



CASE WESTERN AND ICA COLLABORATE IN A RESEARCH PROJECT

Since January, the ICA has been in a collaborative research project with Case Western Reserve University's Department of Organizational Behavior, Cleveland, OH. The Social Innovations Group of that department is doing action-oriented research aimed at discovering, understanding, and strengthening socially innovative, trans-national organizations who are addressing complex global issues, such as world peace, health, hunger, ecology, literacy, and racism.

Through a 10-year case-study series, Case Western plans to document "what really works" and begin to design new management education programs for increasing global awareness and imparting the leadership skills required for significant social innovation.

Case Western is especially interested in organizations like the ICA that 1) are committed to serve as change agents in developing a healthier world, 2) have mobilized social action forms that heighten human cooperation and learning potential across previously polarized boundaries, 3) advocate an egalitarian, empowering social philosophy and 4) normally don't receive primary support from governments.

Case Western states, "These nonprofit organizations throughout the world are a clearly visible expression of an active, powerful, and alive global citizenry. Our research endeavor is devoted to the generation of an interdisciplinary understanding and knowledge concerning the life-giving properties of such organizations, and in this case, the ICA."

The ICA is in good company. Others invited to participate as pilots in this research project include Greenpeace, the Hunger Project, International Physicians for Nuclear Disarmament, and the Nature Conservancy. Each organization is expected to write a case study for presentation at a global conference in Cleveland in November. Each year, over the next 10 years, other organizations will be added.

More than 100 staff, board members and volunteers have already been interviewed to get material for ICA's case study. This is done through the Appreciative Inquiry Process, a highly positive data-gathering approach that is based on four principles:

- 1) Explorations into an organization's life-giving forces should be appreciative in nature, emphasizing those peak aspects of work that have served to activate energies and gifts.
- 2) Explorations should be applicable, leading to knowledge that can be validated and used productively.
- 3) Explorations should be provocative, e.g., ideas challenging to become the best of "what is possible."
- 4) Explorations should be collaborative, fostering healthy conversation about the way things were, are, and can be.

The ICA provided staff, volunteers, and board members to assist in doing the interviews. A team is presently compiling and organizing the data received as well as scheduling additional interviews. This is an ongoing project for the next decade in documenting and creating ICA's future. The ICA is planning to interview anyone who has been related to the ICA over the past 10 years or more for this research.

"LOOKING INTO THE FUTURE" THE ICA NETWORK

Pittsburgh, PA December 1-3

Pittsburgh will be the site of "LOOKING INTO THE FUTURE: AN ICA NETWORK GATHERING," December 1-3, 1989. The ICA Network, an outgrowth of Our Common Future I held in Mexico last November, convened its first continental meeting in Dallas in February. Its focus is on how ICA methods can catalyze organizational change. Network gatherings offer a forum for ICA colleagues to stay in touch, share ideas and methods that work, display handouts and products, and collaborate, collaborate, collaborate.

The Pittsburgh gathering begins with dinner at 7pm Friday at the Royce Hotel and concludes with a noon send-out on Sunday.

Costs for the weekend are \$75 per person; \$130 per couple. Hotel accommodations are available to participants for \$45 a night. (Free housing in homes of area colleagues is likewise available on a first-come basis.)

To register, contact Vance Engleman, 304 Peebles St., Sewickley, PA. 15143. 412/741-0258

ANNUAL APPEAL CIRCUITS LAUNCHED

The ICA Annual Appeal Fund-raising Campaign was kicked off October 9 (Columbus Day and Yom Kippur) and runs through November 23 (Thanksgiving Day and Harvest Time). Mark your calendars to welcome ICA colleagues and hear all about what's going on across the globe.

INDIANAPOLIS HOSTS

" CLUES TO OUR COMMON FUTURE"

Ninety-one ICA colleagues from across the Midwest gathered in Indianapolis September 8-10 to search together for "Clues to Our Common Future." This was the third 1989 Heartland USA Conference on the " Our Common Future" theme launched in Mexico in November, 1988. The ICA has adopted the Our Common Future theme for the next four years, taken from the UN Brundtland Report on the future of the planet.

The weekend was eventful: conversations on "Clues to our Common Future" and personal mythology; a "Trend Benders" panel (four young adults discussing their vocations as a life of service); book launchings (Neighborhood Caretakers and Winning through Participation); singing and international folk dancing; reports on the ICA International meeting and the Case Western Reserve University project; financial reflections on fundraising and future investments; and celebrations.

Two speakers brought fresh new images and perspectives to the theme Our Common Future. Eunice Trotter, editor and publisher of the Indianapolis Reporter (the state's largest weekly newspaper), is also founder of Syndicated Writers and Artists, INC and president of the Indianapolis Black Media Alliance. She stressed the importance of the public role in encouraging the media to be ethically responsible. A creative suggestion was to send a "reporter report card" to newspapers, indicating what needs to be said in the media. This presentation increased our confidence that the media are sensitive to their market and individuals can make a significant impact with their input.

Peter Sterling, executive director of the Indianapolis Children's Museum, focused his presentation on his expectations for the 21st century and how the museum could play an educational role in responding to the trends. In the '90s, the museum programs will be tailored to 10-16-year olds. Sterling spoke about the three R's as "reverence, responsibility and renewal" and how education is the number one issue to be addressed.

The interchange of the meeting evolved around four topics:

1. Media and Mythology stated the components of the new global myth with ads to quickly communicate the new images.
2. Environment and Housing shared innovative programs that are responding to the homeless and destruction of the environment.
3. Education resolved to have each core help develop the Earthwise module series.
4. Faith Communities imaged how a new spirit vitality can be injected into traditional structures.

There were reflections on how this time together embodied many components of transformation: new motivating mythology, commitment by the mass media, proactive support for effective new models of education, immediate implementation of healthy environmental measures, committed and competent support groups and deep spirit energy.

The next gathering - January 19-21, 1990, in Chicago - will focus on developing the Earthwise module series.

CALENDAR OF EVENTS

Oct. 9-Nov.23	Heart of America Annual Appeal Circuits	Nov. 4	ICA Open House, 3:30-7pm, Chicago
Oct. 28	"Implementing Your Strategic Plans" training seminar, Chicago	Nov. 11-12	ICA Board Meeting, Chicago
Oct. 13-15	"Survival of the Planet: A Challenge to Faith Communities" seminar, Minneapolis	Nov. 13-17	"Appreciative Organizational Analysis" conference, Cleveland
Oct. 15-17	"A Time to Live, a Time to Die", ethics symposium, Cincinnati	Nov. 17	Transformational Network Meeting, Detroit
Oct. 18-20	"Housing: What Must the Church Do?" United Methodist North Central Jurisdiction, Urban Network Conference, Cincinnati	Nov. 17-19	Thomas Berry Workshop, Cincinnati
Oct. 20	Transformational Network Meeting, Detroit	Nov. 30	"Sharing Educational Approaches that Work," Chicago
Oct. 26	"Sharing Educational Approaches that Work" meeting, Chicago	Dec. 1-3	"Looking into the Future" network gathering, Pittsburgh
Nov. 1-8	"Coalition for Tomorrow" symposium, Pacifica, CA	Jan. 5-20	The Space Between, Lima Peru
Nov. 3-4	Machakos Training, Chicago	Jan. 19-21	Heartland Conference, launching the Earthwise Learning Series, Chicago
		July 28 - August 19	Earthwise Think Tank
		Nov. 2-11	1990 ICA Global Meeting

GLOBAL NEWS from the ICAI General Assembly

The following is an edited transcription of remarks about the activities of the ICA around the world made by Mary Laura Bushman, Paula Otto and Jim Troxel, who attended the ICAI General Assembly.

On September 29th, 60 people from six continents elected the board of directors of the Institute of Cultural Affairs International (ICAI) in Brussels, Belgium. The board embodies, both in its composition and in the way members were designated, the style of a new model of global organization. Twenty persons, six each from Sphere East, South and West, were nominated by persons representing their respective geography. Alternates to the board were chosen in the same manner, resulting in a body of 38 people from 22 nations. This was the first General Assembly of the ICAI. The whole assembly described functions for its international operation and decided what roles various parts of the organization will play.

Decisions included the publication of the first international program report of the ICAI since 1984. A consensus was reached to jointly sponsor a global gathering in Taipei, Taiwan, November 2-11, 1990 hosted by ICA: Taipei and the Asia-Pacific Economic Network. The 1992 meeting of the General Assembly will be held in Barcelona, Spain.

...LATIN AMERICA

Mexico...The operating missional image of the five staff is to marry the ecological movement and the development network.

Everything they are trying to do is to make sure their ecological and environment concerns are part of the development activities. They are doing work in integrated sustained development education in rural development. Mexico is the only place in Latin America where the ICA does not have a Human Development Project. We work with other rural development agencies in training them in integrated and sustainable methods

Guatemala...Nine staff represent five different countries. While resident in the Conacaste village, they are working beyond it now, doing program contracts for expanding the institutional network of the non-governmental organizations. They are training and networking others directly involved in village projects. They are raising funds to set-up a Training, Inc. in Guatemala. Manuel Samayoa is on the national board of NGOs that is influencing national policy.

Jamaica...There are two full-time and one half-time staff. They are doing community development programs in the St. Thomas village development cluster and have expanded to the West Moreland cluster. So we are doing our second cluster there. They also continue to do program marketing.

Venezuela...The keystone is the cultural research project where they have hired a woman to guide our staff in identifying the cultural contradictions of the nation of Venezuela. They have identified eleven contradictions. They are now trying to design programs that address those contradictions. Meanwhile they continue to have their human development services and work with the private sector in organizational development. Their Board President, Dr. Lara, attended the Brussels ICAI meeting.

Brazil...Of their eighteen staff, thirteen are Brazilians located in Rio Bonito and Rio de Janeiro. They are directly involved in rural development and they targeted six villages in one district where they are doing comprehensive integrated development, primarily in training. They are working in eight industries. The key people on each industrial team have been national staff in Brazil for years. Each industry has a desk with timelines and assignments, indicating what each industry is doing. They have received a \$225,000 grant from the Kellogg Foundation in Battle Creek, MI over a three year period. The key to receiving the grant was Kellogg's desire to give to an innovative, integrated development project which Rio Bonito was ready for. In addition they also continue the program consultant services. I found Brazil to be one of the more vibrant places around the globe.

Peru...Thirteen staff are catalyzing socio-economic justice, developing quality education programs, training women's clubs in Bolivia, trying to find ways to foster the planetary consciousness with their "Space Between Program". They have a very good strategy in terms of their training. They also are working with the local development project in Azpitia. They are working with a worker-owned cheese factory. They are monitoring an irrigation project and dealing with nutrition. The Peruvians were trained in proposal writing and have received grants from Wild Geese, from Bolivia and Peru, a church in Cincinnati, an eco-grant, and Friends of Azpitia (individual donors). There is very much a development emphasis, but also a thrust into the education and economic networks. The colleagues in Chile meet for roundtables and program facilitation.

In Latin America, money is the deep concern in everyone of our locations. All understand self-sufficiency, but with the fluctuating national economies, there is a deep struggle. The description of the Peru economy is shocking. In the past the economy was run off the U.S. dollar. The exchange rate with dollars was keeping up with inflation. One year the dollar would be worth four pesos; next year it would be worth six pesos. Since items would go up from four pesos to six pesos, it would be the same cash value. Now what is happening is hyper-inflation. The six peso item now costs forty pesos, but the dollars are only worth twenty pesos, which makes people twice as poor.

We had many conversations about how we could bridge Latin America and North America relative to funding, personnel, resources, and cultural exchange (as Europe and Canada do for India and Africa). We are looking for ways to create mutually beneficial strategies, like sending people to "The Space Between" program in Peru and encouraging the church adoption program in Cincinnati.

...MENA

(Middle East & North Africa)

Egypt.. Twelve Egyptian and six extra-national staff are based in Cairo. Their intensive strategy is to work with community development associations in and around Beni Suef while they do extensive probes across the continent. They are considering establishing permanent staff in Jordan and are doing programs in Sudan. They have a strong economic system for their staff, based on the number of years of service with retirement and health plans. They have a number of innovative collaborations. UNICEF has just purchased and is publishing 7,000 copies of the ICA health manual in Arabic to be used in the Egyptian villages as a health training tool.



...BLACK AFRICA

Cote d'Ivoire (Ivory Coast)... There are twelve staff. They do conferences that empower their relationships with all the other NGOs in the development network. In Brobo they are doing an eco-farm demonstration, focusing on ecology and development. While they expand and broaden their local language training program, they continue to do consultancies in primary health care. They are moving from a village demonstration mode to more of a consultancy and training mode.

Nigeria... Shirley Heckman is now living in an international compound in Lagos. The ICA has assigned her to work with NIRADO, which was established out of the IERD. Shirley images working there three years to build NIRADO into a dominant NGO in community development in Nigeria. They provide her with all her needs to network and attend conferences, and she is having a ball.

Kenya... There are forty-seven Kenyans plus ten extra-nationals. Their key image is the Kenyanization restructuring journey. There are five training centers plus the Nairobi facility. Many of the staff work directly with the villages, doing water tank and health projects. Relative to the indigenization challenge, the extra-national staff announced two years ago that in four years there would not be any extra-nationals in Kenya catalyzing a radical turn-over of everything in Kenya. The Kenyans have accepted the challenge extremely well. An Institutional Capacity Building grant has allowed 15 people to take a health refresher course, 17 to take English classes, two to attend accounting classes, 19 to enroll in a management course and 20 to attend an action leadership program. They now have an elected leadership team of seven Kenyans. Beyond Kenya consultancies include Malawi (women, health, agriculture, goats), Swaziland and training for Save the Children workers going into the refugee camps.

Zambia... Thirteen part-time Zambian staff do consultancies with villages and organizations. They work with local government and voluntary groups in facilitating ICA methods. They sent a proposal with us to raise money to strengthen their capacity to establish a demonstration of an integrated community self-help program.

...SOUTH ASIA



India... India was represented in Brussels by Hiranman Gavai, who is now a tour leader for the Near East Foundation. He is organizing study tours in India in rural development for Middle East representatives. We have six staff located in Delhi, eight in Bombay and one in Calcutta. The Pune Team is focused on the integrated rural tribal development cluster development, including an innovative water development program. The Chikhale Team is creating a school for children and have just received a Canadian CETA grant. In Bombay they have a Corporate Service Team, focused on the private sector and a Human Capacities Team, developing new courses focused on the voluntary sector. Their latest edition of the Image just came off the press.

...SEAPAC(South East Asia & Pacific)

Philippines... Unfortunately they were not represented in Brussels due to lack of funds. They are doing both urban and rural development. Some of their work is related to a reforestation project that the government of the Philippines is funding.

Malaysia... We have six staff who have also maintained a balance between doing community development and corporate services (marketing and delivering planning services). Half of their staff are in community development training and half work with the private sector marketing and facilitating our methods.

Australia... They are in a radical entrepreneurial mode. The Pacific Services Team reports a grant for \$99,774 for Pacific programs. Some staff are in Tonga and the others relate to the Islands out of Australia.

...ORIENT

Japan... They were not represented in Brussels since they sent Wayne Ellsworth to the Economic Network meeting in India. There is a team which sells LENS program services, and many of them teach English.

Korea... The Greenwald's continue doing roundtables in their home. The law firm provided \$1,000 as dues from ICA:Korea. Gordon Harper from Taiwan visited their Board recently.

Hong Kong... Peter Fry was in Brussels, inviting us all to go to Shanghai for the global gathering in 1990. Woodside House now has thirty people living in it including staff and non-staff, so it is currently making more money than it is spending. The most visible thrust there is training young managers.

Taiwan... Here again this staff of seven are maintaining community development training and corporate service programs. We accepted Jo Thai's invitation for Taiwan to host the November 2-11, 1990 global gathering.

Belgium

West Germany

Austria

United Kingdom

Spain

Portugal

...EUROPE

United Kingdom... Had just finished a three week training program in Brussels of the Volunteer Service Program. Of the 30 volunteers, all except one was over 25. There were 12 VOW (Volunteer Orientation Weekends) held around Britain that recruited them. We are doing the first experiment of sending them to other NGOs that we have worked with since the IERD. Alan Beresford was the dean of the program. Their Cabaret on closing night was outstanding. We watched them making jokes of the whole program in a healing fashion and indicating their extreme gratitude for the opportunity to be given this kind of orientation prior to their departure.

The Netherlands... The Dutch are everywhere working with us around the world but Holland. In every place around the world where there are volunteers, at least one of them is Dutch. I understand that upon their return to Holland, they set up Return Volunteer groups that host roundtables to continue to recruit volunteers.

Belgium... That house is just vibrating with energy! One team runs the facility, operating a hostelry for EEC representatives, volunteers, community groups and university students doing their 3-6 month practicums. The French Green Party has their parliamentarians for the EEC stay there. Duke University students in Europe live there. This demonstration occasioned a discussion about a possible fifth network on Formation and Facilities to focus on how to use facilities effectively as a community formation. Meanwhile Service Ventures that does computer information service is going well. Starting in 1990 a six month program for ten third world people needing in-depth training in ICA methods and development skills is being funded by the government of Belgium. The January program is already filled and they are recruiting for 1991 and 1992. Another team focuses on ICAI and the fundraising support.

Germany... The new President of ICAI is Ursula Winteler from Hamburg. I asked her what country she represented. She said, "I could represent Austria, Germany or anywhere you want me to. Where do you want me to go?" She is President of ICA:Germany and the new President of ICAI. She participated in the IERD and is involved in international development groups in Germany.

Spain... The Richmonds are doing Human Resource Development and Informatics, pioneering a grassroots based econet system. Spain has just joined the European Common Market and has some catching up to do. One week a month they teach English for self-support, leaving the other three weeks open to focus on their missional work. They are eager to have some Spanish-speaking volunteers.

Portugal... Eighty people are on our staff, including a Dutch couple, other European volunteers and fifty Portugese. They have received seven grants, including \$190,000 from Rotary and \$275,000 from the European Economic Community. Some of the industries are now making money, which they invest in other non-profit uses in the project. The Montemor Project now includes 21 villages in Northeastern Portugal. It is a demonstration of economically viable mountain villages, amidst a region of 65% unemployment.

...NORTH AMERICA

Toronto

New York

Minneapolis Milwaukee Detroit
Lincoln Cleveland

Iowa City Chicago

Kansas City Indianapolis
Cincinnati

Phoenix

Canada... Barbara Gallant represented Canada. I learned that for fifteen years she ran co-ops in Canada. She got to know us through the IERD. When we got to the development meeting and talking about new economic ventures and cooperatives, she came alive.

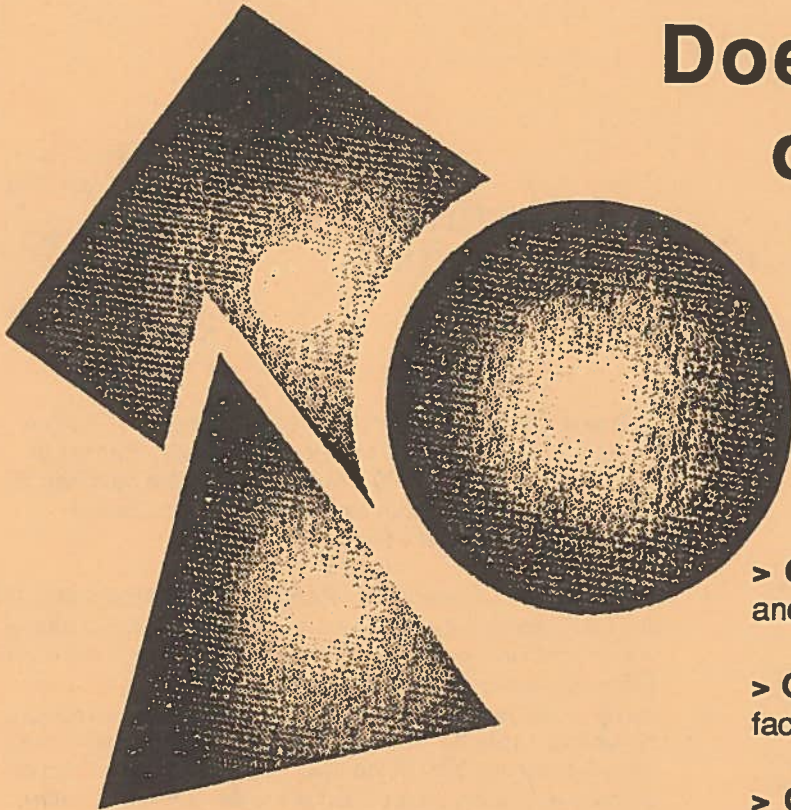
Some fundamental motifs from around the world. Of the 29 countries we are located in, 21 were present in Belgium. A dual mission has bubbled up: on the one hand training and facilitating community development groups, rather than our being in villages themselves. At the same time, marketing and delivering corporate services to the private sector has emerged as a primary operandi of the ICA. Where both the human development and the program faces are economically healthy, everything is going very well.

Another area to watch is the various economic experiments. There is a radical entrepreneurship in tension with a tight-knit corporate mode. Chicago is more on the corporate mode relative to ICA operations. The experiments are exciting and the verdict is not yet in as to what works best.

Another motif is the dialogue between being indigenous and being multi-cultural. Kenya best symbolizes this. They want to raise up local leadership, with the local staff in charge of running the operations. At the same time our capacity to be who we are is enhanced by our maintaining a multi-cultural staff. And at what cost do we want to maintain that multi-cultural base in each of our locations. The consensus is "Yes, we want to be multi-cultural, but on the terms of the local people. They have to be the ones to decide and pay for the privilege of having that multi-cultural staff.

The global/local is a part of this dialogue. One of the things that is emerging in this period of decentralization is that each local place is a global place. Each place has done very well in figuring out how to be the global presence of who we are, and figuring it out locally. The kinds of experiments like the research project in Venezuela, how to maintain the balance of staffing were exciting.

Agencies of the following fifteen national governments are providing grants or contracts to the ICA's work in international development: Belgium, Brazil, Canada, United States, Australia, Mexico, Sweden, the Netherlands, Germany, Portugal, Jordan, United Kingdom, Philippines, Guatemala, Peru and Kenya. In addition to that the European Common Market is supporting our work. Three agencies of the United Nations: UNICEF, UNDP and UNFPA are supporting our work. Various religious organizations support us. Different agencies of the Presbyterian Church, including local congregations, the Hunger Fund, Presbyterian Women. The following five foundations or private NGO funding organizations are supporting our work in more than one nation: Rotary International, The Wild Geese Foundation, IFESH (International Foundation for Education and Self-Help) in Phoenix, the Near East Foundation and the Hewlett Foundation.



Does your organization meet change as threat or challenge?

- > **Change** means leaders need creativity and commitment from people.
- > **Creativity** can burgeon in teams facilitated by skilled leaders
- > **Commitment** doesn't just happen -- it takes processes that truly involve people.

Winning Through Participation: Meeting the Challenge of Corporate Change with the Technology of Participation, by Laura J. Spencer of the *Institute of Cultural Affairs*, is a how-to book of participative planning methods that illustrates proven, successful approaches to problem solving for all types of businesses and organizations. It features a Foreword by Rosabeth Moss Kanter, author of *When Giants Learn to Dance* and *The Change Masters*.

The **Technology of Participation (ToP)** methods go beyond the acknowledgement that participation breeds success. These methods provide practical tools for business leaders to meet the challenge of change through people- -step-by-step procedures for designing and facilitating workshops that deliver positive results.

The **ToP** methods have been developed and successfully utilized for 35 years at all levels and with all types of organizations throughout the world for:

- >planning
- >team building
- >decision making
- >orchestrating important transitions
- >problem solving

Yes! I would like __ copy(ies) of **Winning Through Participation**, by Laura Spencer, *Institute of Cultural Affairs* at \$29.95 per copy, plus \$2.25 postage per book for 1-5 copies, or 4% of total sale price for 6 or more copies (IA, CA, LA & NY residents please add appropriate sales tax).

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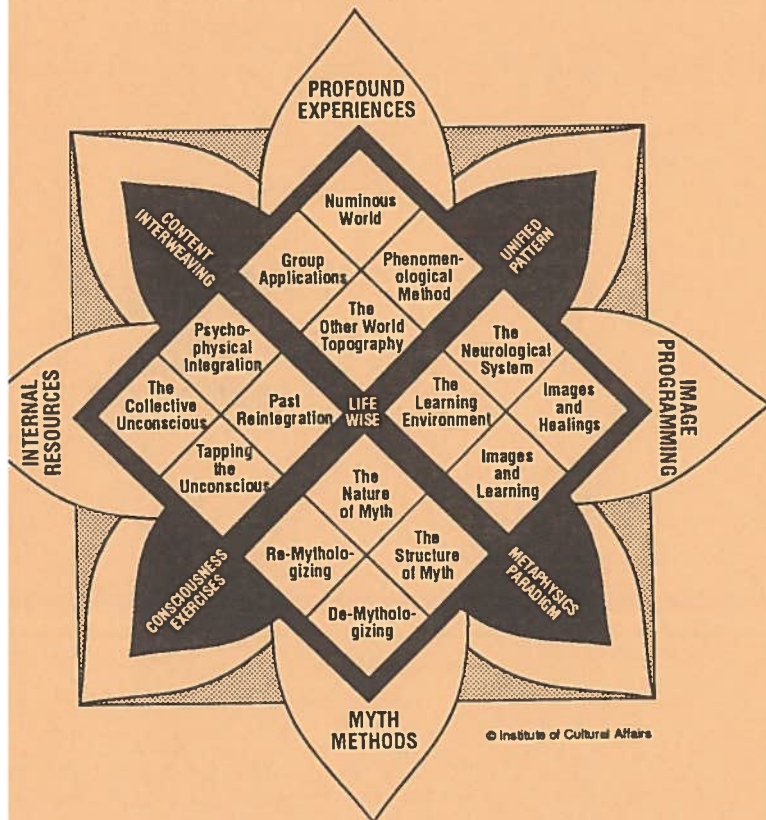
EARTHWISE LEARNING SERIES

A curriculum to develop planetary living capabilities

"EARTHWISE LEARNING," an educational curriculum conceived by the ICA as a means of developing planetary living capabilities, is on the drawing board to be developed and tested in 1990. The Earthwise Learning Series (ELS) will be a three-month program to enable people to make sense of today's world and respond creatively to its challenges. It is not a means of delivering more information but rather a distillation of essential concepts that can illuminate changes in our understanding of ourselves and the world. It will focus on patterns and processes, not data.

The ELS will draw upon previous ICA educational experiments, such as the Global Academy, University 13, the International Training Institute and the Human Development Training School. Course curriculum intends to deal with three basic questions:

- 1) What learning breakthroughs are challenging the world in which we live? (**KNOWhow** skills)
- 2) What skills do I need to interact with others and make a worthwhile contribution to society? (**WORLDwise** skills)
- 3) How do I experience the significance of human living? (**LIFEwise** skills)



Phase I: EARTHWISE MODULES LAUNCH

January 19-21, 1990

ICA colleagues across the Heartland are committing themselves to work in cooperation with the Earthwise Learning staff in Phoenix in developing three introductory modules:

- * "Myth and the Human Journey"
- * "Making Sense of the World"
- * "Methods of Individual and Group Creativity."

Each local group is meeting one weekend a month from January through June to develop and test one of the modules. Milwaukee and Cincinnati are working on the

Myth module; Indianapolis on the Creativity module. Other cores are deciding which module to target. The Heartland Conference, January 19-21, will focus on the Earthwise Learning Series, deciding the process and timeline for developing and testing the three modules over the six-month period.

These modules will provide the opportunity to try different approaches to teaching the curriculum. They will incorporate individual and group processes, multi-modal teaching techniques, and intuitive approaches to learning. This process of regional developing/testing the modules will give participants a chance to contribute their insights to the process.

Phase II: EARTHWISE THINK TANK

July 28-August 19, 1990:

Research and development of the 21 intensive modules of the three-month Earthwise Learning Series will be explored during the think tank.

If you are interested in participating in this curriculum development process, put these dates on your calendar now. Any group or individual interested is welcome to participate in this pioneering venture of developing a comprehensive curriculum for the 21st century. For additional information call, ICA:Chicago (312 769-6363.)

ICA:CHICAGO HOSTS VISITORS FROM AROUND THE WORLD

May through September, 1989

- Dick West, Bombay, India
- Shirley Heckman, Abidjan and Lagos, Nigeria
- Donna Wagner, Brussels, Belgium
- Eunice and Sherwood Shankland, Alexandria, VA
- Michael, Molly, Nathan, and Jeremiah Shaw, Seattle, WA
- Rod and Rose Worden, Mexico City, Mexico
- Doug Rettig, Southern IL
- John P. Cock, Galax, VA
- Judy and Jack Gilles, Bombay, India
- David McCleskey, New Delhi, India
- Lin Wisman, Brussels, Belgium
- Richard Seacord, Brussels, Belgium
- Roger Marsh and daughter Julie, Sydney, Australia
- C. Michael Shaw, Centerville, MA
- Sue Barkony, Minneapolis, MN
- Liz Barkony, San Diego, CA
- Pam Bergdall, Nairobi, Kenya
- Rosemary Albright, Minneapolis, MN
- Nadine Addington, St. Paul, MN
- Kay Lush, Atlanta, GA
- Charles Lingo, Atlanta, GA
- Carl and Ellie Stock, Pittsburgh, PA
- Heidi Holmes, Toronto, Ontario
- Don Hinkelman, Sapporo, Japan

VOLUNTEERS NEEDED AT ICA CHICAGO

If you have time when you can volunteer
please call 769-6363
Weekend projects are possible

THINGS YOU CAN DO!

Facilitation	Painting
Research	Building repairs
Mailing list update	Plastering
Audio tape transcription	Marketing assistance
Filing	Interior wall construction
Decor creation	Management assistance
Data entry on computer	Conference set-up:
Photocopying	-packet preparation
Billing	-room readiness
Organizing supply room	-hosting
Switchboard relief	-linens
Finance tasks	

THE INSTITUTE OF CULTURAL AFFAIRS

is a private, not-for-profit, research, training and demonstration group concerned with the human factor in world development. The ICA is deeply committed to serve in the process of improving the quality of human life. For 30 years, the staff of the ICA have been pioneering in participatory problem-solving techniques, curriculum designs and educational methods. The ICA focus is on helping people help themselves — getting involved in shaping their own futures and thereby helping to create tomorrow today.

Originally a program division of The Ecumenical Institute, ICA was incorporated as a separate entity in 1973 to work directly with local community groups, educational structures, corporations, service organizations and governmental agencies.

HIGHLIGHTS is a quarterly publication of the Institute of Cultural Affairs: Chicago. Special thanks to our volunteers, Marian Lies and Marvyn Womack, for making Highlights possible.

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