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**QUARTER I 1981-82**

**20 YEAR / 4 YEAR TASKS**

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**20 YEAR TASK**

The movement will play a role in the creation of meaning-giving forms in society. This will mean socio/spirit exploration of depth-life understandings of religious traditions and community myths around the world. Appropriate modern education will be forged through catalyzing showcase school structures, mass education curriculum and computer interchange. The pluriform movement demonstration will continue as a sociological guinea pig which takes its multi-cultural basis and shapes it into missional effectivity. The power of multi-ur teamwork and missional family participation will be essential signs as work goes on in the heart of Human Development Zones. Some issues are:- How do we respond to the vacuum of globally unifying icons and symbols without watering down basic uniquenesses or creating a super dogma? How do we stay abreast of the radical changes in communities - larger percentage of Phase IV participation, urban neighbourhoods with increased diversity, spaceship communities, etc.?

**FOUR YEAR TASKS**Style: Global Service Mode

Consults and newly created courses with historical religions and other cultural structures will continue over the next four years in order to train committed forces in practical sociological tools. The result will be a depth framing of substantial religious and cultural structures and an increase in programme and internship graduates in various cultures, religious heritages and countries.

Wisdom: Twentieth Century Education

Pioneering in education which embodies the style, variety and method of living effectively in a multicultural community. The experiments need to be joint efforts with edge education structures, as well structures which consist of urban, cross-cultural and cross-phases constituents. Careful movemental demonstration training and impact methods will enable catalysis for grounded demonstrations.

Symbol: Meaning-giving Life Myth

Practical cultural declaration through networking ICA offices and communities which are already living laboratories of cultural pluriformity. Sensitive experiential study of local visions and contradictions, cultural revolutions, socio-spirit states, local stories and religious heritages will reveal the touchstones of human spirituality. Offices and communities will work to overcome language or other communication barriers and demonstrate serious dialogue methods and develop the emerging myths which significate human life experience. Active cross-location interchange will enable cultural research on a worldwide scale without danger of abstraction or compromise.

20 Year Task

The function of the twenty year experimentation in symbology is to respond to the global collapse of religious metaphors by creating those symbolic forms - myths, rites and symbols - appropriate to humanness and a global movement in the twenty first century. The elements of this task include conducting intensive global research in basic mythology, developing methods for creating symbolic forms, clarifying our understanding of the dynamics of the historical religions through a process of demythologizing and remythologizing and transparentizing life experience to deepen our grasp of profound humanness. Several issues immediately come to mind in the face of such a task. One, what will be our "glue" or "life-line", our symbolic practices and vows as we give form to the emerging global mythology? Two, what is the appropriate phasing or pace of the experiment? Three, what are the inclusive structures and interchange that will allow our body to journey together through the process? Underlying all of these is the question of what is the relationship between the historical traditions and an emerging global symbology?

4 Year Strategic Objectives

The strategic objectives for 1980 - 1984 in the arena of the Symbology Experiment are: 1) to develop the liturgy and curriculum which grounds all people in the depths of humanness 2) to conduct practical research on depth humanness through study, reflection and spirit exercises based on our experience 3) to continue to use the life of the Order as an experiment in manifesting appropriate symbolic forms in common life practices, vows and covenantal relationships, and 4) to set priorities for emphasis in phasing over the next 20 years. The strategies to accomplish our objectives in the Symbology Experiment for the years 1980 - 1984 are: 1) research and grounding of human meaning in everyday experience in dialogue with the historical and emerging mythologies 2) conducting research both with travelling teams and centres of coordination 3) including in our Emerging Generation curriculum the archaic or historical and the futuristic and inclusive myths and symbols 4) revising our symbolic forms by incorporating the use of inclusive language 5) expanding and deepening our experimentation in the forms of the daily ritual and other symbolic practices in response to the identified spirit edges in our time, and 6) intentionalizing the covenantal relationships of the symbolic, extended and movemental order. This four-year Symbology Experiment will culminate in a Global Research Colloquy in 1984 at the conclusion of which we will publish a document for the next phase of the experiment, including learnings, the presuppositions, methods, tasks and phases of the experiment!

THE 20  
YEAR TASK

In twenty years the movement will have articulated and designed the necessary construct for one global school. It will be the comprehensive curriculum for Century 21 - a repository of the movement's foundational wisdom. The task of building this curriculum will require the transparentization of the ontology (life understanding), phenomenology (experiential analysis) and teleology (world view) of each of the historic religions and cultural Urs. It will reflect the methods and learnings generated by our experience in programmatic implementation. A new course based on the contentless word, evolved from the "profound commitment course", will become the basis of this Global School as Religious Studies I is the basis of the present Academy.

THE 4 YEAR  
TASK

During the next four years the Global Academy, grounded in the RS:I course will be taught in North America and in at least two other continents of the globe. The Academy faculty will work on updating the cultural curriculum and sharpening ways of presentation. Teams of people from different religions will be invited to the Academy for dialogue on world religions strategy. Continued dialogue between the Academy and other advanced training schools is necessary for the transposition of the Academy. The basis of the transposed Academy will be something like the "profound commitment course". The lectures, seminars and workshops of this course will be tested in many regions and refined. Advanced training schools will continue to experiment and document their learnings. The training post in each nexus will gather and interchange the various school models as well as the key images, illustrations and contexts needed for the global movement. To further the research needed for the transposition of the Academy, faculty interchange assignments in both the Academy and the experimental advanced schools will be required. Research on all the Urs will be done on all the continents. PSUs will be held on world religions.

HDZ - THE 20 YEAR CONTEXT

In response to the divisiveness widely evident in society, and the limited access to services and to structures experienced at the local level, the human development zone is a manifestation of the readiness of the local sector to appropriate the methods, spirit and unity necessary for a multi-sector development effort in delimited geography.

As the single village project was a catalyzation of the prowess of local people, the HDZ is a demonstration of the catalysis of all four sectors inclusively in order to reach a new level of momentum. It is therefore the catalytic momentum towards reaching the 2 million villages.

The contradiction which we and other voluntary efforts have most acutely experienced recently is of the regional log jam in terms of access systems from local to regional and from global to local. We have known theoretically that the regionalis was key in local rural and urban communities outside of the mainstream of national or district development efforts. The zone is therefore a new mode of intensive strategy demonstrating in specific geography a response to the global contradictions facing humanity.

The HDZ creates a geographical socio-political economic linkage of communities and a dynamic for revitalizing structures and networks that benefit the whole society which enables every person to be a self-determining and responsive human being.

HDZ - 4 YEAR STRATEGIC OBJECTIVES

1. Depth grounding in geo-spirit realities with a new analysis of regional grids and our global configuration.
2. To develop a set of pillars of human development zones starting with commonly used screens such as The Art of Strategy, On Being Strategists, and Characteristics of the HDZ.
3. A locally coordinated study to discover the cultural make-up, zonal organization and social structure.
4. Initiating structural permeation demonstrations to merge identified and delimited local strategies.
5. Every zone must discern and develop a major economic victory toward building its own self-sustaining economic base. Depending primarily on grants is not an option.
6. Developing a self-sustaining strategy for each zone in partnership with one or more of the sectors.
7. Use the bold vision of the HDZ to beckon movemental forces into participation.

**NEXT 20 YEARS**

In the arena of **STRUCTURAL REVITALIZATION** in the next 20 years the issues to be pondered will be how we relate to other institutions or organizations to deal with global issues and struggles such as human development, world peace, hunger, oppression, economic growth, vocational integrity and technology transfer. How do we generate effective revitalization of structures to take action on the disparity between the 15 and 85%. How do we allow the Regional Teams to work with the existing structures in their region in projecting the direction of the next 20 years.

The revolutionary intent of structural revitalization has to do with providing unity for the working person's whole life, enabling consensus building and servant leadership to go on broadly within institutional structures, assisting the regional dynamic to respond creatively to local resurgence, promoting global responsibility and vocational integrity, and awakening and revitalizing structures of the emerging society to exercise comprehensive care towards a global human future.

**4 YEAR TASK**

The four year task of Structural Revitalization consists of an extensive and intensive strategy for probes, labs, and demonstrations monitored through Research and documentation.

It is suggested that within this 4 yr. time span most regions could initiate an extensive strategy thru imaging each guardian as a structural auxiliary to his/her organization and pursue an intensive strategy by a probe of 3 institutions for revitalization, one each in the arenas of the economic, political and cultural processes. Experimentation with forming or encouraging the formation of cross-sector consortiums could be carried out in several regions.

Along with probes, more extensive demonstrations need to be done on a prototype of structural permeation as 5th City was for human development projects. These need to be globally replicable models. Finally it is suggested that within the next four years there needs to be a demonstration of what a structurally re-formulated nation might look like.

In the arena of research, there is need for a model of the Structural Development Process. Study is needed of all the important caring structures of society in order to chart those in any region, nation and continent relative to their ability to be agents of change in society. Another screen for deciding priority might be the impact of the structure on the great revolutions of our time. In the realm of structural networks it is crucial to identify the most globally significant. Additional emphasis might be to formulate global strategies to revitalize the university and religious orders.

Documentation of any revitalization lab needs to be systematized and organized with the results regularly distributed for use in other regions in an interchange network.

THE INTERNATIONAL EXPOSITION OF RURAL RECONSTRUCTION**VISIONARY  
CONTEXT**

At the initiation of replication in Maharashtra, a critical concern raised was the question of the absorption of the reality of human development and its methods for the contemporary social fabric. An event of the magnitude of the IERR is required to allow the paradigm shift of what is possible in the consciousness of the peoples of this globe, and to ensure the extended guardianship of the resurgence of local people.

The IERR, as it spotlights the victories and successes in rural development, will demonstrate grassroots human development as an authentic alternative to the crisis-oriented response as the mode of local care. It will inspire the emergence of a new global network of people and structures, working from a common context and employing a common approach to human development. Representatives of the four sectors will experience the effectiveness of methods which allow for local participation in the creation of comprehensive development plans. In turn, the methods will be transmitted so that they are available to those who are concerned with building local community across the world.

The IERR will be a great leap in collaboration, offering a platform for the four sectors to envision the means through which they can come together, moving authentically towards global cooperation. It will increase the base of support for rural development, build global credibility for the grassroots approach to development, and introduce new forms for the delivery of global resources to the local. To the extent that this event forges a genuine interchange between cultures and sectors, and declares a new direction for development, it will illuminate our global strategies for the 90's.

**FOUR-YEAR  
OBJECTIVE**

First, the IERR will provide a unique global event that allows for invaluable interchange from across the world through lead-up events, international site visits, and global participation. It will encourage individual project polishing in Maharashtra, in the rest of India, and even worldwide.

Secondly, it will open new framing opportunities to elicit and create the coalitions necessary for the next 20 years of missional activity. It will engage the global guardians and international leaders who can affirm and support the accomplishments of local people, stage similar events, and release funds needed for continuing development effort.

Thirdly, it will be the adventure necessary to focus the challenge of effectively bridging resources to needs. It will honour participants from all sectors and socio-economic levels. It will symbolize the significant progress made in rural areas over the past five years, and demonstrate "grassroots" human development as a comprehensive and practical method.

Fourthly, the IERR will lead to the extensive use of ICA training and methods in the executive levels of the private and public sectors and stimulate the methods' excellence.



4 Year Tasks

In the next four years, a paramount image for the China strategy is that of a research thrust which would reveal our existing frame throughout SEAPAC and the globe, enabling us to determine and implement missional priorities among Chinese peoples. This research will also document the primary geo-social reality of China. The encounter with China could be implemented through several creative tactics, such as: Individuals under assignment touring and/or teaching in the People's Republic of China. ICA piggyback maneuvers through corporations, the church, and the universities might be possible. Site visits to sparkling HDP demonstrations throughout SEAPAC and the globe by critical China contacts might open entres. Intentional encounters with Chinese people where they are residing or working throughout the world could be strategically cultivated to further the global frame.

- Salient Notes:
1. In the next four years, the ICA will not establish an office in the Peoples Republic.
  2. The frame in many parts of the world would be seriously jeopardized by direct programmatic activity in the PRC.
  3. The possibilities of visitation are numerous.
  4. The possibilities of individual employment are real.
  5. Substantial frame and entree contacts presently exist.
  6. Program offerings outside the PRC can be made accessible to Chinese.
  7. There is extensive research to be done during the next four years in preparation for serving the PRC.

20 Year Task

Standing in 1981, we discern that by the year 2000, the Global Spirit Movement will have a self-conscious form in the People's Republic of China. This movement of Those Who Care will be intensifying the knowing, doing, and being of this unique historical culture and enabling its interchange with the globe. We expect that expertise exchange in the arena of urban and rural human development, methods of effectivity, spirit depths and strategy will be taking place.

Prologue: Since time began, human beings have been fascinated with the movement of time; and have been compelled to form their relationship to it-in complex "calendar temples" such as Stonehenge and in intricate time systems such as the one represented by the Mexican calendar stone we have used as an Ur symbol-a system so thorough that . . . one calendar image "tells" time for day, week, lunar month, year to time cycles so long into past and future they go beyond history to myth. For a New Social Vehicle to emerge, new images of time and space are required-ones which honour but go beyond those which were created in more limited cultural contexts.

Twenty-year Task: Because of this movement's historic roots in the Northern hemisphere and Euro-american culture, the timing of many of its gatherings were naturally related to these geographic and cultural realities. In 1981, the movement has outgrown its geography and culture of origin. Colleagues in other cultures and located in other geographies where time is organized differently have expressed the need for a time rhythm honouring the social and economic time rhythms of the whole globe.

These concerns come to a head in the timing of the Global Research Assembly and the Global Order Council, since these are much more than business meetings-they are major global movement formation tools and spirit revitalising events. A closely related issue is location. As the number of order members from India, Africa and SEAPAC increases, the pressure, financial and otherwise increases to find additional ways of occasioning the globalizing and spiritizing dynamic that participating in the GRA and GOC has been for the movement in the past.

Therefore the 20-year vision is: 1) Councils held at appropriate times honouring the various socio-economic and seasonal calendars, 2) that the priority of movement formation be held by providing opportunities annually for all in the movement to participate in some form of research, training or polity event beyond their local geography. 3) that the rhythms of Day I and II, Weeks I and II, Quarter and Year be held commonly with modifications of detail to suit local situations 4) that our time rhythms be expanded to hold us before the larger future we are out to effect, e.g. projecting 4 year phases, 16 or 20 year cycles and beyond, and that we mark these with appropriate eventfulness, such as the Grand Assemblies of the Order in 1984 and 2000. (16 year cycles going back-1968, 1952).

Four Year Objectives: The next 4 years will see a transformation of the movement based on trends already well-established:

- 1) there will be a steady growth in the number of symbolic order members from Sub-Asia, Black Africa and the countries of SEAPAC.
- 2) there will be a dramatic increase in the engagement of the "30,000" and of our perception of who "they" are, of whom those "discovered" in the regional consult practicums and symposiums . . . are but the first wave.
- 3) there will be more formation events; training programmes, research gatherings, and movemental councils. Given the more regional base of these people, these events will tend to be more at the regional, sometimes areal levels. The issue will be (is) how to occasion the experience of globality that takes someone beyond local involvement to global commitment. In addition, there is the more restricted but nevertheless important question of the need of existing members of the Order: Ecumenical to participate on a regular basis in all forms of global eventfulness: training, research, polity and celebration.

GLOBAL RHYTHM TASK FORCE - PAGE TWO 20 and 4year tasks

Therefore, the 1981-1984 objectives are:

1. Filler movement participation in global events - Develop a rhythm of global formation events (research, training and polity) appropriately located that enable the participation of all Order members - Symbolic, Extended and movemental - and which have the depth spirit care of the existing GRA AND GOC
2. Global Order Assembly with total Order participation: hold in 1984 at an appropriate location. It could be the occasion to write the next declaration of the Spirit Movement, to celebrate 16 years of the Religious House experiment, of being active in 9 continents, to adopt a liturgy to reinstitute forms and classes of the order, etc. I would be a celebration of being an historically vocation people a "jubilee" year in the biblical not commercial sense. It could include a Watch before a general renewal of vows.

The year 1984 is especially significant in the mythology of the present age, because of the classic novel by George Orwell titled 1984. He prophesied a society in that year that was the result of the trends towards centralization, repression, amorality, alienation and grinding down of the human spirit. He saw controlling human destiny, unless.... To hold a major event of the pluriform Movement in that year would be to declare that the nightmare did not come true...yet. That there is new possibility. Therefore; the Grand Assembly(Assembling; Convocation?) of the Order Ecumenical. The mood would need to be solemn fun or perhaps majestic with for there would be much to celebrate and to laugh at in the last 16 years.

3) Global Order Council rhythm-Assess models for alternate times for global order councils and participation models and develop a consensus on timing, location and participation such that a new rationale could be instituted in 1984. Special considerations are: the Assignments system-effect on it if GOC were changed from July to January or March, rotational participation of all symbolic order, roles of extended and symbolic order, representation-by area or by region; a separate GRA at another time and possibly in a different place each year.

During the next 20 years, the Regional Team will evolve as a network of people within a defined geography, self-consciously engaged in pioneering ways of recreating the NSV and demonstrating the significance of profound expenditure on behalf of all people. The Team is those who, standing in the context of the globe, discern the local mandates and catalyse the necessary responses. The Regional Team will be made manifest by those who:  
 Will one thing/one mission; Live on behalf of all history; Symbolise thru covenantal forms their profound decisions; Understand global responsibility; Are catalisers of the local; Are self-consciously on a journey of care; Decide to take responsibility for self and colleagues for the sake of all; Are willing to take/give assignments; Are willing to be trained and train others; Release decisions of colleagues; Operate out of consensus; Share in a common study and spirit life; Stand accountable for their region; Stand present to Human Suffering everywhere.

In its missional role, the Regional Team will bring into being and embody:  
 The Manifestation of grass-roots creativity  
 The Formation of multi-sector support networks  
 The Declaration of authentic vocational engagement in our time.

In its functional shape, the Regional Team will:  
 Forge out the roles of research, training, demonstration and consultation  
 Build the enabling forms that make the team a self-conscious group within one mission

Elements of this evolution relative to the task of the Regional Team are:  
 - Establishing cohesive catalytic thrusts sufficient for the breadth of the region  
 - Holding the comprehensive of the social process in the external task.  
 - Identifying the key pressure points and maximising their effectivity  
 - Deciding what key demonstrations are required in each region.

Elements of this evolution relative to the internal life of a Regional Team are:  
 - Establishing the roles of the Regional Team re its external task  
 - Continuing to discern the critical elements of regional teamhood  
 - Assuring the profound symbol system creation that will sustain the Regional Team

4 Year Tasks of the Regional Team

Sustaining Covenantal Forms	Expanding Missional Teams	Maintaining Experimental Nature	Developing Interior Life	Building Common Identity
Journeying Profound Leadership	Discerning Needed Training	Designating Training Packages	Creating Journey Models	Scheduling Training Events
Globalising Interchange Systems	Designing Interchange Structures	Developing Financial Schemes	Facilitating On-going Research	Enabling Cross-Regional Vistation
Significating Catalytic Engagement	Catalysing Mandate Responses	Documenting Signal Demonstrations	Commissioning New Experiments	Guild Formations
Embodying Regional Mythology	Assembling Research Analysis	Stating Uniqueness	Releasing Motivating Stories	Discerning New Horizons

In the arena of Religious House transformation, there are four key strategic questions for the next 20 years:

1. How does the Religious House provide a model of corporate community that addresses major sociological contradictions?

Discerning global and local sociological contradictions and designing programmatic strategies and House life that respond appropriately are involved in dealing with this question.

2. How will the House be a profound laboratory of corporate and individual vocational covenant?

Sustaining vocational growth within the House and exploring ways to empower individual and family vocation through assignments are related, long-term concerns.

3. How does the Religious House empower all forms of the Order for a life of service?

Developing priorship through assignments and maintaining an active interchange with other religious orders and experiments related to the family and education are key related issues.

4. How do the Religious House dynamics and structures become commonly identified across the world?

Establishing the appropriate symbols, practices and covenants of the emerging pluriform order is the major focus.

#### RELIGIOUS HOUSE TRANSFORMATION--Four Year Intents

Our experience over the last four years has exploded our understanding of what is involved in being a pluriform order. We have become pluriform and now we are called to put self conscious and intentional form on that reality. The required intents fall into the four categories of external service, training node, pluriform order, and inclusive style.

The Religious House as external service includes: Research and interchange to involve itself in societal structures. Programmatic circuiting to conduct strategic programs within the broadest geography. Four sector partnerships to enable and equip those who care. The HDZ to understand itself related to a delimited geography.

The Religious House as training node includes: Facilitating individual and corporate vocational journeys. Rapidly expanding global faculty base toward pedagogical prowess. Utilizing comprehensive spiral curriculum. Rehearsing essential contexts, principles and practices.

The Religious House as pluriform order includes: Experimenting with defining the life giving dynamics of the house. Creating stories, rites, and symbols as a means of rehearsing our covenants. Conducting research in historical forms of order life as well as well as other current societal experiments. Encompassing the participation of the unique dynamics of the three forms of the order in all cultures in the internal and external mission.

The Religious House as inclusive style includes: Replicable patterns of corporate time and space. Redefining roles and appropriateness of structures. Enabling families to be integral effective units. Establishing adequate financial systems that support and release full participation.

This experiment will maintain the five pillars of the religious house with specific modification recommendations offered for consensus over the next 3 years.

The 20 year task in globalizing priorship is threefold: we will be out to occasion and sustain the priorship journey through intensified training. We will be required to empower the manifestation of the priorship function within the tentional polity of the New Social Vehicle and we will enrich the modes of vesting the symbolic priorship role dimension of the New Religious Mode.

In a sense there are then, three dynamics of our 20 year task. One is how we enable every person we touch to grasp that he/she can be the priorship dynamic breathing life into any situation he/she encounters; another is how we maintain a healthy tension in our polity amongst the oligarchic, democratic, and symbolic dimensions, and the third is how we vest assigned priorship with symbolic power which holds us all before the profound role.

The 20 year vision of eliciting priorship is journeying people through phases of Order priorship. These phases might be apprentice, journeyman, prior, and prior guide. Accomplishing this will involve a multiplicity of training occasions in various locations including the house, academy and area and will bring corporate clarity to various roles on the journey. Issues of concern will be ensuring that the demands of the external task be used to reinforce the development of profound priorship and that the urgency of missional demands not force premature assignments.

To empower the priorship polity dynamic in the next 20 years we will be about the task of enabling the current priorship while bringing into being new priorship and forging new structural ways of releasing effective priorship in every location. A key element will be the interchange dynamic - the face-to-face dialogue of the global prior - that will allow a common mind and common mode to emerge. As the journey of priorship is clarified, a rotational operating mode will be initiated enabling interchange of roles and periodic reflection "retreats" as well as formalized training opportunities for all priors. New operating modes will be in use calling for new teams of all sorts. Local staff will represent the pluriformity of the whole body in each location and new relationships will be catalyzed among the three dynamics of the Order, eliciting regional colleagues priorship. The dynamics of the family as a priorship role will be intentionalized and effective individual family priorship style will be released.

In the arena of empowering the symbolic dimension of priorship, we will need to clarify and ground the distinctions between priorship dynamic and function not only as they relate to the Symbolic Order but also the Extended and Movemental Order. How is it that we keep priorship as the priestly function enlivened so that it is not obscured in the midst of creating and filling the necessary "offices" required in our decision making process. How do we create modes of giving permission for the few to symbolize the "role" on behalf of us all? How do we add new dimensions to what is required in terms of pluriformity in those configurations we create to symbolize leadership?

By 1984 there will be a new priorship wave riding on the priorship development structures in 42 areas/150 regions gunned by the 100 "prior guides". We will implement this objective by bringing into being: 100 prior guides, 750 assigned priors in 150 regions, pluriform houses, formal priorship development track, informal spiral priorship curriculum in all regions, 8-week Global Language Schools, intentional symbolization of prior journey, vocational journey retreat, rotational journey system, priorship manual on dynamics/structures, area house priorship training nodes, priorship through intensified programmatic engagement.

Twenty  
Year  
Task

The 20 year task concerning Phase I extension is to create and maintain structures which will demonstrate to the youth and to society a fulfilled life of service. This will be accomplished through designing radically effective models which will interrelate the four phases in carrying out missional activities while creating primal community. The practical elements of this long range objective are that: Phase I images be applicable to all locations, theological training be implemented, traditions be rehearsed, opportunities for significant engagement be available, and curriculum be constantly updated.

Some major issues to be addressed in creating these new structures include enabling youth to consciously decide their vocation, enabling parents to communicate with their children and participate in their guidance, and ensuring that the journey of the missional family be integrated with the task of the order.

As we enter the post-industrial society, the demands to aid youth in becoming responsible, caring adults is critical. This 20 year vision offers a mode for enabling that journey.

Four  
Year  
Objectives

The four year objectives relative to phase I are:

1. Positioning the student house for relocation and extension of programs
2. Activating intentional work with phase I on each continent, such as summer camps
3. Creating functional models for 15-20 year old persons, such as rites of passage
4. Engaging the families of the Order at the continent or area levels to research other phase I models, and document viable options.

This will include the following strategies:

1. Choosing the missional family as a strategic arena for work and relating phase I to that context
2. A memorial on the student house strategy
3. Commissioning of experiments with youth programs
4. Model building for phase I which includes all phases
5. Commissioning university student probes
6. Creating a team to teach imaginal education in each area or continent
7. Ensuring the adequate education of our 12-18 year olds which might mean doing a middle or high school
8. Creating a mode of transition for 18-20 year olds

Effective self-support is integral to the Order: Ecumenical being a revolutionary body in history and to the formulation of the global movement. Accordingly, the 20-year vision of Order self-support addresses the social separation of "work" from "significant living". Self-support needs to be a demonstration of community self-sufficiency. The Order must guard the ability of every family and individual to participate in the economic life of society. The rapidity of economic change in our time necessitates refined and diverse income generation mechanisms as well as diverse sources. These will enable the Order to avoid a narrow definition of self-support and singular income sources --thereby insuring broad-based participation in the self-support task. The future is requiring new creativity and flexibility if the common life of the Order is to be effectively undargirded without obscuring the integrity of its service to the world.

#### Four-Year Strategic Objectives

The first strategic objective of self-support directions is targeting a self-support function in centrum which is responsible for (1) enabling every Order member to market their skills, (2) providing specialized training to sixty people in five skill arenas, and (3) maximizing the use of computer technology in exploring employment possibilities and placement.

The second strategic objective is diversifying our self-support modes into eight income arenas: professional salaried jobs (teacher, accountant), seconded staff (R.V.I. or Quality Life), temporary jobs (hourly wages), contracted services, program development (McDonald's), demonstration programs (Training, Inc. or preschools), "Order business" (hostelry, teaching English, selling computer software), and financial benefits (investments or tax breaks). This would necessitate a common financial rationale for Order business, and global guidelines on program/self-support consultancy.

The third strategic objective is operating out of a four-year self-support plan by areas (1980-1984; 84-88) in order to expand our time frame beyond one year at a time dealing with income. Specific attention needs to be given to setting self-support anchors in third world nations in order to adequately care for families who understand themselves as Order members.



20 Year Task

Over the next 20 years LENS will be constantly changing within its basic structure to address the current sociological contradictions. It will be an effective tool with various applications in many different structures and communities. Regular refinement will be necessary to maintain its effectiveness as an intensive tool. The task will be to enable the formation of cores and guilds within particular companies, agencies, groups and communities, to develop four sector resource networks on the national and global levels. This will involve a continuing relationship with LENS graduates (both individuals and organizations) through documentation, tracking systems, networks, and the provision of wider engagement opportunities appropriate to the vocational skills of the individuals. Consideration will need to be given to the inclusive structures of training for a growing faculty, forms of extensive (i.e. national/international) marketing, and the inclusion of the LENS process within the curricula of other professional training bodies.

4 Year Task

The four year task in LENS development is to broadly apply the LENS process to groups, communities, corporations, and organizations in all four sectors and across the nine continents, in order to accelerate the movement's role in structural reformulation. At Quarter I Councils each area/continent will design its overall strategies and determine how LENS will be applied in carrying them out. LENS is not itself a strategy but a strategic tool and a screen for identifying critical points of engagement. As such it will be used in two major ways: initially it will be applied broadly to discern the practical contradictions of the regions, to build a track record, and to create entrees to key societal structures. Then it will be used as a more focused tool to move on those contradictions. The application of LENS will continue to be experimental in nature as we move on both the urban and the rural. This experimentation will require a shift to a more professional style, including intentionalizing our materials and office systems, and expanding the base of our trained faculty, including designing a faculty training journey and ratings. It will also require the creation of national faculties and adaptations of the LENS process to various cultural situations. In addition, documentation and interchange of models and breakthroughs will be necessary in order to continually appropriate our learnings and refine the LENS tool.

## TASK

In order to awaken, formulate and engage society and give form to the movement as well as sustain, equip and strengthen the Global Servant Force in caring for this planet; serious attention will be focused on the dimension of training. The training task of the next 20 years is: (1) to equip the masses of society with basic social, intellectual, and spirit methods; (2) to select and penetrate specific key structures of society with the skills, contexts and methods of the global movement (e.g. universities, community education structures and government departments); and (3) to create a global curriculum and faculty through intensifying the dialogue and interchange between the established and the evolving core curriculum, and the new content, style and depth perception of other Urs and world religions.

## ELEMENTS

The key elements of training over the next 20 years involve four arenas: (1) Faculty Development which will involve the strategic positioning of inclusively equipped persons as continental training faculties who are able to teach all dimensions of our curriculum as well as designing new curriculum components. This will require the designing of objective faculty training journey models for both the national and extra-national movemental forces in the framework of a self-conscious expansion plan towards the creation of a pool of trained available continental faculty. (2) Curriculum Development with the key task of creating a comprehensively phased journey of training which maintains a balance between intellectual, social and spirit curriculum. At the same time this will involve the ongoing forging of new curriculum components which respond to the edge needs of society. One of the key issues here could be a response to the global literacy crisis. (3) Training Programmes Delivery Systems would include designing marketable curriculum packages which we would either train others to use or be involved ourselves in its teaching. The utilization of modern media technology and the face-to-face interchange of personnel is critical to effective programme delivery. (4) Identifying Key Institutions of Society will be done out of a comprehensive screen of our geo-social strategy and would include structural permeation and marketing potential, intentional, intensive relations to the HDZ and others which point us to intentionalise our relationships with the institutions of society which we will target as strategic points of impact for training offerings.

## ISSUES

The related issues pertinent to the task of the next 20 years are: (1) holding the tension between actuating training through the existing structures and institutions and creating the new networks and demonstrations at the local and regional level. (2) Deciding to strategically place an effective training faculty whether it be placed in continental centers or permeated throughout each area or region. (3) Having a common method of delivery which enables the accumulation of new training models and tools for study and refinement, and then distributed to the broad grassroots movement.

## 4 YEAR STRATEGIC OBJECTIVES PARAGRAPHS

The training task of the next 4 years has five strategic objectives:

I. Designing the Comprehensive Curriculum This will include deciding core curriculum courses, designing the comprehensive curriculum form, assignment of regional and continental task forces, putting core courses into manual form and facilitating new model interchange.

II. Comprehensively trained staff in all regions This will include a global faculty tracking system, faculty evaluation design, continental and global program calendars and on-going training for regional teams while insuring the interface between assignments and global faculty tracking.

III. Training coordination post in each nexus This objective will be accomplished through the continuation and empowerment of the training post within operations 81-82, initiating a training centrum in Chicago in 82-83 and expanding to other nexus in 83-84. The 81-82 post will focus on coordinating with research the curriculum research and development and through operation the program marketing and pedagogy training. The training post would produce course briefs, expand computer utilization and access, deliver training materials and design the future training centrum functions. The faculty journey will be coordinated with operations.

IV. Focusing the curriculum arsenal This objective will be accomplished through targeting audiences at regional and continental levels in the context of global priorities and regional strategies. This will be accomplished by doing institutional probes, HDZ development, and sector demonstrations.

V. Strategic expansion of available schools This will be accomplished through making available in each continent the major school constructs. This will begin with the Academy, HDTI and the ITI phased introduction by continents.

20 Year Task

We are moving into the age of telecommunication and micro-processing. As the micro-chip makes its way around the globe, (according to servan-Schreiber it will go directly from the First to the Third World), it will be possible for us to expand the ways we participate and benefit by this revolution. In 20 years it will be feasible for us to have global corporate files and archives, instantly accessible from any location. Re-emphasis on the archival dimension is emerging. Instruments and tools that are developed in one location can be successfully used in any location within a day. Our global lab will truly be accessible to everyone. A major task will remain: the necessity to file, catalogue and update the materials.

1981-1984

By the end of 1984 we will need to be on the way to this computerized interchange. Strategic objectives are to have decided the system we are going to use and to have it in place in at least all of the Nexus locations; to have an ongoing structural responsibility for the care of it and to enable everyone to use it. We need to decide: what is the basic frame of the system? do we maintain one repository or many? (places where hard copies are kept) who is responsible for the ongoing updating and interchange? (there has been limited update of archives for past four years). By the end of '84 we should know what kind of equipment the houses should be requiring. The major strategies we recommend are: a series of P.S.U.'s beginning '81-82 on our computerization and interchange; Everyone Exposed to Computer Operation (did you know that the infant school had basic computer curriculum last week?); and a global assignment to a centrum in each Nexus to coordinate interchange and maintain the repository.