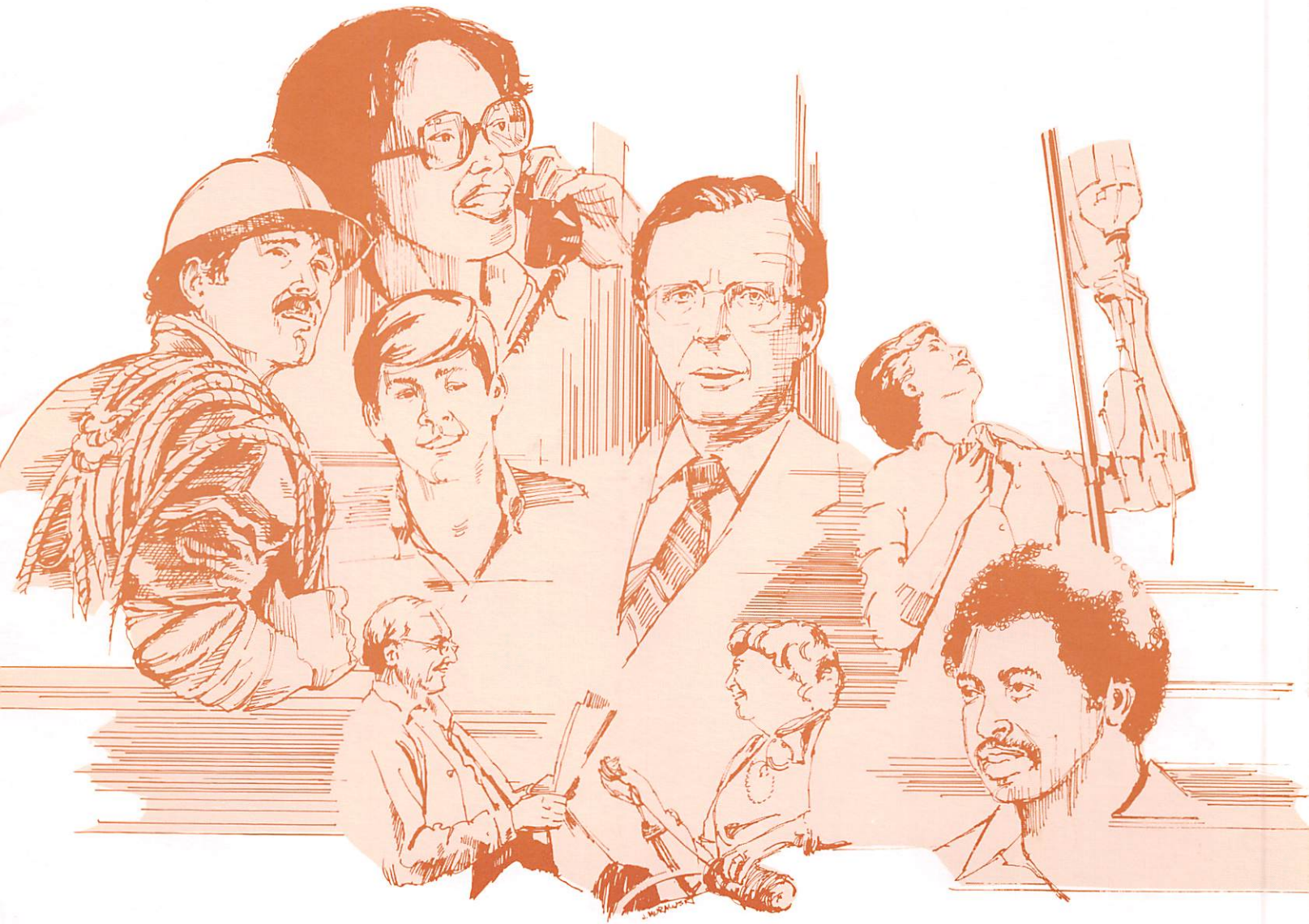


Shaping the Future

1982



**Action-oriented training and problem-solving programs
for organizations, leaders and individuals**



THE INSTITUTE OF CULTURAL AFFAIRS

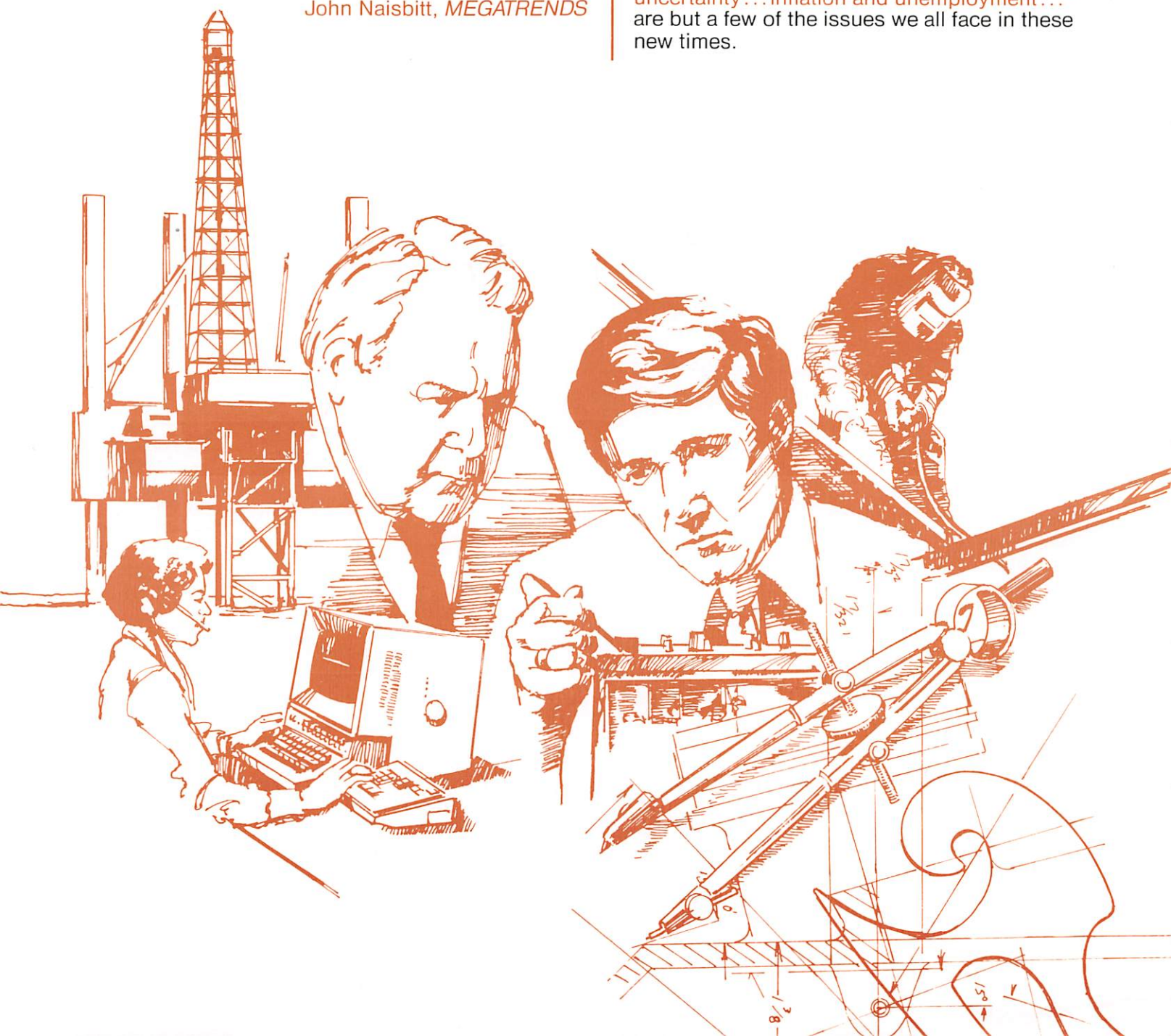
Changing times require participatory for survival and growth

Though complex, recent years have produced more breakthroughs than any other period of human history. New approaches to decision making can lessen fear of the times and reinforce positive expectations and innovative action.

"Things are not going to get better, they are going to GET DIFFERENT!"

John Naisbitt, *MEGATRENDS*

Today it is not a question of "if change," but only a question of "what change" and how to organize and manage it. *HUMAN SCALE* says "...a deepening suspicion of authority, breakdown of family ties, decline of community, erosion of commitment, ethical and moral confusion... administrative inefficiency... economic uncertainty... inflation and unemployment..." are but a few of the issues we all face in these new times.



approaches

The complex challenges facing companies, communities, and organizations can best be solved by participatory decision-making and team action, because of the increasing difficulty for managers, supervisors, and leaders to delegate implementation when the direction does not represent a consensus.

To help you SHAPE THE FUTURE, the ICA has developed innovative planning and training programs for strengthening—

- I. ORGANIZATIONAL PRODUCTIVITY
- II. INDIVIDUAL COMMITMENT
- III. LEADERSHIP EFFECTIVENESS

ICA programs are concerned with the human factor in world development, and focus on methods which permit people to work together more effectively toward common goals.



1 Organizational Productivity

■ through participatory decision-making and team

When an organization involves many people in planning and decision-making, two benefits result:

- More minds produce more effective solutions.
- People work more willingly to implement a plan they helped create.

The ICA has developed innovative methods for making broad-based planning efficient and effective. These methods help an organization reach a consensus about where it's going and how it should get there... and encourage team action in taking the needed steps.

There are four basic programs in this arena:

1. LENS: Leadership Effectiveness and New Strategies

During a five-session workshop process, the ICA staff guides the participants in identifying the organization's long-term strategies and creating a short-term plan of action. The five step process:

Practical Vision—a realistic picture of future objectives;

Underlying Contradictions—obstacles to realizing the vision;

Creative Proposals—strategies for dealing with the obstacles;

Catalytic Tactics—specific actions to be taken;

Timelined Implementaries—a timetable of steps for implementation.

2. CONSULTANCIES

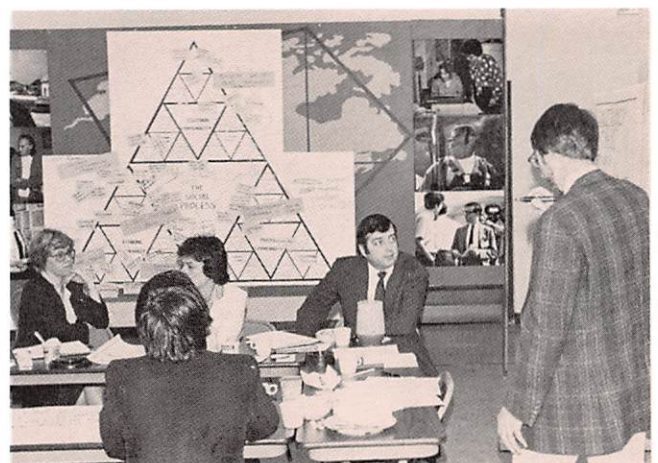
The ICA facilitators provide methods for solving specific problems, building a team, planning operations, training staff, or conducting the follow-up of a LENS seminar. This practical assistance is based on the ICA's extensive consultative experience with business, industry, government, health, education, and local community organizations.

3. FORUMS

Communities as well as public and private sector groups use these single-session participatory meetings to stimulate involvement by individuals in specific issues. These condensed, productive gatherings encourage people to speak up in constructive discussion of selected issues, and propose solutions which they can subsequently implement.

4. METHODS TRAINING

Management, line staff, and volunteers use these sessions to develop skills in facilitating group planning and problem solving. The programs include time management, basic group discussion, reporting, and workshop methods.



action

Since 1979, McDonald's Corporation has used a tailored design of the LENS process, called TMA (Total Market Approach) as a way of accelerating local market development.

"The results of TMA have consistently demonstrated the power of comprehensive, participative planning along with team action as the winning combination in improving performance and position in the marketplace. Of the markets using TMA, 90% have experienced sales increases within 12 months. Beyond increasing profits, the TMA has resulted in other improvements such as new training programs, innovative employee incentives and targeted marketing strategies. What finally emerges from this approach is commitment and spirit that sustain momentum over the long haul!"

—Raymond S. Caruso
Vice President
McDonald's Corporation
Oak Brook, Illinois

The residents of middle-income condominiums in Mississauga, Ontario, discouraged by abandoned units, building disputes, structural deficiencies, vandalism and a general sense of anonymity, held an ICA-facilitated forum to improve "the quality of life" in their community. Subsequent events included a representative from each floor recruited to link residents with the board of directors, construction of a youth lounge, formation of a maintenance and operations improvement group, and activation of "Club 110" to arrange social events.

"That's what this whole program is all about—seeking the solution to the specific situation in your particular location."

—Hazel McCallion
Mayor
Mississauga, Ontario

The Pacific Division of Eaton's Department Stores (in Canada) used LENS to facilitate an Executive Planning Retreat dealing with a major decline in sales volume. The LENS process produced a rapid development of new strategies which led to the timely implementation of a new marketing campaign.

"The LENS approach is a very satisfactory way of bringing a management team together to gain a common understanding of their problems, the scope, and what to do about solving them. A most valuable technique!"

—Peter Miller
Group Sales and Merchandise Manager
The T. Eaton Co., Ltd.
Vancouver, British Columbia

Belle Chasse State School, a residential facility for the mentally retarded, used the LENS process and extended consultation to address issues of high staff turnover, negative public image, low morale and inadequate communication. Improvements in these areas have been substantial and include regular participatory staff planning meetings and expanded feedback and interchange opportunities through staff publications, newsletters, and bulletins. A new "employee of the month" program has provided employee recognition and staff development incentives.

"We have and are achieving great progress due to the LENS process which allows staff to conceive new ideas. Through the achievement of these ideas, they are beginning to believe and practice other new concepts."

—R. Broadus
Personnel Director,
Belle Chasse School
New Orleans, Louisiana



2 Individual Commitment

through ethical awareness and self-direction

These seminars and workshops heighten a person's awareness of individual values about family, work and society—and relate them to the values held by other people. The programs also examine the intellectual and social aspects of changing behavior.

The basic programs:

Cultural Studies Seminar: an introduction to the major shifts in social consciousness and lifestyles providing the individual with new screens for interpreting the complexity of our times.

Vocational Journey Lab: a depth reflection on such issues as self-understanding, decision-making, human relations and creative participation in society which provides the individual with a new grasp of vocational significance.

Imaginal Education Workshop: an assessment of the role fundamental images play in shaping human behavior, and how self-images can be changed to encourage individual freedom and responsibility.

"What these programs do is get people to understand the power they have to change their own environment."

—Calef Brown, President
Chicago Chapter of the National
Association of Fundraising
Executives



THE VOCATIONAL JOURNEY LAB

"The Vocational Journey Lab is a very useful tool in today's world, to put your whole life in perspective. It helps people grasp the significance of their daily involvement in the workplace, family, community, church, or organization as a meaningful part of their life's vocation. It reinforces the stance of service as the secret of fulfillment in life."

—Donald P. Elliott, M.D.
Heart Surgeon
Denver, Colorado

CULTURAL STUDIES SEMINAR

As the result of the Cultural Studies Seminar in Boulder, Colorado, several residents who had been active in their own neighborhoods brought representatives of other neighborhoods together in the Boulder Valley Neighborhood Roundtable. This group which meets bi-weekly has been responsible for neighborhood clean-up and crime watch campaigns, bulletin boards and newsletters, and the establishment of "Community Boards" as an alternative to the public courts in mediating residents' complaints.

"When you hear a new idea or a new way of doing things, your perception of yourself and your own capabilities is changed forever. This Cultural Studies Course has ideas you won't find in the morning paper, on the 6 PM news, a bridge club, the bowling alley or even in the Wall Street Journal!"

—Denny Boydston
Community Resident
Boulder, Colorado

TRAINING, INC.

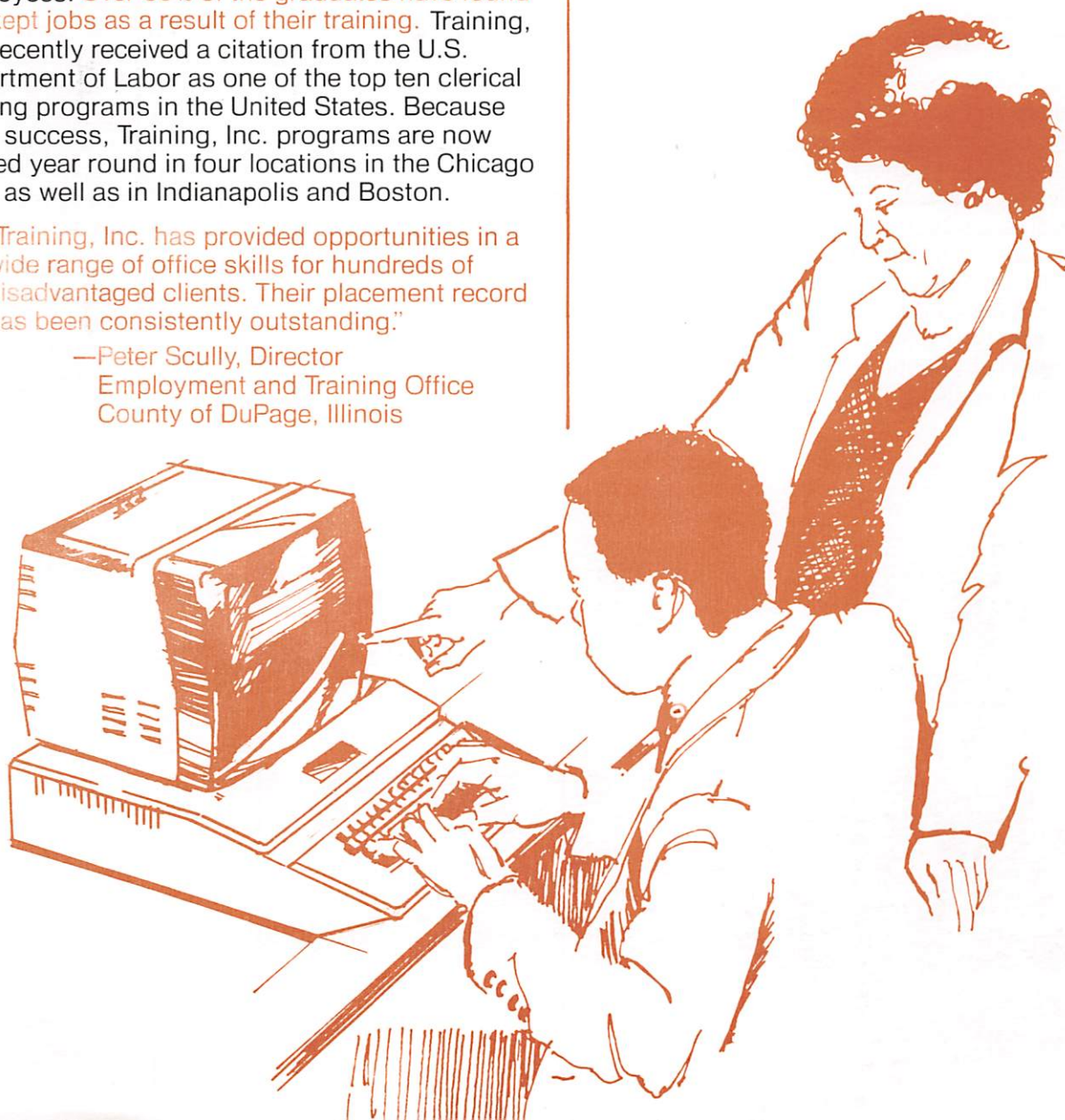
Imaginal Educational Methods have been used from the inception of Training, Inc. which is a 13-week program to equip the chronically unemployed with office skills and systems. Training, Inc. is sponsored by a consortium of local business, higher education, local government and service organizations, and utilizes ICA trained staff and innovative teaching methods. Not only do the students learn basic business skills and office procedures, but they also develop a positive self-image as capable, independent and confident employees. Over 80% of the graduates have found and kept jobs as a result of their training. Training, Inc. recently received a citation from the U.S. Department of Labor as one of the top ten clerical training programs in the United States. Because of its success, Training, Inc. programs are now offered year round in four locations in the Chicago area, as well as in Indianapolis and Boston.

"Training, Inc. has provided opportunities in a wide range of office skills for hundreds of disadvantaged clients. Their placement record has been consistently outstanding."

—Peter Scully, Director
Employment and Training Office
County of DuPage, Illinois

"All the students have learned typing, calculator, accounting, math, English, and punctuation, but most of all the course teaches confidence and pride in yourself. Never in my life have I wanted to prove myself more."

—Student
Training, Inc. Chicago



3 Leadership Effectiveness through practical skills and knowledge

Diversification, decentralization and the computer age are requiring more and more decision-making and leadership near the actual points of implementation. Therefore, even larger numbers of effective team leaders are required in all sectors of society. The ICA offers several training programs that convey the practical skills and methods required by these changing times.

Effective Supervision

This program covers fundamental supervisory skills in communication, information analysis, problem solving, and teamwork. Offered in eight sessions, it requires participants to apply skills on the job and evaluate the results.

Leadership Methods

This series of training modules covers several aspects of leadership. One deals with how to be a self starter, how to motivate others effectively, and how to give an interesting informational talk. In another, participants learn how to run an effective workshop, how to make a meeting brief but meaningful and how to make a discussion productive. A third covers specific skills for building a one year plan, maintaining focus on a short-range plan of action and facilitating effective group problem-solving.

PISINEMO

Economic decline and unemployment is dramatically visible in Native American communities. The ICA has participated in socio-economic development projects with the American Indians to demonstrate that even in these difficult conditions new directions can be shaped.

On the Papago Reservation in Arizona, where 100 community people have been trained in leadership and practical skills unemployment has been reduced by 22%. A local Development Authority was incorporated with a board of 10 local leaders. New companies including an adobe brick factory, a construction company, a laundromat and a desert truck farm were established. These provided 46 new jobs. Other results include electricity and sewer services; preventive health programs; extensive road improvements; new community facilities and housing improvements. Pisinemo was one of two communities to receive the Arizona Governor's Award for Environmental Achievements.

"I think the magic ingredient is the many people that would not accept the way things were... the people here who dared to dream and plan and work to make a difference. If change was to come, and come it did... you... all of you have made it so..."

—Jess Sixkiller
Arizona ACTION Director



CHARLESTON

Five West Virginia communities in Kanawha County held LENS seminars in response to the U.S. Federal cutbacks of funding for community development and social services. The purpose of the program series was to link several housing project communities in a common effort toward positive change. Residents intended to cooperatively train local leadership, and develop sufficient confidence across the projects to generate self-sufficiency and the spirit of self-help.

Within days following the initial program series, participants and ICA consultants created a nine-day "Community Leadership Training School" to train a core of 88 residents in how to implement the plans generated in the LENS series.

In Orchard Manor, a community of 1,200 residents held a community clean-up day in which approximately 200 people gathered up over 14,000 pounds of refuse which had littered the community for months. Some other new initiatives included a fund raising event, a newsletter, a poster board campaign, a sports tournament, a skills survey and a job training effort.

"They are realizing that they can make a difference...and that what they do has meaning."

—William Dotson

Director of Management Operations
Housing Authority of
Charleston, W.VA.

ST. PAUL

A credit course in leadership development was taught by the ICA to several high school classes in St. Paul. The students learned to lead group discussions, facilitate planning, accept the ideas of others, operate as a team, work effectively with the faculty and use their new leadership skills with other youth groups.

"I personally saw the program in action last year, and saw students participating in ways of problem solving which are appropriate for business. I saw kids who were not bored with school—in fact, they were having a great time. I saw teaching staff using real world situations with the students. And it looked to me like this whole thing was a multi-ethnic effort which could be used in many situations..."

—James A. Klinefelter
Regional Vice President
McDonald's Corporation
Minneapolis Regional Office,
Minnesota

"...I realized that I could really do things on my own without failing. And for once in my life, I felt important. And also for the first time in a long time, I was willing to learn...but 'facilitating' is hard. You have to be a responsible person, and make others think you are too! But it really makes you feel good and proud..."

—Participating Student

"...There is evidence of a healthy bouyancy of 'give and take' between student and the adult team leaders—a growing sense of trust and respect for each other not usually achieved in the traditional setting..."

—Teacher/Trainee

"The difficulty of working with us represented an obstacle because of the school's nature and resistance to change. Many others have tried and abandoned projects in the past. However, ICA's staff and methods have prevailed. Everyone learned, credibility developed, and events began to reinforce the positive..."

—Wayne B. Jennings, Principal
St. Paul Central High School
St. Paul, Minnesota



Flexibility is the hallmark of the ICA's

For almost 30 years, the staff of THE INSTITUTE OF CULTURAL AFFAIRS has been pioneering in educational methods, curriculum designs and participatory problem-solving techniques. Today, its programs include community service forums, educational methods training, organizational problem-solving, community youth forums, LENS, training and research seminars, human development project consultations and conference facilitation. The ICA is the organizing sponsor for a 50-nation exchange of effective development approaches, called the International Exposition of Rural Development.

The ICA focus is on helping people help themselves—getting them involved in shaping their own futures—and thereby helping to create tomorrow today. In the last decade, it has facilitated over 10,000 community forums or “town meetings” (including one in almost every county in North America), and assisted in initiating comprehensive socio-economic development projects in more than 400 neighborhoods and villages around the world. It has also delivered numerous programs for structures in the private, public and voluntary sectors of society, based on its extensive learnings in communities.

The ICA is a private non-profit, non-partisan, non-sectarian organization which offers services through research, training and demonstration methods and programs. Its services are designed to catalyze grassroots participation in improving the quality of life, by serving the world-wide need for self development in local communities and organizations.



INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



Originally a program division of the Ecumenical Institute, the ICA was legally organized separately in Canada, the U.S. and other nations to enhance the capacity to serve local community groups, businesses, and government agencies. ICA programs have been delivered in more than 40 countries where local volunteers and service order members of The Order: Ecumenical use their program skills, time and energy for creative renewal. Twenty-five regional offices serve the needs of organizations in North America.

During the last three decades, it is estimated that more than two million people from all walks of life have directly benefited from the Institute's seminars, projects, programs, and assemblies. It is because of this dialogue with local people that THE INSTITUTE OF CULTURAL AFFAIRS is uniquely qualified to be of service to any group concerned about the future. As each program is tailored for the client organization, contact the continental coordination center in Chicago (telephone 312/769-6363) for the nearest regional office which can give a further description of what the ICA can do for your organization, including an estimate of the fees involved.

Programs

ILLUSTRATIONS OF CLIENT DIVERSITY

PRIVATE BUSINESSES

Bata Shoe Co. Ltd.,
Calcutta, India
Eaton's of Canada
Vancouver, B.C.
ESSO, Standard Oil
Nairobi, Kenya
Hughes Tool Co.
Houston, TX
IBM Corporation
Rochester, MN
Massey Ferguson
Toronto, Ont.
Qantas Airways
Sydney, Aust.
Rainier Bancorporation
Seattle, WA
Time-Life, Inc.
Tokyo, Japan
U.S. League of Savings Associations
Chicago, IL

VOLUNTARY ORGANIZATIONS

American Society of Cybernetics
Washington, DC
Anglican Diocese, Bishops Conference
Kingston, Jamaica
Coalition on Aging
Kansas City, KS
Computer Literacy Guild
Oklahoma City, OK
Faith United Parish
Kearney, NB
Junior League
Chicago, IL
Ontario Metis Association
Toronto, Ontario
St. Ann's Roman Catholic Church
Cincinnati, Ohio
The Urban League
Phoenix, AZ
The YMCA & YWCA
Chicago, IL

PUBLIC AGENCIES

Charity Hospital
New Orleans, LA
Community Services Admin.
Washington, DC
Dallas Independent School Dist.
Dallas, TX
Department of the Environment
Ottawa, Ontario
Health, Education & Welfare Dept.
Boston, MA
Mayor's Office of Employment
Chicago, IL
Minnesota Department of Trans.
Minneapolis, MN
South Mountain High School
Phoenix, AZ
University of Wisconsin
Oshkosh, WI
West Virginia Commission on Aging
Weston, WV

NEIGHBORHOOD GROUPS

Boonton Bounce
Boonton, NJ
Challenge for Those Who Dare
"Loisaida," New York, NY
Economic Development & Growth Comm.
Lenawee County, MI
Gibson Human Development Project
Gibson, NC
Madison Heights Neighborhood
Detroit, MI
Mississauga Condominium Association
Mississauga, Ontario
Town Meeting Steering Committee
Palacios, TX
Petersberg Coalition
Petersberg, VA
Western Rural Development Symposium
Tulare County, CA
West Garfield Park Planning Assn.
Chicago, IL

THE INSTITUTE OF CULTURAL AFFAIRS

U.S. PROGRAM AND FINANCIAL SUMMARIES — 1982

The Institute's International Training Center, a gift of the Kemper Insurance Company in 1972, is located at 4750 North Sheridan Road, Chicago, Illinois 60640, tel: (1-312) 769-6363



Dear Colleagues,

In 1982 the Institute experienced again the world-wide issues that affect us all. In spite of development efforts, the gap between rich and poor, educated and uneducated, healthy and ill, powerful and powerless has widened in many nations. Robert McNamara says that 800 million children die every globe live in absolute poverty. Forty thousand children and nations day from common, curable diseases. Communities and nations search for alternatives to a confrontational style of solving problems. Everyone looks for stories and symbols of hope which will sustain local community initiative and involvement.

In response to these needs, the Institute has embarked on a three-year effort—the International Exposition of Rural Development. Under the theme, "Sharing Approaches That Work," the IERD will discover and highlight successful local development efforts from more than fifty nations. Selected projects will be featured at a ten-day event in Delhi, India in February, 1984. Extensive follow-up programs within the participating nations will ensure that learnings are transmitted back to local communities. As the organizing sponsor, the ICA is working closely with UNICEF, United Nations Development Program, United Nations Fund for Population Activities, The Association of Indian Engineering Industry, Canara Bank (India), and Control Data Corporation. In addition, thousands of local organizations, businesses and governmental agencies are participating in the Rural Development Symposia during the first phase of the IERD.

We are grateful for the continued support of many individuals and organizations. Every contribution, whether of money, time, or materials, has been a critical factor in maintaining our limited resources will grow, and we ask your participation with us in these efforts.

Sincerely,

David R. Ladd
President

PROGRAM SUMMARY

The "America's Challenge" campaign, a program marketing strategy involving extensive exchange of staff and intensive work in the regions, resulted in more programs globally than in any year in ICA's history. The 686 programs held in the U.S. directly involved 25,201 participants from all sectors of society. The program outgrowths have indirectly touched thousands more in public agencies, business, voluntary groups and local communities. The following are examples of the impact of these programs:

Programs with schools have proved that Youth Forums and LENS stimulate effective learning in the 80s. Public schools in Phoenix, St. Paul, Chicago, Racine, Houston and Cleveland have used these programs with faculty, students or both. At South Mountain High School in Phoenix, a LENS program involved students, faculty and parents. Over the next quarter, the students' grade point average increased by one full point. South Mountain was the first school in the city to reverse the downward trend in grade point averages, and the principal attributes the increase to the ICA programs.

Research conferences were organized to help communities pool their experiences and insights in community development. In northwestern Iowa, the ICA facilitated the Midcrest Symposium, sponsored by Southwestern Community College and the Rural Development Committee. It involved residents from eight counties and all walks of life and produced a practical document which emphasizes common directions in working cooperatively for a better future. Many communities and organizations are using this document to inform their decisions on program directions. An informal network now exists for expanding existing programs.

Programs designed to address particular community problems often mobilized coalitions of diverse human and economic resources. In Michigan, a series of community planning workshops catalyzed a burst of local initiative, such as the economic development associations in Bangor and Lenawee County. A quotation from the *Adrian Telegram* sums up the motivational shifts:

"A new language of hope, involvement and action is now spoken...We are changed people... We believe so strongly in what we've accomplished that we infect others with our enthusiasm. We have shed our coats of *independence* for a common blanket of *interdependence*—and we love it." —Mary Weeber

The Vocational Journey Lab, initiated in 1982, allowed depth reflection on self-understanding, decision-making, human relations, and creative participation in society. Pilot labs were held in 17 cities in the U.S.

"The Vocational Journey Lab is a very useful tool in today's world, to put your whole life in perspective. It helps people grasp the significance of their daily involvement in the workplace, family, community, church or organization as a meaningful part of their life's vocation. It reinforces the stance of service as the secret of fulfillment in life." —Donald P. Elliott, M.D., Denver, Colorado.

CONTRIBUTORS

A representative list of organizations which supported ICA programs and projects during 1982

American Greetings Corporation
Cleveland, Ohio
AMOCO Foundation
Chicago, Illinois
Arthur Andersen & Co.
Chicago, Illinois
Asarco Foundation
New York, New York
Avon Products Foundation
New York, New York
Chesapeake & Potomac
Telephone Company
Richmond, Virginia
Chesbrough Ponds Foundation
Greenwich, Connecticut
Compton Foundation, Inc.
New York, New York

Continental Bank
Chicago, Illinois
Fondren Foundation
Houston, Texas
Gloria Dei Lutheran Church
Phoenix, Arizona
Gulf Oil Corporation
Houston, Texas
George and Mary J. Hamman
Foundation
Houston, Texas
Hawkeye Bancorporation
Des Moines, Iowa
Iowa Hunger Task Force
Iowa Annual Conference of
The United Methodist Church
Des Moines, Iowa
King of Glory Lutheran Church
Dallas, Texas
Mattel Foundation
Hawthorne, California

Robert R. McCormack
Charitable Trust
Chicago, Illinois
McDonlad's Corporation
Oakbrook, Illinois
Million Dollar Round Table
Foundation
Des Plaines, Illinois
Mobil Foundation, Inc.
New York, New York
Montana-Dakota Utilities
Company
Bismarck, North Dakota
Panhhandle Eastern Pipeline
Corporation
Kansas City, Missouri
William Penn Foundation
Philadelphia, Pennsylvania
Phillips Petroleum Foundation, Inc.
Bartlesville, Oklahoma
Pioneer Hi-Bred International
Des Moines, Iowa

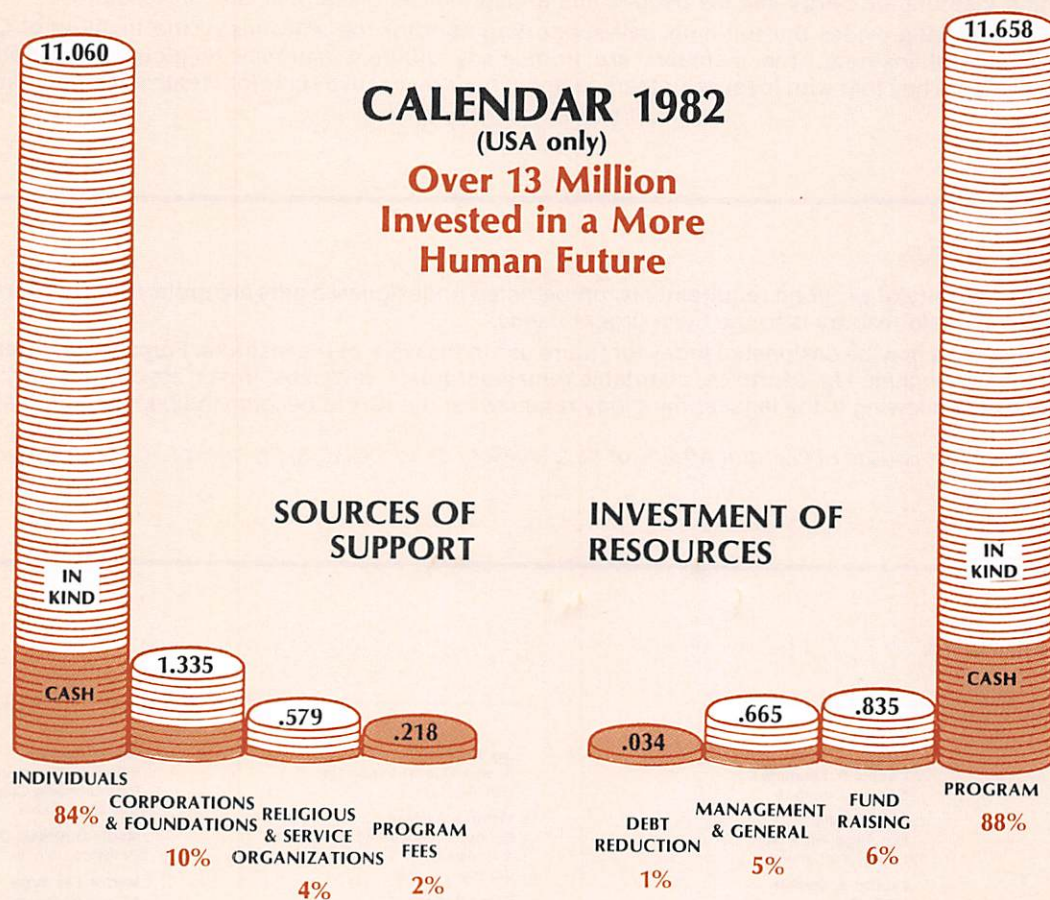
Protestant Foundation
of Greater Chicago
Chicago, Illinois
Rayne Memorial United
Methodist Church
New Orleans, Louisiana
Rohm and Haas Corporation
Philadelphia, Pennsylvania
St. Joe Minerals Corporation
New York, New York
St. Joseph's Abbey
St. Benedict, Louisiana
Security Pacific Charitable
Foundation
Los Angeles, California
The Sycamore Community
State College, Pennsylvania
Union Planters National Bank
of Memphis
Memphis, Tennessee
Wharton Foundation
Bellevue, Washington

FINANCIAL SUMMARY

Total revenue in 1982 increased only slightly over that of 1981, but the contributions portion increased 32%, and this without any government grants whatsoever.

Revenue from community and training programs declined 7%, even though total programs offered and attended increased, reflecting the economic times which require greater subsidizing of programs from contributions.

In summary, total income increased by \$74,564, while total fund raising expenses were reduced 3% and other administrative expenses were reduced 21%. This compares to a direct program expenditure increase of \$491,575, or 32% more program with only 3% more income. Because of this, however, debt reduction in 1982 was significantly less than in 1981.



U.S. CASH INCOME AND EXPENSE STATEMENT*

(For the year ending Dec. 31, 1982)

PUBLIC SUPPORT AND REVENUE

Public Support	
Individual Contributions.....	\$1,759,480
Corporations and Foundations	489,154
Religious Organizations	63,055
Subtotal	<u>\$2,311,689</u>
Revenue	
Training Programs	116,577
Community Programs	101,622
Subtotal	<u>\$218,199</u>
Total Income	<u>\$2,529,888</u>

EXPENSES

Program Services	
Training	\$678,212
Community Programs	427,769
Social Demonstration	928,782
Subtotal	<u>\$2,034,763</u>
Support Services	
Management & General	242,988
Fund Raising	217,298
Subtotal	<u>\$460,286</u>
Total Expenses	<u>\$2,495,049</u>

EXCESS OF INCOME OVER EXPENSES **\$34,839**

*The ICA is incorporated in the U.S. in the State of Illinois as a charitable organization eligible for deductible contributions under section 501 (c) (3) of the IRS code. Financial statements and accounting procedures are audited annually. A certified report is available on request.

THE BACKGROUND OF THE INSTITUTE OF CULTURAL AFFAIRS

For almost 30 years, the Institute's staff has been pioneering in educational methods, curriculum designs, and participatory problem-solving techniques. The Institute of Cultural Affairs originally operated as a program division of The Ecumenical Institute, Chicago. Community development programs started in a west-side neighborhood in Chicago in the mid-sixties and subsequently became the basis for socio-economic development projects in several nations.

As the demand for community development programs increased, the ICA was incorporated in various countries to work directly with local community groups, corporations and government agencies. Its programs in more than 40 nations are carried out by local volunteers and full-time service order members.

The Ecumenical Institute offers seminars in educational methods and contemporary theology, a three-week International Training Institute for clergy and lay people, and an eight-week residential Global Academy.

The Order: Ecumenical provides the full-time, self-supporting staff for the activities of the Institute of Cultural Affairs and the Ecumenical Institute. The members are from many different national, religious, educational and professional backgrounds. They join with local volunteers to apply their respective skills for creative renewal initiatives.

MONETARY GIFTS

Because of the diversity of program requirements, unrestricted undesignated gifts are preferred. This permits the Board of Directors to allocate resources to the most urgent needs.

Deferred Giving. Gifts may be designated today for future use in the work of the Institute. Forms of deferred giving used by donors to the ICA include life insurance, charitable remainder trusts, revocable trusts, life estate plans, interest free loans and bequests. Following is the legal terminology required for the ICA to become the beneficiary of a legacy:

I give and bequeath to The Institute of Cultural Affairs, or its successor or successors, the sum of dollars for uses and purposes of said corporation.

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Barrington, Illinois

James E. Phillips
Champion International
Corp. (Ret.)
Chicago, Illinois

*The Board of Directors
meets annually in October
and monthly in executive
committee. Directors'
companies are listed
only for purposes of
identification*

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