOVEMENT AND TRANSFORMATION IN THE HOLON

Morphogenesis or change in family life proceeds in an oscillating pattern in both a positive or growth-seeking direction, as well as in a negative or pathogenic direction, with the former trend predominating.

Positive Morphogenesis in the Marital Transaction

Many theorists have posited a tendency toward positive morphogenesis or growth in marriage (Framo, 1976; Napier & Whitaker, 1978). Mates are chosen for qualities they possess that could potentially promote personal development. They usually identify with each other much as a child identifies with a parent. If role complementarity is flexible, it can serve for growth here. The mate provides a role model and a vicarious experience of success in ego-alien behavior. For example, a talkative outgoing husband may learn how to be quiet and listen through identification with his shy, observant wife.

CFT theory posits that there is also an innate tendency toward active growth promotion of the mate in the marital transactions. The shy wife may have chosen a man who not only is talkative but also has some paternal concern for her. At some point in their marriage, he might instruct, encourage, and urge her to venture out socially while he takes the silent role. Because this man has a strong parental influence and refuses to function in this role for her, the wife discovers her own conversational abilities. When a mate validates and promotes the extension of self-definition and behavioral repertoire in this way, the spouse/marital unit grows. The individual is freer to move forward in the world. Furthermore, he or she is motivated out of thankfulness and appreciation to promote the other mate's growth and development.

Stein (1980) termed these health-seeking trends progressive abreactive regression, or PAR. The PAR process is composed of progressive and regressive growth trends, which develop in both the individual and the system. A spouse moves out to new behaviors and accomplishments, which are available at each new stage of the family life cycle. This progression oscillates with an abreactive regression, where the in-

dividual turns inward to experience fears and dysfunctional programs that need to be worked out through a regressive interaction with the other spouse that is reassuring and validating.

Transformation is generated at the heart of the family holon, in the dialectical relationship between the mates' intrapsychic structures and their marital interaction. Positive morphogenesis is fueled by innate drives to growth that are manifest in both the intrapsychic structures and the marriage. Systemic reorganization takes place in such a way that the needs of individual family members are more fully satisfied, while, at the same time, family stability, flexibility, and generativity in the marital, rearing, and independent transactions are enhanced. Such change proceeds in a circular relativistic fashion, moving through the self-system and the transactions in a definite pattern.

The telos, or end state, toward which the PAR, or self/family growth process, moves is termed optimal family process. The PAR transformation will be delineated in the optimal family model presented in the following chapter.

Negative or Pathogenic Morphogenesis

The family holon can and does move in the direction of dysfunction at times, in a kind of entropic process. The holon can be "run down" in a pathogenic process where mates foment and promote greater failure, craziness, and dysfunction for themselves and each other. A mate's progressive activities end in failure and/or self-doubt. Then the other mate is either unavailable for reassurance and validations or programs the mate to fail completely or go crazy. The family holon can then spiral down in dysfunction.

However, even entropy often results in growth and the establishment of a PAR movement. For when a spouse reaches a critical point of psychosocial dysfunction and pain, he or she will often turn in the regressive phase to a new, more adequate helpmate, i.e., a therapist or a minister to resolve the crisis. This morphogenic step can then lead to the creation of a more stable, growth-promoting configuration.

SUMMARY

In CFT the dialectic of the family holon is delineated in terms of systemic and intrapsychic forms and their relationships, movement, and transformation. Systemic forms include the marital, rearing, and independent transactions. Intrapsychic forms include the foundation of the

house being "held" for us
in Tajikistan & Turkmenistan

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Alvin
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PRE-PROGRAM ACKNOWLEDGEMENTS

PROGRAM MC- MANUEL GLENN

TRUE LIGHT FELLOWSHIP YOUTH AND ADULT CHOIR

JUDGE NELSON DIAZ

Leslie
MEMBERS OF CONGRESS BRADY, FATTAH AND BORSKI

Council Pres Ann Verna
JOHN DOUGHERTY- BUSINESS MANAGER OF IBEW LOCAL 98

JOSEPH RAUCHER- PRESIDENT OF PHILADELPHIA AFL-CIO

PAT GILLESPIE- BUSINESS MANAGER PHILADELPHIA BUILDING
TRADES COUNCIL

JANET RYDER- political director of the Philadelphia
federation of teachers

bishop Audrey Bronson

Gr Fund Raising Team

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GARDNER

THE PHILADELPHIA FEDERATION OF TEACHERS

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08/11/99

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SENSITIVITY OF MSR SURPLUS TO REAL GDP GROWTH AND INTEREST RATES

(In billions of dollars)

08/11/99

11:25 AM

	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>00-09</u>
2000 MSR unified surplus.....	142	168	220	223	254	286	343	389	428	473	2,926
Unified budget impact of:											
0.5% higher real growth.....	4	14	26	40	55	73	93	116	141	154	717
0.5% lower real growth.....	-4	-14	-26	-39	-55	-72	-91	-112	-137	-163	-713
1.0% higher interest rates.....	-6	-13	-15	-16	-16	-16	-14	-13	-10	-7	-126
1.0% lower interest rates.....	6	13	14	15	15	14	12	10	7	4	109
Resulting unified surplus for:											
0.5% higher real growth.....	147	182	246	263	309	360	437	504	569	627	3,643
0.5% lower real growth.....	138	154	194	183	199	215	252	276	291	310	2,213
1.0% higher interest rates.....	137	155	205	207	237	271	329	376	417	466	2,800
1.0% lower interest rates.....	148	181	234	238	268	300	355	399	435	477	3,035
2000 MSR on-budget surplus.....	5	24	65	58	79	94	142	174	203	240	1,083
On-budget impact of:											
0.5% higher real growth.....	3	10	20	30	42	55	71	88	107	113	539
0.5% lower real growth.....	-3	-10	-20	-30	-41	-54	-69	-85	-104	-124	-541
Resulting on-budget surplus for:											
0.5% higher real growth.....	8	35	85	88	121	149	212	262	310	353	1,623
0.5% lower real growth.....	2	14	46	28	37	39	73	89	99	116	543

Note: all economic changes assumed to begin in 2000 Q1.

C:\WORK\123\B00\MSRUP

OFFSETS
(savings in billions of dollars)

	<u>2000</u>	<u>'00-'04</u>	<u>'00-'09</u>
Federal tobacco taxes.....	-8	-34	-66
Tobacco recoupment policy.....	0	-9	-25
Superfund tax extensions.....	-2	-6	-13
Health care savings.....	-1	-5	-10
FAA user fees.....	-1	-5	-8
Change in military retirement contributions.....	-1	-6	-13
Other.....	<u>-4</u>	<u>-4</u>	<u>-6</u>
Total, offsets for discretionary.....	-17	-70	-142
 Paygo balances allocated to defense.....	 -3	 -5	 -5

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POTENTIAL DISCRETIONARY REQUIREMENTS
(in billions of dollars)

	<u>2000</u>	<u>'00-'04</u>	<u>'00-'09</u>
Surplus allocation.....	--	138	328
Increases financed by offsets.....	18	73	142
Potential additions (agriculture, veterans, emergencies).....	14	70	140
Shift to CBO base assumptions.....	<u>-1</u>	<u>3</u>	<u>32</u>
Subtotal, increases.....	31	283	641
Related debt service.....	<u>1</u>	<u>34</u>	<u>172</u>
Total.....	32	317	814

150

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ALTERNATIVE DISCRETIONARY LEVELS
(outlays in billions of dollars)

	<u>2000</u>	<u>'00-'04</u>	<u>'00-'09</u>
CBO inflated capped baseline.....	580	2,905	6,127
OMB technicals and higher growth rate.....	-1	3	32
OMB capped baseline.....	579	2,908	6,158
Administration policy proposals:			
Increases financed by offsets.....	18	73	142
Surplus allocation.....	--	138	328
Administration policy.....	597	3,118	6,628
Potential additions:			
Veterans.....	1	5	10
Agriculture.....	3	15	30
Emergencies.....	<u>10</u>	<u>50</u>	<u>100</u>
Subtotal, potential additions.....	14	70	140
Administration policy plus potential additions.....	611	3,188	6,768

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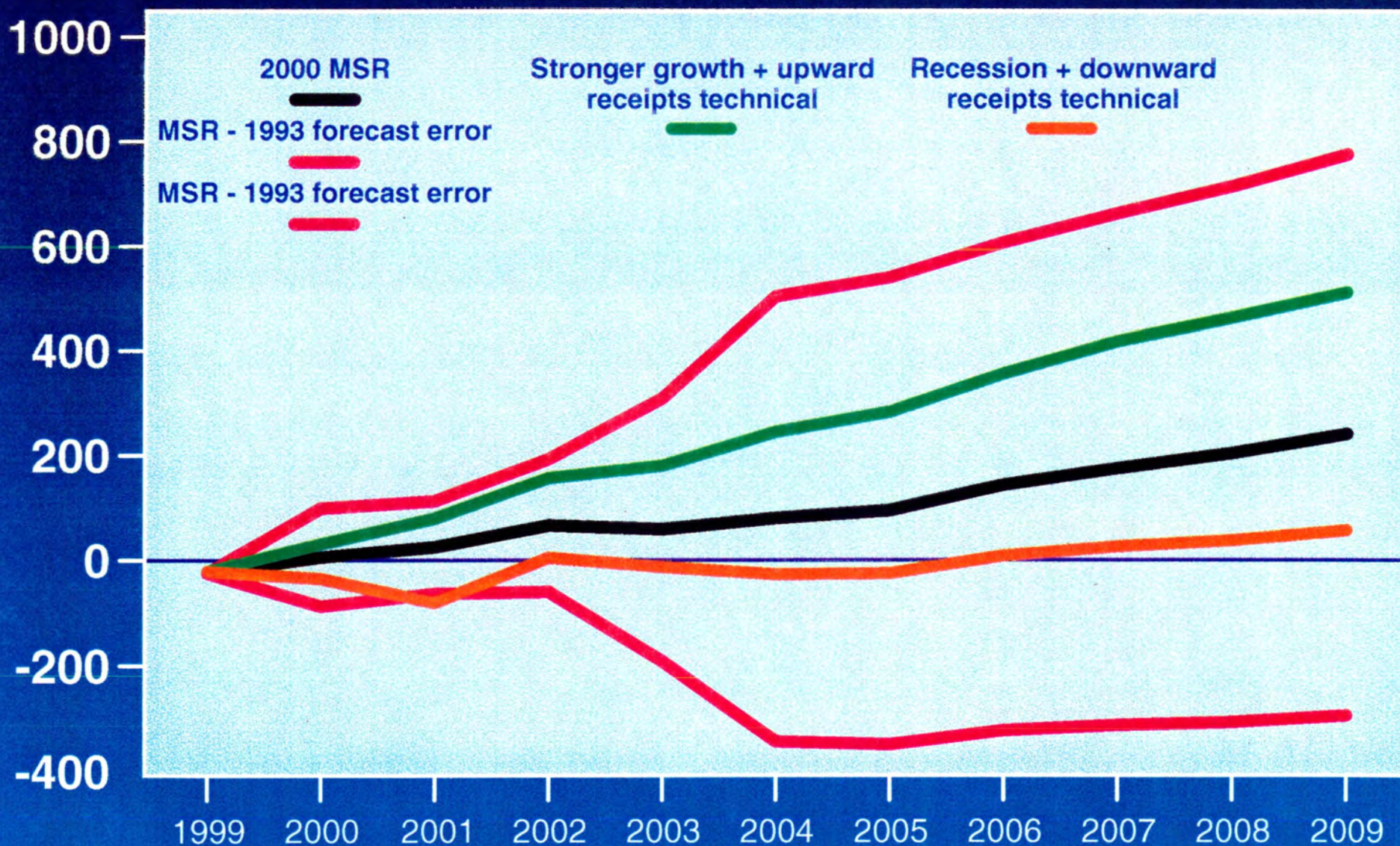
COMPARISONS TO 1999 ENACTED PLUS INFLATION
(outlays in billions of dollars)

	<u>2000</u>	<u>'00-'04</u>	<u>'00-'09</u>
1999 enacted plus inflation.....	595	3,135	6,700
Comparison to 1999 enacted plus inflation:			
OMB capped baseline.....	-16	-227	-541
Administration policy without offsets.....	-16	-89	-213
Administration policy with offsets.....	2	-17	-71
Administration policy plus potential additions.....	16	53	69
Administration policy without offsets -- compared to '99 enacted plus inflation:			
Defense.....	0.6%	1.3%	4.9%
Non-defense.....	-6.0%	-6.6%	-10.4%
Total.....	-2.9%	-2.9%	-3.3%
Administration policy with offsets -- compared to '99 enacted plus inflation:			
Defense.....	0.6%	1.3%	4.9%
Non-defense.....	0.2%	-2.1%	-6.2%
Total.....	0.4%	-0.5%	-1.1%

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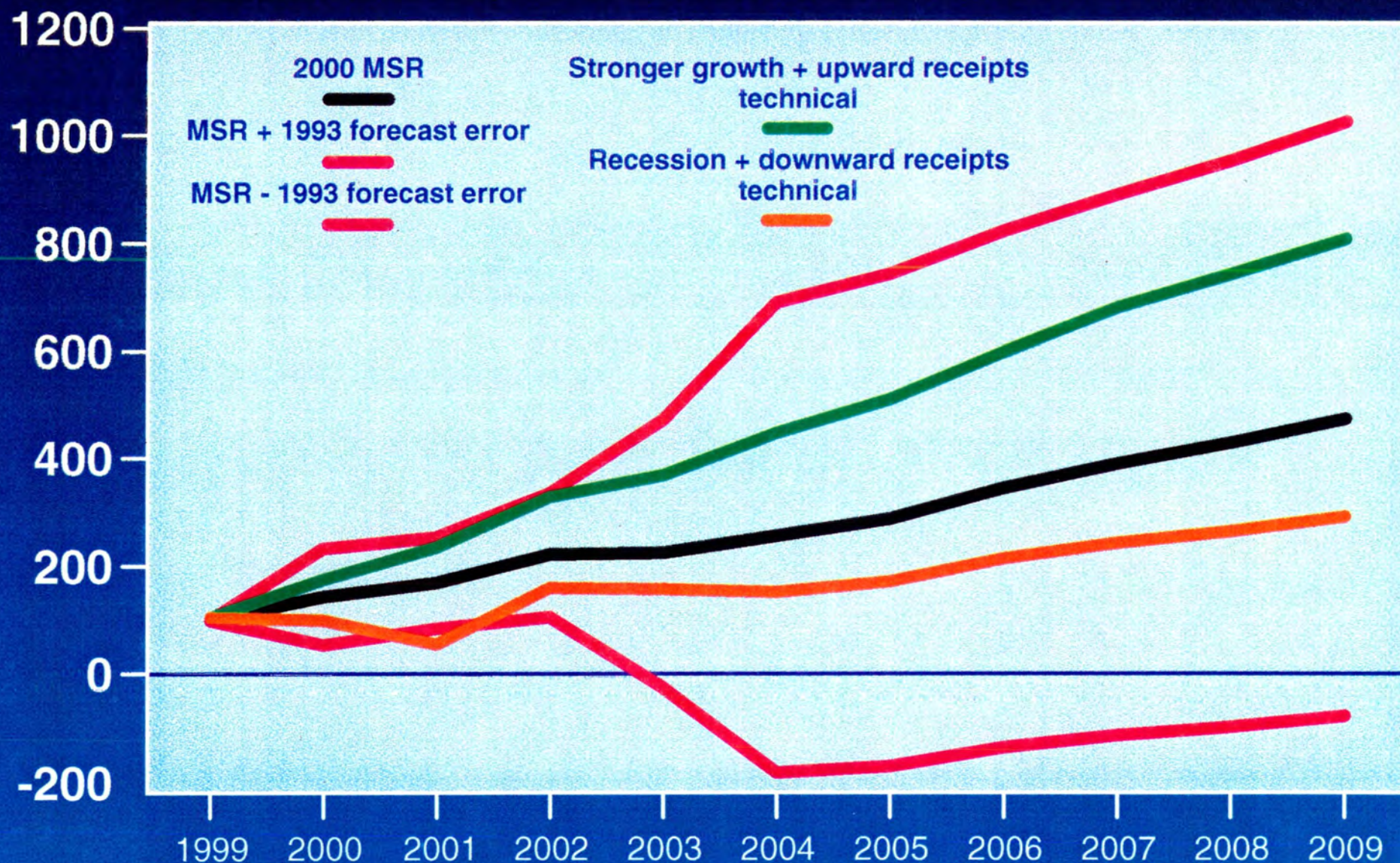
On-Budget Surplus/Deficit Projections

SURPLUS(+) / DEFICITS(-) IN BILLIONS



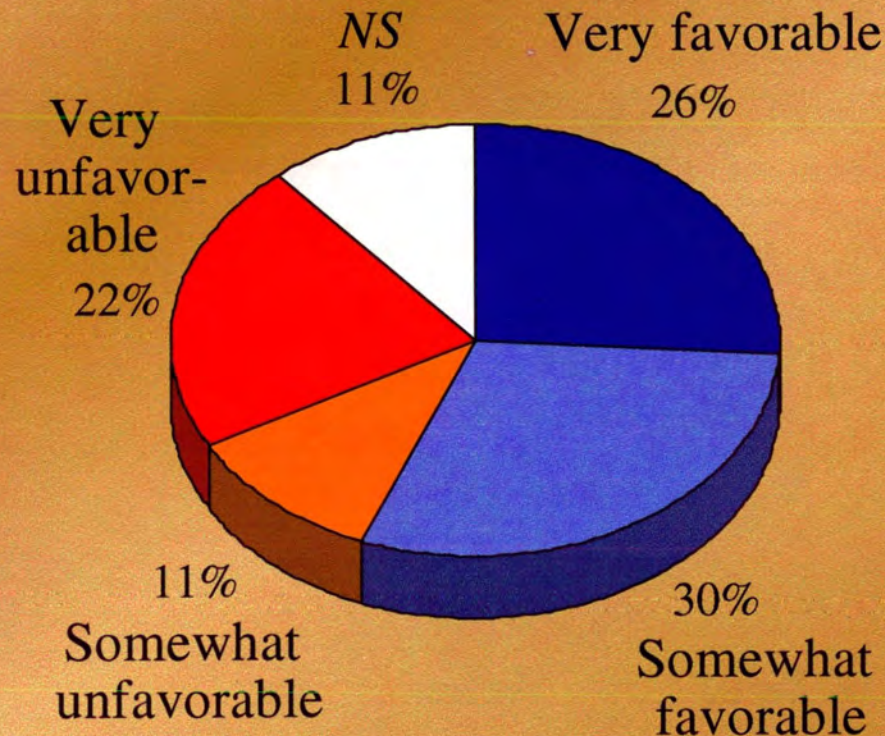
Unified Surplus/Deficit Projections

SURPLUS(+) / DEFICITS(-) IN BILLIONS



Majority Favor Clinton Medicare Expansion Plan

But Volunteered Comments Reveal Underlying Concern



Volunteered Comments

Benefits 40%

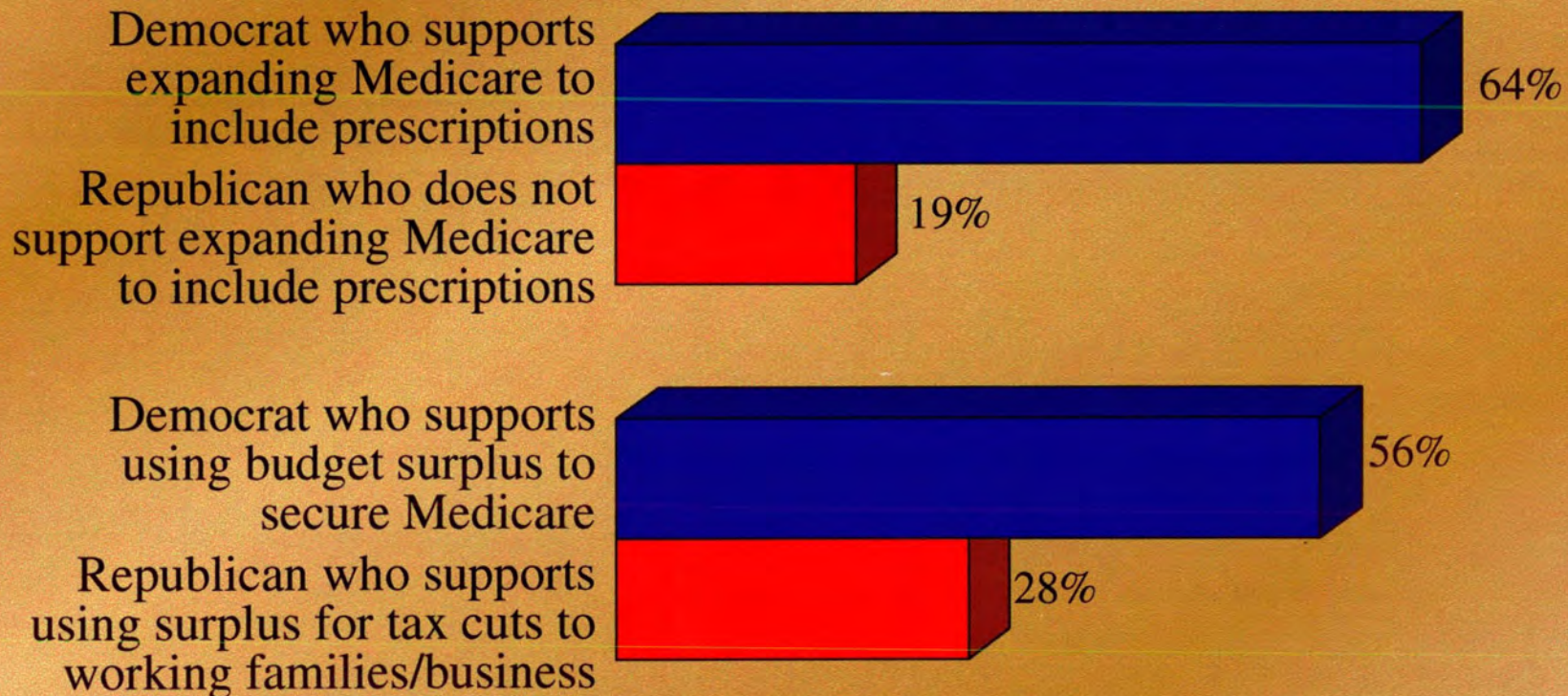
- Help us get medicine 13%
- Many would benefit 10%
- Prescriptions costly 9%
- Affordable 9%

Concerns 48%

- Too expensive 15%
- Won't help me 6%

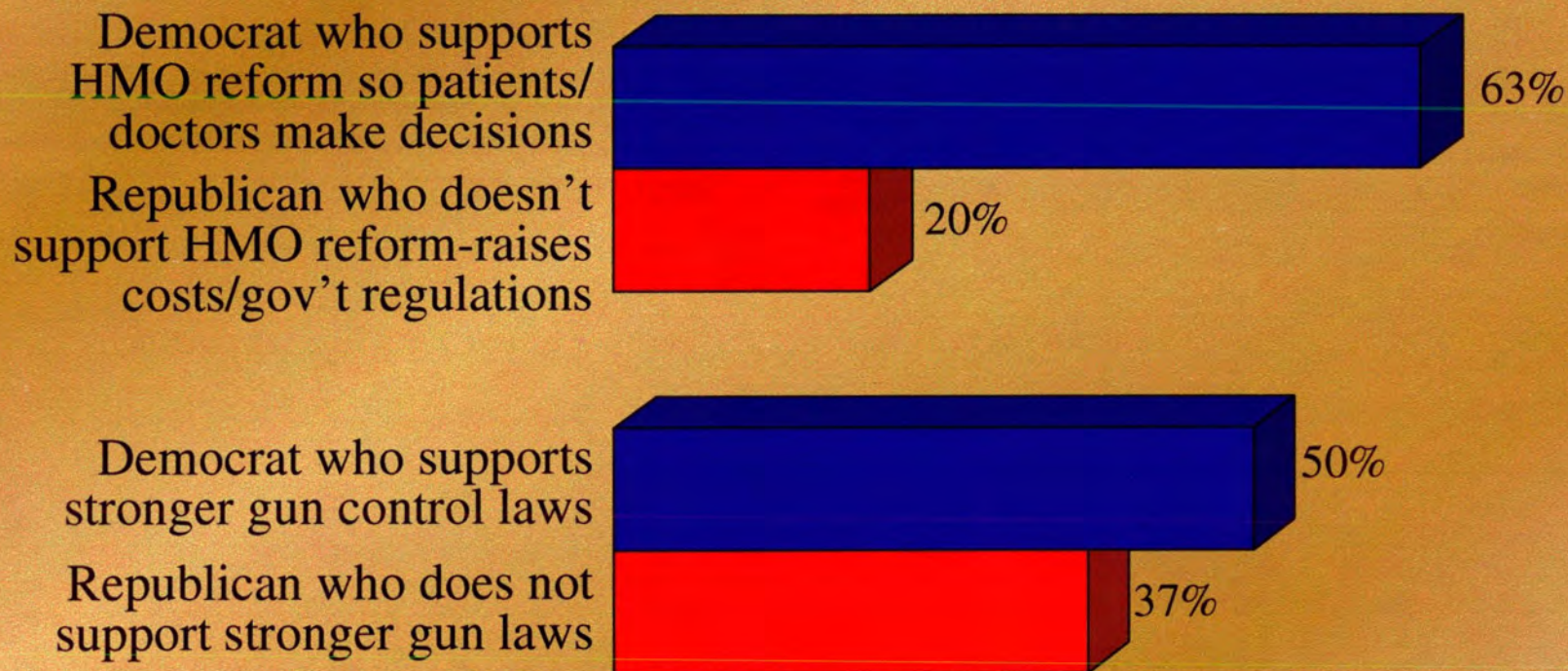
Seniors Prefer Democrat Who Expands Medicare/Makes It Priority

Which would you prefer to elect to the U.S. Congress?



Democrats Also Win On HMOs And Gun Safety

Which would you prefer to elect to the U.S. Congress?



and continues to look for opportunities to raise the issue. As you know, Republicans are cautious about opposing the increase but will look to use it to provide large tax breaks for small business.

NOMINATIONS

Executive Calendar - Since the beginning of the 106th Congress you have nominated 173 individuals, 34 of which the Senate has confirmed. 132 nominees are currently pending in various committees; 7 nominees are pending on the executive calendar and await a full vote by the Senate. The Senate has confirmed only 19% of nominations submitted this session. The average time the Senate has taken to confirm a nominee once the name is sent is 4 1/2 months. Key Nominations: 1) Larry Summers to be Secretary of the Treasury; 2) Stuart Eizenstat to be Deputy Secretary of the Treasury; 3) Bill Lann Lee to be Assistant Attorney General for Civil Rights; 4) Richard Holbrooke to be Ambassador to the United Nations; and 5) Jim Hormel to be Ambassador to Luxembourg.

Judges - Since January, you have nominated 38 candidates for federal judicial vacancies. Chairman Hatch (R-UT) has not scheduled a single confirmation hearing for any of these nominees. By this time last year, the Judiciary Committee had conducted 6 hearings for a total of 29 nominees and 24 nominees had been confirmed. Congress confirmed 65 Article III judges last year; so far this year, only 2 judicial nominees have been confirmed.

TRADE

China Normal Trade Relations - The trade negotiators made significant progress in the run up to Premier Zhu Rongji's visit to Washington. Senator Baucus has been very supportive of the accomplishments in the China WTO negotiations, and ultimately permanent NTR. In addition, he has put together an informal working group in the Senate to rally support for an agreement. There are still a few important issues that still need to be resolved including both market access issues and some rules that would apply uniquely to China as it transitions to a market economy.

Omnibus Trade Bill - The Finance Committee has indicated that an omnibus bill could be marked up before the July 4th recess. The bill will likely include Fast Track negotiating authority, Caribbean Basin Initiative (CBI), Africa, and possibly steel protection.

- 1) CBI Enhancement - Senator Graham has introduced the Central American and Caribbean Relief Act. The bill is similar to last year's bill by Senator Roth and

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Let you work
on the Secret
to keep bill

AM-Tax Cuts,0650

^White House says details of \$250 billion tax cut are negotiable

^Eds: Also moved on general news lines

^By ALAN FRAM= ^Associated Press Writer=

WASHINGTON (AP) In a hint of movement, a White House official said Monday that if Republicans would agree to a \$250 billion, 10-year tax cut for the middle class, the Clinton administration would be open to negotiations over the package's details.

"As long as we agree on the size, and that it should be targeted to working families, we certainly would be willing to compromise with both Republican and Democratic members of Congress on its exact composition," Gene Sperling, chairman of the White House National Economic Council, said in an interview.

President Clinton on Sunday made conciliatory comments about his hopes for a compromise with Republicans this fall over tax cuts and spending. But Sperling's remarks seemed to be the first time the White House has explicitly suggested that it is not necessarily wedded to the targeted tax cuts for retirement savings, long-term health care and other expenses it has espoused so far this year.

The comments still leave the White House significantly short of the \$792 billion, 10-year measure Republicans pushed through Congress last week. Clinton has promised to veto the bill, and GOP leaders have shown little interest in settling for a \$250 billion version.

"It pales in comparison to what a majority of members of Congress have voted to put on the president's desk," said Pete Jeffries, spokesman for House Speaker Dennis Hastert, R-Ill. The GOP bill includes a 1 percent reduction in all income-tax rates, an easing of the "marriage penalty" tax paid by many married couples, a capital gains tax-rate cut, elimination of the inheritance tax on large estates, and a slew of tax breaks for business.

In an alternative that the Senate rejected, Senate Democrats proposed increasing the standard deduction for joint and single filers and the itemized deduction for married couples. They did not embrace universal savings accounts, federally subsidized retirement accounts for individuals that was the core of Clinton's tax-cut plan. As administration officials have said all along, Sperling said that before discussing tax cuts, the two sides would first have to agree on extending Medicare's solvency, providing a prescription drug benefit and financing other domestic priorities.

Sperling said that if Republicans would agree to using \$250 billion in tax cuts for the middle class, "and that is something we can get done, we can save for another day whether you also have a broader, larger tax cut that affects well-off Americans."

White House budget chief Jacob Lew made a similar point Sunday on "Fox News Sunday," saying, "You know, there's actually a lot we agree on in terms of tax policy. ... Let's agree on a tax cut for working Americans and let's leave behind the tax cut for the most wealthy and special interest."

Sperling said the GOP package had roughly \$250 billion in tax breaks for the middle class, which he said should ease the two sides' effort to agree on such a package. But those remarks, and Lew's, seemed aimed at isolating out that portion of the Republican plan and making it harder for them to achieve the rest of their proposed reductions. By largely partisan roll calls, the House and Senate approved the GOP tax package last week. Party leaders won't send the measure to the White House until after lawmakers return from their August recess for fear that Clinton could veto it and dominate the public-relations war in Congress' absence.

Meanwhile, GOP lawmakers are fanning out in their districts to try raising interest in their tax package. Most polls have shown that when asked how they would like to use projected budget surpluses, most Americans consider tax cuts a low priority.

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**Linking Inventors and Entrepreneurs
to Commercialize Advanced Technologies**

EXECUTIVE SUMMARY

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Podesta

“A Proposal for America's Research and Business Communities”

Mr. President
as you recall from dinner
the other night, this is a
concept paper on the
Mr. Tech. Transfer Corp.
Paul Kengor

Patent Pending

November 1998

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ASI also will provide a new method of protecting a member inventor's intellectual property contribution and ensuring fair compensation. ASI members will earn royalties based on the use of their inventions by technology licensees. Normally, inventors are reluctant to share freely their inventions for fear of losing their intellectual property. ASI, working much like ASCAP, the American Society of Composers, Authors, and Publishers, will solve this problem by ensuring that member inventors are compensated for their work. ASI will provide inventors with the confidence they need to collaborate openly with other inventors and technology licensees. Licensees will also benefit because they will only have to deal with ASI's centralized terms and conditions, as opposed to finding and negotiating individual deals with inventors spread all across the world.

The Technology Transfer Investment Fund (the "Fund")

Securing financing for the commercialization of new technologies is a major problem for young, entrepreneurial companies. The Fund will be designed to make available capital resources to technology licensees as they attempt to commercialize inventions licensed through the Consortium. By being linked closely with the other parts of the Consortium, the Fund will be able to make financing decisions quickly and efficiently.

~~Confidential~~

DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: M **DATE:** 8/5/21

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Smith
Podesta

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THE WHITE HOUSE
WASHINGTON

DATE: 7-19-99

NOTE FOR: Craig T. Smith

The President has reviewed the attached, and it is forwarded to you
for your:

Information ☒

Action ☐

Thank you.

Staff Secretary
(x6-2702)

cc:

990720
The Honorable Craig Smith
P.O. Box 18237
Washington, D.C. 20036

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yes ☒

no ☐

— S.R.

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Moline, IL
61265

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(800) 722-3885
(309) 762-8094 Fax

July 14, 1999

7-19-99

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Podesta
Smith

The President
The White House
Washington, DC 20500

Dear Mr. President:

As a home care provider serving Iowa and Illinois Medicare Beneficiaries, I am writing to spark your interest in an idea that would save Medicare dollars and improve the quality of life for Medicare recipients.

Allowing home antibiotic infusion therapy to be a covered home health benefit, Medicare beneficiaries could have their homes as a choice in where they receive this service. Many Medicare beneficiaries request to receive antibiotic infusion therapy at home but must stay in the hospital or nursing home to get antibiotic infusion therapy covered by Medicare. This means many days of institutionalization just to receive the drug therapy. The other alternative is outpatient coverage, which causes many exhausting trips to the hospital or physician's office in a single day for a homebound patient.

Cost savings can be established with active patient teaching and computerized infusion pumps in the home setting. Most private insurance plans and HMO plans recognize the significant cost savings that can be realized by covering IV medications in the home. When Medicare Primary patients are covered under an HMO plan or have a secondary insurance plan, they are encouraged to utilize early hospital discharge.

I am requesting an opportunity to speak with you about the idea of a home antibiotic infusion therapy pilot project for Medicare beneficiaries.

Thank you for your time. Someday home antibiotic infusion therapy may be a choice you would want for yourself or your family. Please contact me at your convenience.

Sincerely,

Renee Rand

Renee Rand
Operations Manager
Option Care of the Quad Cities

cc: Senator Tom Harkin

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optioncare

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*C. Jennings
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Berkhardt - B.C.*

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we will send to
Berkhardt -

THE PRESIDENT
THE WHITE HOUSE
WASHINGTON DC 20500

C. Rand

7-19-99

July 16th, 1999

Dear Mr. President,

I would like to take this opportunity to thank you for a grant program that you initiated almost 6 years ago. I teach art at Truman Elementary in Cedar Rapids, and serve on the Technology committee. In the 97-98 school year we applied for and receive a grant from the Technology Literacy Challenge Fund. We received just under \$50,000.00 to use for computers, software and training to study the life of our namesake, Harry S. Truman. In the 98-99 year we applied for the second phase of the grant, and just received another 25,000.00. This has allowed us to do wonderful things in our building. The student's knowledge of computers, web sites, and software has greatly improved. They have really enjoyed using e-mail with pen-pals from Independence, Mo. It would be nice if this kind of money was available to all schools, all the time, but as a taxpayer, I appreciate that this money is available to schools and teachers with strong ideas and a willingness to apply for a grant. It's a great way to reward the "drive for excellence". In 97-98 we were the only school in CR to receive this grant, but because of our success, more schools in our town applied and now this year, I know of three "winners" in our district. In my opinion, this is an excellent way to help schools and teachers. Thank you for your continued support of education.

Marty Riley Brown
Truman Elementary School
441 West Post Rd. NW
Cedar Rapids, Ia 52405

7/19/99

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we will send to
Podesta -

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Carl

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Do you
cc him letter to CFS

President Clinton
from
Marty Brown
Cedar Rapids School Teacher

B Johnson
St. Street

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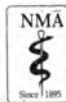
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National
Medical
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Gary C. Dennis, M.D., F.A.C.S.
President

1012 Tenth Street, N.W.
Washington, D.C. 20001-4492

(202) 865-6682
(202) 865-1977...Fax
E.mail: GCDennis@Pol.net

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NASHVILLE, TN 37243-0192
(615) 741-5625
(615) 741-7682 FAX
E-MAIL:
rep.henri.brooks@legislature.state.tn.us



MEMBER OF COMMITTEES:
GOVERNMENT OPERATIONS
JUDICIARY
TITLE VI REVIEW SUBCOMMITTEE

MR. HENRI E. BROOKS

CHAIRPERSON, TENNESSEE LEGISLATIVE BLACK CAUCUS
TENNESSEE HOUSE OF REPRESENTATIVES
92ND DISTRICT, SHELBY COUNTY

OFFICE:
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part of the Cole Youth
group that were been
summoned



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Sandy
quaintness - also
Bill's suggestions for
speech

THE WHITE HOUSE
WASHINGTON

June 8, 1999

THE PRESIDENT HAS SEEN

Mr. President,

I thought you would want to read the world's preeminent military historian paying homage to the strategy in the war.

John Keegan, a Tory by inclination, though obviously of an independent cast of mind, suggests that the war is a victory for the "New World Order" that President Bush proclaimed after the Gulf War. Bush's definition, however, remained both overblown and vague. Nonetheless, Keegan is right that the victory does secure a new era in the West. When there is a bombing halt and you speak from

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THE WHITE HOUSE
WASHINGTON

the Oval Office, you shouldn't hesitate to say that clearly and sharply. You might add that with the cessation of the bombing, on this day, at this hour, the terrible conflicts of the 20th century in Europe have come to an end. From this moment on, the peace of the 21st century will be created.

On another matter, the First Lady and I spoke about something that we should talk about - ~~that~~ ^{something} that will be extremely helpful. ~~as~~ ^{as} ~~Keegan's definition~~ I think we should speak soon about this, whenever you have the time.

Josh

So the bomber got through to Milosevic after all

IT WAS less than three weeks ago that the realisation first dawned on me: air power might actually be winning the Balkan war. I turned the thought round for a while and looked at it from several directions, rather as a Creationist Christian might have done on being shown his first dinosaur bone. I didn't want to change my beliefs but there was too much evidence accumulating to stick to the article of faith. That article of faith, held by all military analysts outside a few beleaguered departments of air power studies in the Service academies, was that air forces could not, alone, win wars.

If it turned out otherwise in the Balkans, I wrote at the time, many military analysts, me included, were going to look foolish. It now does look as if air power has prevailed in the Balkans and that the time to redefine how victory in war may be won has come.

Perhaps we should bite our tongues for a moment. Slobodan Milosevic has not yet publicly concluded an agreement and, until he does so and his troops begin to leave Kosovo, the bombing will continue. The Prime Minister and Foreign Secretary have described the continuation as common prudence, as it undoubtedly is. At face value, however, 72 days of bombing seem to have broken the Serbian government's intransigence, probably because it recognises it cannot carry the Serb people any further with it.

If face value proves right, why will the military analysts look as if they got it wrong? Principally, as I wrote when the light began to dawn, because we had gravely underestimated the significance of bombing with modern precision weapons. All preconceptions, correct on the available evidence, were based on observation of the effects of bombing in the

Second World War, Korea and Vietnam with unguided bombs. In those wars, most bombs missed their targets. Once the enemy learnt to disregard inessential damage, bombing proved an ineffective strategy. At the very end of the Second World War, mass bombing, day and night, did bring the German economy almost to a halt. By then, however, the Red Army was outside Berlin and the Western Allies in the Ruhr. There was still no proof, the military establishment insisted, that air forces were independent instruments of victory.

That historical dismissal can still be defended. What cannot be defended is

weapons launched against Serbian targets have missed, with tragic results.

In practice, Gaddafi very shortly afterwards ceased to support terrorism. Conventional military wisdom did not make the connection but objective assessment suggests that the accuracy of the 1988 bombing gave him a lasting fright. Then came the Gulf war. The outcome was celebrated at the time, as it still is, as a great ground victory. Ground victory it certainly was, with the Iraqi army destroyed in a few days of fighting at almost no cost in lives to the anti-Saddam coalition. It had, however,

last moment, wrong and I reproach myself for not having seen the light sooner. For this reason: the air forces' victory in the Balkans is not just a victory for Nato or for the 'moral cause' for which the war was fought. It is a victory for that New World Order which, proclaimed by George Bush in the aftermath of the Gulf war, has been so much derided since. The failure of the intervention in Somalia, the lack of intervention in Rwanda and the eight years of war in the former Yugoslavia have led ordinary cynics and foreign policy 'realists' to argue that even the greatest powers, meaning the United States, are powerless before the misdeeds of determined wrongdoers and to forecast that wars, President Bush's hopes to the contrary, will recur, with increasing frequency, and get worse.

If Milosevic does not wriggle out of the agreement he appears to have made — and he may still hope to achieve a bombing pause, to split Nato or to keep part of Kosovo, none of which is an unattainable aim — that forecast now looks faulty. If Milosevic really is a beaten man, all other would-be Milosevics around the world will have to reconsider their plans.

For none of them will have missed the point that much of the crippling damage done to the Serbian armed forces and Serbia's civilian infrastructure has been inflicted by aircraft operating from carriers at sea or by others flying direct from the United States. What that means is that there are now no places on Earth that cannot be subjected to the same relentless harrowing as the Serbs have suffered in the past six weeks. What that implies, it may be judged, is that no rational ruler will choose to commit the crimes that have attracted such punishment. The World Order looks better protected today than it did the day before the bombing began.

John Keegan, Defence Editor,
admits he was wrong to insist
ground troops were essential
in the war over Kosovo

the failure of military analysis to detect a new and significant trend. Insight, already setting in, will reveal that, since about 1986, new weapons, new surveillance equipment and new targeting techniques were allowing aircraft to hit their intended targets with consistent regularity. The American air strikes mounted that year against Libya, intended to deter Muammar Gaddafi from harbouring and supporting international terrorists, were derided and denounced at the time, partly because at least one of the weapons launched did not hit its target, instead causing civilian casualties, just as some — though in fact a tiny percentage — of

been preceded by six weeks of intense and accurate bombing. Re-assessments, now certainly to be made, may yet conclude that the Iraqi army had been reduced to defeat before the first American or British tank rolled forward.

After this war — caveats about Milosevic's compliance excepted — there will be no grounds for debate or dispute. Aircraft and pilotless weapons have been the only weapons employed. The outcome is therefore a victory for air power and air power alone.

Usually one does not like to confess to error. In this case, I am delighted to recognise that I was, almost until the