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**PERMEATION PROBE BACKUP MATERIAL**

**The Turn to Social Structures**

**Global Union Experiments**

**The City**

**July 1981**

## CSA Convention Report (cont)

now pleased they were with the planning method workshops and publically sang the praises of the ICA, as a caring organization with whom they wished to work closely in the future.

3. The participants enthusiastically applied themselves to learning the method. One gentleman attended 3 workshops so as to have the method.

4. We would be welcomed as a colleague in any of the 136 towns in the 6 state area of region V.

## THE IMPLICATIONS

1. The impact implication was that of doing 136 Town Meetings. In this case, they were done in 2½ days, in one place and with people who are established in the local and mandated to design their programs out of citizen input.

2. The implication of applying the method to CAP internal staff management as well as to the external community served was clear to many of the participants.

3. The possibility of extending the Mini-Lens Convention package to CSA/CAT regions throughout the country needs to be looked at now.

4. This agency nets the country. Area Chicago is in a position to cluster and network these 136 local agencies into support systems and local resource repositories that will enable our work at the regional level.

5. We believe, this convention model marks the first time a convention has utilized its grassroots delegates to create from the bottom up. In most conventions this is done by a few and handed down to the many.

6. The price for this convention was dirt cheap at \$7100.00 plus hotel and food. CSA agreed it was a bargain. We have been doing Town Meetings and Lens for so long that we forget what a radical address these events are.

7. Having demonstrated our ability to handle a big convention, we are free to design and market this package to other groups. As expert design consultants, we are capable of tailoring the methods to enable any group to structure its workshops to elicit the full participation of the delegates.

THE INSTITUTE OF CULTURAL AFFAIRS

CASE STUDY: Mayor's Office of Employment and Training  
One-Day Consultation  
Leadership Effectiveness and New Strategies (LENS)  
March 1980

WHAT HAPPENS WHEN A GOVERNMENT AGENCY PLANS FOR ONE DAY?

The Mayor's Office of Employment and Training in Chicago requested the ICA to be system-wide consultants for the Chicago area in the analysis of operational effectiveness in their schools and in the planning for improved training and placement services.

The results:

- \* The inclusive statement of a four-year vision.
- \* An analysis of roles and their bottlenecks and blocks to program delivery.
- \* An integrated strategy for utilization over the next 18 months.
- \* A systematic approach to program revitalization.
- \* An implementation calendar for an effective working plan.

The future:

Arrangements are being made to use the LENS planning process, along with the imaginal education in-service modules for the CETA administrators, counselors and faculty.

*The ICA looks forward to this possibility.*

THE CSA/CAP CONVENTION REPORT  
(a breakthrough in structural reformulation)

THE MARKETING CALL

The time: April, 1981  
The place: Chicago headquarters of Community Service Administration (CSA) Federal Region V.  
The subject: CSA sponsorship of a Region V, six state Community Action Program (CAP) convention. We had been recommended by a guardian to CSA as a group that could help them with a planning workshop.  
The participants: Mr. R. Wharton, assistant Director of Region V, Mr. Al Baxter, Indiana director and an ICA marketing team (3).  
The script: Mr. Wharton outlined what CSA wanted to the ICA marketing team:

"The new federal guidelines require local citizen input on all local plans before funding will be approved. Therefore, we'd like your organization to handle one of the four workshops scheduled; that is, the planning workshop. We would need to have three of your people to make up a panel. One would talk about the necessity of planning at the local level. The second panelist would zero in on the necessity of planning in the rural and the third would speak on the necessity of planning in the urban. Then people can ask questions...."

The ICA representative broke in, "Now, before we go any further let us tell you what the ICA can do for you."

"We can train all the 500 participants in methods they can use at the local level. This method will enable local input for their programs. At the same time we train them by having them use the method. These groups will be engaged in producing for the convention a six state vision, a six state chart of contradictions that Region V has identified, and a 6 state chart and appendix of proposals directed toward dealing with the contradictions. This process will take at least three hours for 500+ people, we will need eight workshops. That's about 65 people in each 3 hour workshop. At the end of the convention, each participant will have a document. What you will have is a convention wired together in common content and common direction all done from the bottom up"

"How much?" the director asked.

"Because you are a public service agency, our cost to you is less. We can do it for only "6,000, plus materials fee and ICA expenses". (finally it was \$7100.00)

THE EVENT

On May 27-29, 1981 a mini-Lens was provided as part of the convention program sponsored by the Community Services Administration, Region V. The convention theme was "Effective Community Service; Challenges and Proposals Facing Local Community Action Programs" 135 towns and cities from a six state area were represented by local CAP staff and board members.

The ICA staff of 16, from the Chicago Region and Chicago Nexus played various roles of coordination, editorial, plenary leaders and team leaders. The 8 workshops were spread over 2½ days and the latter workshops had 2½ hours rather than 3 hrs. Each workshop articulated, within the time span given, the vision elements, the underlying challenges, and the practical proposals for effective human service at the local level.

THE RESULT

1. A document was presented to each participant at the closing banquet.
2. The director and assistant director of CSA stated before the entire group

## THE INSTITUTE OF CULTURAL AFFAIRS

CASE STUDY: West Garfield Park Planning Commission  
Community Service Forum, January 1981

### WHAT CAN HAPPEN AFTER A COMMUNITY SERVICE FORUM?

From Rufford Milton, coordinator of the Planning Commission came the following report. The Service Forum did a lot to boost the morale of the people who attended here in West Garfield Park. Before the meeting we identified some blocks for the area which we wanted to develop. We invited the block representatives and local residents to attend the Service Forum. More than 35 attended, a few staff, but mostly block volunteers.

The Service Forum drew forth people who never talk during meetings, but sit on the sidelines. The Forum got them involved in the planning as a total group.

### THE PROPOSALS

One key proposal was COMMUNITY ACTION - buying vacant lots, building play lots, promoting local business, and bringing in new jobs. Since that time the Church which hosted the Forum has worked more with the people and has actually bought up some of the lots. We've also worked with the city Planning Department to pass ordinances whereby the families can buy lots for a reasonable amount of money, next to their homes.

- \* Already, one family bought a lot and closed it in for a large yard by their house. They built a beautiful patio.
- \* Another family laid white gravel and fenced in the lot to the Westside of their house. It looks very neat!
- \* Most of the other lots in the community have been cleared by families, hoping to buy in the future. All this has enhanced our community.

Another key proposal was COMMUNITY SOCIAL EVENTS. The community desired to have social events to bring people together more and to raise money.

- \* The first event was a Rummage Sale, held in March. Even though we raised little money, the purpose was to have an event that would bring people together, soon after the Forum. It did the job.
- \* We have scheduled two more fund raisers: May 16th and September 16th.

We have had some of these ideas before the Community Service Forum already. But the Forum was a tool that headed us in the right direction. It put a torch under the people, releasing us to work together.

RURAL VENTURE INCORPORATED  
STRUCTURAL LABORATORIES: Initiation Journey

Involvement	Description	Liasons	Stages of involvement			
			Positioning	Marketing	Demonstrating	Mainstream Use
ICA as CONSULTANTS	Rural Venture has hired consultants to assist in aspects of local projects. ICA has been contracted to provide concensus and planning proceses, particularly in the area of citizen innut.	Virginia Pierce Rick Loudermilk Kit Krauss Doug Brucken miller Mike Vosler	*1978- ICA contracted for Pine County Cooperative LENS  *Site Visits to Pisinemo/Cannonball by RVI  *1979-ICA facilitates TV/LENS for 5 co. East MN Project	* ICA contracted to do TM/LENS for East Central MN, 5 county farm project  * Pisinemo adopted for trickle irrigation demonstration	*ICA Contractd to conduct Selawik,Alaska Project Consult  * Cannonball joins partnership-RVI,ICA and Tribal Council  *Midcrest,Iowa Project probe initiated	* ICA Contract to initiate 10-County Virginia Project (TM, LENS,Train Local Staff)  *
ICA RELATED people as STAFF	The RVI staff is organized like a company, with a president and some 20 staff: project managers, business development etc. ICA related persons have been hired long and short term.	Bud Philbrook Pat Moriarty Ken Gillgren Dave Coggeshall John Poole Randy Williams	* Bud Philbrook (Guardian) hired as bzns developer	* Bud shifts and leaves opening for ICA self-support position  * Pat Moriarty hired	* Selawik Projr related jobs hire Dave Coggeshall, Ken Gillgren, Jackie Cress, John Poole	* Entire RVI staff mandated to observe LENS process in action for agmnt plan of Virginia project lead by ICA trained RVI staff
ICA as CONSORTIUM MEMBER	The Rural Venture Consortium is a group of 12 public, private and voluntary organizations who are shareholders and provide experience, expertise and resources as needed to the RVI projects.	David McClesky  Global Research Centrum  Sam Hanson  ICA Representative to Board	*Informal and formal discussion regarding Human Dev. with RVI President  *ICA represents	* Evening with the Institute and film showing for special guests including RVI officials  *After 2 projects RVI adopts Hum Dev as component	*Appointment w Bill Norris CEO of Control Data & RVI Re: ICA  * ICA becomes shareholder in consortium w voice on board	* At second Bd meeting which ICA attends- ICA representative included in RVI intrn'l strat. committee

UPCOMING SCHEDULE

Community Service Forums  
 Women's Planning Forums  
 Leadership Effectiveness and New Strategies

Community Youth Forum  
 Imaginal Education Training  
 Organization Problem Solving  
 University Third World Weekends

North Westside Youth Agency Network	
Community Service Forum Planning Day	April 6
Community Youth Forum	April 16
Archdiocese of Chicago Parents Advisory Council: Community Women's Forum	April 7
Community Youth Forum	May 19
Center for Independent Living	April 22
Conference, 4 Planning Workshops	
Custer High School	May 22
-In-Service Day, Reaching Out Together!	
200 faculty, students, support staff and administration	
Community Service Administration	May 27 - 29
Conference with 8 planning workshops for 600 people from local Community Action Agencies	
LENS Facilitation Training	May 21,
Volunteer workshop leadership training	May 26 - 27
University Education (Students/Professors)	
Needs Assessment Research Seminar	May 29 - 31
Imaginal Education Training	June 5 - 7
Weekend Course	
Imaginal Education for Preschool Teachers	June 18 - 19
Two Day Workshop	
LENS, Leadership Effectiveness and New Strategies, Chicago Junior League	Sept 10 - 11
LENS, Leadership Effectiveness and New Strategies and Imaginal Education Training: CETA	Sept 14 - 15
Lakeview Community Service Forum	Oct 14
University Third World Weekend in Mission	Nov 15 - 18
Students/Faculty, 4 days	

# Hales Franciscan High School



4930 COTTAGE GROVE AVE.

CHICAGO, ILLINOIS 60615

Phone: 312 255-8400

Mrs. Cynthia Vance  
Regional Director  
I.C.A.  
P.O. Box 24181  
Chicago, IL 60624

March, 1981

Dear Mrs. Vance,

As you know, we were impressed and appreciative of the Leadership Youth Forum which your staff led at Hales last month. However, you might not realize just how appreciative we are, and so I would like to formalize our gratitude in this letter.

Besides giving our students a way to get out their concerns in a structured and disciplined manner, we learned several things: 1) that a large proportion of the student proposals dealt with the same concerns that our faculty has been expressing in our faculty meetings throughout this past year; 2) that our entire student body can get together in the gym for an assembly and respond positively, and 3) that none of us has a corner on the answer for education today. There is always room for learning other and better ways of accomplishing our mission as Christian educators.

Previous to your Youth Forum we were worried not as much about the reaction of our students as the reaction of our faculty. There were some who were a bit skeptical. No more! At our last faculty meeting several of our staff expressed a desire to make sure we implement the student proposals. This wish was for me a strong sign that our school is making a positive turn.

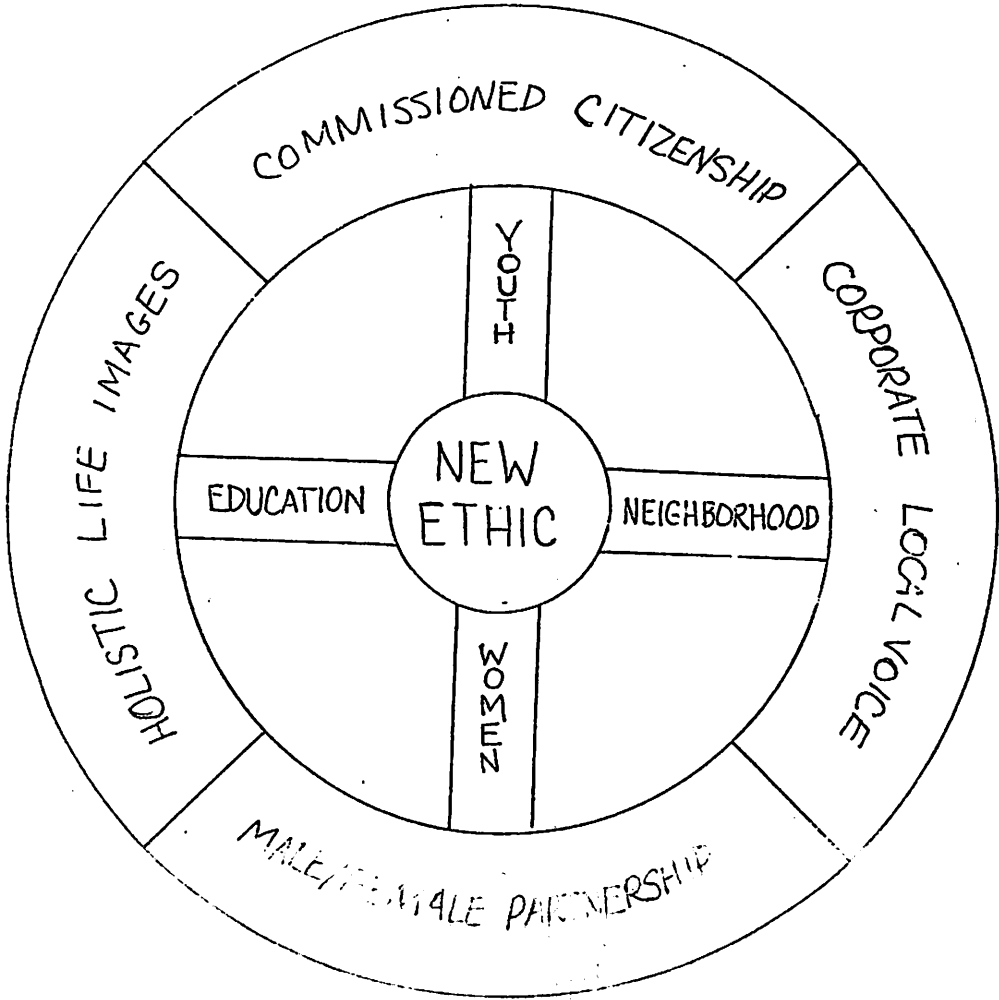
Once again, thank you and let's keep in touch in our apostolate of serving youth and adults through Jesus Christ.

Sincerely,

*Joseph P. Moffa*  
Mr. Joseph Moffa  
Co-Principal



colleagues produced great leaps in the program. We decided that our role as women and volunteer guardians was to learn how to swim in troubled and uncharted waters. Finally, our stance was one of chastity. Global Operations enabled us to act out that stance with help when asked, and by releasing us from security assignments and out of town engagement. For that was the only way in which we stood a chance of being able to make the report we have made to you today.



Uptown). This kind of experiment is desperately needed in the concrete canyons of the city's high rises. We need to know how to create community in the sky-scraper. 4) Do we continue the network demonstrations in existence and extend that experiment? 5) Do we do a city-wide woman's PSU like the one done for order women in Dec. 1980? 6) To what extent do we intensify the youth programs? 7) Do we promote educational linkages into a Guild structure? 8) How would we dramatically demonstrate a funded urban program? 9) What would it take to gather a group of fine minds from around the globe and focus them on the urban mission this summer? We quite freely admit we need help. We need help to give us objectivity, help to enable our insights, help to ascertain and do the next steps. We are now at a critical turning point and while we can and must listen to the city this quarter, that stance will not be appropriate very long.

The last part of this report has to do with our spirit journey in the midst of doing the urban. The first leg on our spirit journey was the rediscovery anew that we not only had to know the experimental launch, we had to do the experiment, and we had to be the experiment. We were reminded of those early monastic orders who always combined the mental knowing, the meditative exercises and the manual labor. No matter how grandiose our plans were, how global our context was, where both of those really got refined and significated was in the caldron of the local.

Let us tell you one or two images of the journey of two volunteer housewives from the suburbs. We started out to do programs and we ended up doing networks. We came to Kemper expecting the in-house expert to tell us what to do. Search as we might we never could locate the in-house expert, and we were forced into being the experts. We spent a lot of time at first looking for all

the troops and asking nicely, "where are all the troops?". To this day we have not found them. So in the interim until we locate all the troops, we are all the troops. We started as two housewives and we ended up writing our biographies and being so impressed with ourselves that we appointed ourselves as co-directors of the Chicago Urban Program. Where else but in the movement could one realize such upward mobility in such a short period of time?

We also journeyed as guardians. Our journey markers all came in the form of an initial No, which opened up a Yes. The big no here was all those times early in the program that we came here and waited for George Walters to tell us what to do. Do you have any idea how angry we got when George wasn't in the building? "Where is George Walters?" became a constant refrain. Get this! Here we were two liberated women sitting around complaining because no one was here to tell us what to do. Sometimes there is one huge gap between what you know and what you do. Finally we woke up to the fact that we had cosmic permission to do the city. There weren't any right or wrong answers. There weren't any answers. So how could anyone else tell us what to do or give us permission to do it? Or, there were those other times when for one reason or another our black teammate could not go with us and we'd debate whether we should go into some of those areas looking like a honky invasion. We did. Interestingly enough, 60% of our forum impact was in black neighborhoods. To go alone with our whiteness hanging out was a hard decision at times.

Out of these two journeys emerged our new volunteer guardian stance. We resolved to finish the launch and document the results. We participated in creating a north side-west side liaison of mission, frame and development; sharing the burden with our west side

commissioned citizenship. For the new ethic has to do with commissioned citizenship.

Another foundational arena of social justice, at least in this city, is the woman. Women are struggling at far deeper levels in quiet ways today than they did in the raucous lib demonstrations of the last decade. The struggle is with trying on new roles—deeply significant roles of wife-worker-mother-citizen-partner-history creator-artist and many more. In the past we didn't take these roles seriously, today we are. The new strong woman is emerging and at times she is a bit abrasive. Hopefully, you men will exercise great patience until we can wear our new cape of partnership with grace. One thing is certain, the new ethic has something to do with the new male/female partnership.

A third arena that is foundational in urban transformation and in the new ethic is urban education. Today's education is in a crisis of ineffectivity. The transmitters of images and the images that are transmitted misfire in preparing and enabling a quality existence in the economic, political and cultural dimensions of life. Without adequate economic images and skills, the survival base of the city is in danger. Without adequate methods of participatory decision making, the urban citizen is powerless and the ordering ability of the urban is truncated. Without images of meaning and identity, the urban lacks significance, focus and motivation. The new ethic has to do with life images of holistic existence.

The fourth major arena of social injustice in Chicago is the neighborhood environment. We've already talked about the role of neighborhoods in Chicago. I need only repeat that these geographic sections have either lost the original glue and identity that held the inhabitants in being or it is fast being lost. By the work we have done to date, we can give you a fairly accurate picture of

which neighborhoods will survive. The role of the neighborhood as the guardian of the family, the transmitter of primary consciousness and the microcosm of global sociality makes it the keystone of urban life. For it is at the neighborhood level or its equivalent that the new empowered local voice will emanate. The new ethic has to do with the corporate local voice.

If these sweeping areas of social injustice offer insight into some of the foundations of the new ethic, it is safe to assume that intensifying our mission to the city will further illuminate the new ethic. If the new ethic were the hub of a wheel, the four social injustice areas would become the spokes that illuminate as it relates to the four foundational elements that compose the rim of the wheel. These four foundational elements as nearly as we have been able to discern they are commissioned citizenship, male/female partnership, holistic life images and corporate local voice. If we sound sure about any of this, be assured we are not. We are certain we are close, but we need more minds to help us push our insights and add to our intuitions.

What are the next steps in the urban? We don't know the answers but here are some of the questions. 1) Where does the urban fit into our missional purpose? 2) Do we need to name a pilot city experiment and make it our laboratory? 3) As a high-rise sign, do we need to launch within the Kemper building a geographical extended family experiment? We don't like that name but, perhaps we would pronounce each floor of the Kemper Building a family or maybe a clan. Each floor would work out what it means to create internal life based on bonds of space. Let this geographical family or clan also forge out what it means for a space related group to be a corporate citizen that relates to the neighborhood (in this case

It was at this point we found we were at the end of our knowledge. All our easy answers had been destroyed. We decided that this quarter, we would listen to what the city had to tell us. Whatever our actions are in the future, they must be in response to a felt need in the city. So we are listening. Now, just in case you think listening is a laid back activity, just take a look at the list of program activities that are upcoming. Please note the two forums for the Archdiocese of Chicago, or their link in our Catholic network. Notice also the CAP/CSA convention mini LENS being set up by Cynthia Vance and Barbara Williams in a joint west side-north side cooperative effort. Charles Hahn, you've probably added up all those program fees by now and know that they will be over \$17,000. And, if Cynthia Vance is put in charge of overall program fees for the city of Chicago, we predict, we'll get every dollar of it and maybe more. We have also been invited to do a workshop for a five state volunteer conference. This will give us a chance to see what is going on in the volunteer sector. I suspect it may be deeply in need of renewal. We seem to have a penchant for society segments in need of renewal.

This city in which we've done this pilot probe is indeed a great city. What happens here is heard around the world. And, "the city that works", is in deep trouble, a crisis so acute that it can no longer be hidden under a story of workability. The gift of this city is its consciousness, its openness and its spirit. The further gift is that unlike some of its sister cities, Chicago has not collapsed completely. The claim upon us is to pioneer in urban structural reformulation at the local neighborhood level. This will demonstrate to the world that this city can once again be the city that works.

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Now, if the only factor was the workability of the city of Chicago, one would be tempted to say "...so, let it not work". Workability is not worth our lives. That brings us to the third point, the city as the cutting edge in social justice. There is a monumental upheaval going on in the very soul of the city. People are dying spiritually, mentally and physically as a result of this upheaval in the cities of the world. The missional call for all of us who image ourselves as the church is related to the arenas of urban social injustice that are foundational to the structural transformation of the city. Urban injustice and urban transformation have something to do with the new ethic. The new ethic has been very much in our minds this last year. It is as if ~~the~~ society is waiting with baited breath for its pronouncement.

Discerning and dealing with the foundational social injustices has a great deal to do with the new ethic. In Chicago we named four such arenas that we intuited were critical in terms of their catalytic power to effect sweeping transformation. There are many other injustices in the city than these four and we don't mean to say they aren't important too. Also, the four that kept coming to our attention are not an exclusive list. There may be, and probably are, others just as critical for our purposes.

One of those arenas is Youth. We did quite a few youth forums. We say youth come alive when they were enabled to throw off the Madison Avenue product image of youth that reflects the lowest common denominator of style and expectation. Youth cut off from dreaming become bland, homogenized stereotypes. Behind that blandness is a deep yearning for engagement that is significant, for a quality in a life suffused with quantity, for a cause that is bigger than self. We have to find ways to hand the baton of history to this group that will transform their aimlessness (often violent) into



city, will take the most careful coordination of our resources, our troops and our minds to do this pilot. To reduce it to a west side responsibility or a north side Nexus responsibility is to ignore the complexity size and urgency of crisis that the city is.

The neighborhoods educated us. We discovered that awakening for the most part had happened. There is still lots of awakening mop-up for those who still want to do awakening. Almost everywhere we went, communities were aware that no one was going to come and rescue them. All the give-aways of federal, state and city money with its attached strings had done little to deal with the major problems of the neighborhoods. Citizens knew that it was up to them. Only they could make their community a great place to live. And in many instances the crisis was so great that it provided the motivation for real citizen participation. It seemed to follow that the more destitute a neighborhood, the easier it was to set up a forum.

Because of this state of awakening, we were pushed to tailor some of our forums to deal with questions of issue or structure. Please know that we came from a purist mind-set that said you don't tinker with the format. In too many places our standard formats were not what was called for. However, the method is edge and flexible. We tailored some forums, but as old purists, we made sure we ran what we did through a group of screens. We are not just another self help group, we are dealing with the depths of profound humanness. Therefore, we tested what we did over against the integrity of the method used, the life address of RS-I being present, and the presence of the comprehensive context. We made sure that the forums pointed to doable action that invited engagement;

Another positive happening was that we began to make connections. For example, Paul Hall's Boys Club which has a grand record for dealing with teen-age youngsters is broadening it's services to the community by opening a community center that would as one of it's offerings help people prepare for and get jobs. Fifth City wants to start a program for the teen-agers. Get them together - for each has expertise and experience the other needs. Mary Mays of the Accounters is starting an elementary school - needs help. The University of Illinois is doing research on learning disabled and wants a school to observe and a place to experiment with a new reading program. We got them together. If we put all our educational connections together and called it a guild we would have in it represented the expertise to talk about cradle to grave education. We began to see ourselves as catalysists in a whole new way.

At one time, we believed that our job was to discover the beaconlight neighborhoods, that is, neighborhoods ready to move and capable of catalyzing other neighborhoods. Then we would have to figure out how much of our staff would have to be assigned to those beaconlights, and what was the journey they would take over a four year time span. When we started networking, our images got shaken. We firmly believe that the major resources to do the neighborhoods are there. The question in a city organized around neighborhoods and networks is then this: How do we, as catalysts, bring together the existing inter and intra neighborhood resources and enable them to interrelate in a new and creative structures of engagement and care? It is hopefully these inter-relationships that will form the new structures and systems that can contain the existing consciousness.

These are just a few of the experiences we have had that enable us to say with passion and conviction that we, as a Movement, intuited with great foresight when we located our houses in the major metropolitan centers of the world. We foresaw that it was to the cry of the city that the people of God were being called. Our work in the villages and the rural has allowed us to refine our methods, train ourselves and test our strategies. The gift of this rural strategy has given us the tools to answer the cry of the urban.

This was the milieu in which the Chicago Program Series was played out. The series called "Chicago Standing Tall for the '80's" was commissioned by the global priorities of two years ago, which called for an urban probe. We decided that meant 1) doing a geo-social analysis of the city, 2) creating a program that would touch every neighborhood, 3) forming a Board of Advisors of people who knew first hand of our work and would be our strong proponents, and 4) strengthening our frames. All of this was, in our mind, what doing a launch or probe meant. Our hope was that the launch would give us credibility and the research data base from which to do a four year urban pilot. We aren't even near to act one of the urban drama yet.

What are the results to date of this program? To date, we have done some 270 interviews and contacts. Forums have been held that included citizens from some 60 neighborhoods. My guess would be that by June, every neighborhood would have had at least one of its citizens involved in a forum. The brown sheets are our way of reporting the results to you,

You will also see some case studies, drawn together to give you some idea of the impact of the forums. One, is from West Gar-

field Park, right next to Fifth City. Rufford Milton is the force that is trying to get that community organized into block clubs and wants all the help that Fifth City and the ICA can give. Another case study follows the journey of 30 plus agencies on the northwest side to form a network of comprehensive care for youth. We did a special issues forum with them. They invited us back as consultants to help them form a network. They knew they were into something new. They now want us back to do a youth forum in order to get youth participation in their network of care. They are also becoming very clear that comprehensive youth care can't be done in a vacuum and thus the other contradictions of that geography must be dealt with. The third case study is a bit different in form. It is the Mayor's Office of Employment and Training LENS. That LENS gave us credibility you wouldn't believe. With that LENS and Fifth City in our packet of credentials we could walk into any agency and neighborhood in the city. We didn't always get what we wanted, but we didn't get kicked out<sup>2</sup> either. And neighborhoods, like "Bridgeport" and "Back of the Yards", are famous for doing just that, kicking outsiders out.

Another result of the program was to strengthen our existing frame. The work we did utilized our frame enough that it soon became necessary to sit down with the west side, Fifth City, development, management and LENS to pull together our various frames and strategies so that we could all operate comprehensively, effectively and with maximum ease. This took some time and the result filled a whole wall of the academy collegium space. It also brought the west side and north side together in a closer working relationship which was further enhanced by the Regional Consult. It is clear that to be serious about ministering to the

THE CITY: A CALL FOR A NEW GLOBAL STRATEGY  
(Urban Frobe collegium report - May 7, 1981)

We chose to title this The City: A call for a New Global Strategy which is a very direct way of summing up our response to what we found to be the indicative Chicago situation. A trip through some of this city's neighborhoods reveals the kind of human suffering, poverty and degradation that makes you pinch yourself as a reminder that this is a city located in one of the most highly developed, wealthiest nations of the world.

We want to talk about four things - 1) Chicago - the indicative perspective in 1981, as we perceived it; 2) The Chicago Program Series over the last 18 months; 3) The city as the cutting edge of social justice; and 4) The resulting spirit journey as we did our program series this last year.

First, Chicago. We have been in every neighborhood of this great city. The ICA has either done a forum, or has good contacts in every neighborhood of this city. The experience of doing that kind of coverage is a bit like being whipsawed between paradoxes, that shake your whole foundation and leave you reeling. It is little wonder you thought we were punchy at times, we were and are.

This is a city where inflation runs rampant and depression is a fact. It is a city that is sick, alienated, faltering and coming apart at the seams with middle age spread on the one hand. On the other hand, there is the magnificence of the tall skyscrapers and loop area, the burst of creativity in the arts at every level, and the vibrance of the neighborhood spirit that seems to emerge in colorful contrast to the starkness of the tired business districts, neglected residences and well meaning, but failing systems of care.

We've seen the sickness, first hand and it is frightening. It had been almost twenty years since we had been in some of these areas. The caliber of people we encountered in service roles in the neighborhoods was mostly top notch. However, the gap between the middle class and the poor grows bigger and appears worse than twenty years ago. There is a much larger and impressive segment of blacks who are middle class. Their selfhood and ability is a joy and wonder to behold, and turning them to focus their care on their less fortunate brethren is one of the necessary strategies.

In contrast to this group of fortunate ones, the haunting poverty of much of the city is heart rending. We've seen suffering first hand. 1) in a forum done for the inhabitants of that vertical hell, the Robert Taylor Homes -2) unmarried girls who are pregnant (the rite of passage in the ghetto) and become mothers at fourteen and fifteen and are thus forever chained to the wheel of poverty in a monstrous societal catch 22 -3) Mother's with nowhere to leave their children when they have to be away and, because their home is not safe, leave them in a public place like the laundromat, hoping they will make it -4) street corners crowded with young men in neighborhoods where the unemployment rate for young people is as high as 80%. -5) The empty buildings and rundown stores that echo the inner despair of the inhabitants -6) the good will and idealistic intentions of the agencies that gets dribbled into nothingness -7) the streets where people die of cold in the winter and become one more unnumbered statistic to be filed under unclaimed -8) the encroaching rot and decay that has swept the south side, the west side and large hunks of the north side, in which exist islands of healthy, well kept structures inhabited by fearful, ready to fight to "preserve what is", citizens.

(Colloquy cont'd)

the depth human reality of the vocational journey.

The final workshop addressed the issue of how we will use the summer to build toward a position of strength by the beginning of the fall semester. Seven arenas of activity were consensed upon, including Network Formation, Research and Documentation, and Campus Engagement Strategy. A resolve had emerged on our part to pick up the task of forging the new role of the university in society, responsible to the globe, and acted out in primal human community. Toward this end, clusters are now in place in the Boston, New York, Chicago and Minneapolis regions.

#### Chicago Region: Third World Weekend

Area Chicago held two of these events last year, one in Minneapolis, and one in Fifth City. The Fifth City program was attended by ten students from Indiana Central University, a small, methodist liberal arts collage. The four day construct was:

- Session I: Moral Issue of our Time
- Session II: Resurgence of Local People
- Session III: The Call For Those Who Care
- Session IV: The Long March of Service

Highlights were:

- 1) Daily worship/Collegium, and structured living in the Chicago house; church lecture, singing, etc.
- 2) Guernika, Global Film, Contemporary life movie, and two Chicago trips.
- 3) Two Workdays, cleaning the Industry Center, and painting the youth center.
- 4) Three hour Fifth City Site visit/Work Project and a feet on the table conversation with Fifth City youth.

The next Third World Weekend is scheduled for November '81.

The Apia Region District Demonstration

The University of the South Pacific Alafua Agricultural College, assisted by the ICA, is spearheading the establishing of a 3-12 village experiment in the increase of agricultural productivity.

The University has been in existence for several years and has trained 200 graduates that are presently living in Western Samoan villages. Because of the nature of the education and the nature of the culture, many of those people who have been educated in advanced agricultural methods have not applied them to their own farming experiences. Many others are still living in the villages but are not doing any farming at all. At the same time the only export from Western Samoa is that of farm produce.

In this situation, the Chancellor of the Agriculture College sought out the ICA because of their experience in the Salani Human Development Project, and the village methods that the ICA has demonstrated, to work with him on creating a project whereby former grads would be trained in village methods and refreshed in the agricultural techniques and then would begin in 3-12 village projects which would demonstrate what is possible in the way of agricultural productivity.

The initial phase of the project would involve only grads and would last one year. However, the second phase would involve students at the College. The completion of the project would have a village project in every village in the nation and a networking of the Western Samoa Agriculture Department, the Human Development Office and the University with a team of village farmers. Part of the system would be through the District high schools where an agriculture curriculum would be initiated and teachers trained in how to teach the curriculum.

Lusaka University Links

During the past year, new relations have been initiated with the University of Zambia and the Natural Resources Development College responses to the training needs of the Kapini Human Development Expansion Project. These have occurred at several levels, including both the Project to the University and the University to the Project.

1. Student exchange/extension programmes. There is a deep interest on the part of UNZA to find opportunities where students can be involved on a relatively short-term basis in situations which will provide practical grounding for the more academic studies that are received at the university. This is especially true for the university's foreign exchange programme.

2. Conducting short-term training courses. KHDP has approached UNZA for assistance at the point of various kinds of expertise needed in training village people in the practical skills necessary for the total development effort. These include business and management training, modern farming techniques training, starting small village industries and leadership skills.

3. Utilisation of the project for field trips. The establishment of a link with the KHDP and the Expansion Project provides first-hand experience for university and college students with practical, grassroots development. This is strategically quite important in light of the development priority of the nation.

4. Student "practical" laboratory. The NRDC has in the past and will again this year make use of the Project as a location to intensify the practical training of its students in the practice of national development. These students will spend 2-3 months in Kapini, working with the agricultural, commercial and industrial dimensions of the Project.

5. Field demonstration. As part of the grant received from the Ford Foundation, UNZA will send a team of student assistants to live in the village and work with the ICA staff on the Expansion Project for one month for the sake of doing a written evaluation of our development methods and approaches.



(Indonesia continued)

6. Eight university students were assigned to Bubun for 2 months as part of their practical work necessary for graduation.

University Sijish Kuala, Medan Region

LENS sponsored by Mobil Oil Indonesia, concerned with a planning basis for university curriculum and expansion.

University of Jambi, Medan Region

LENS for the faculty in June 81, as they struggle through their practical role in development. This was in preparation for creating their 10 year plan.

Hasanuddin University, Ujung Pandang Region

Trained 2 faculty from teachers' college as workshop leaders for Symposium.

#### INDIANAPOLIS REGION

DePauw University has for two years fielded construction/medical teams of approximately 33 students, faculty advisors and professional consultants for three weeks to Conacaste. Similar teams are already committed to Azpitia and Woburn Lawn in January 1982.

Indiana Central University fielded 5 students with chaplain to 5th city for a site visit in November of 1980 and subsequently accredited a field experience trek for 17 students to Pisinemo for two weeks.

Twenty faculty, administrators and students participated in an university PSU at Indiana University - Purdue University at Indianapolis in March and a follow-up Colloquy at ICU in June. Nine colleges and universities from Indiana, Ohio and Kentucky were represented.

Cuyahoga Community College in Cleveland used ICA staff for portions of its newly accredited course on neighborhood leadership development.

Kentucky University at Lexington placed a social work student with the ICA for 24 semester hours of practicum training. The University of Louisville Kent School of Social Work and the Southern Baptist Seminary of Louisville have agreed upon similar field experience placements.

IUPUI Division of Continuing Education has become the "educational supervisor" for the Training, Inc. program in Indianapolis with faculty status for the Training, Inc. staff.

The Africana Studies Department of Purdue University initiated and set up a Town Meeting for the black community of Lafayette.



## THE INSTITUTE OF CULTURAL AFFAIRS

CASE STUDY: North Westside Youth Network Council  
Community Service Forum, December 12, 1980  
Leadership Planning Consult, January 24, 1981  
Community Youth Forum, April 6, 1981

### WHAT HAPPENS WHEN A GROUP OF AGENCIES PLAN TOGETHER?

The North Westside Youth Network Council isn't even sure of its name. Some call it a committee, others an informal network. But what they are sure of is their concern for youth. And 26 of these youth agencies came together because of their concern for youth problems, juvenile delinquency, teenage pregnancy, infant mortality, and runaway children.

First, a series of Community Service Forums were held bringing together people from Edison Park, Norwood Park, Jefferson Park, Albany Park, Portage Park, Irving Park, Forest Glen and Dunning. They designed proposals that would start activating youth working with them.

In a follow-up planning consultation the council decided that the youth needed to work with them -- but first, they should have their own Community Youth Forum. According to one of the adults the "kids did a fantastic job."

- \* The youth proposed a Hot-Line for Teenagers, so kids could call for assistance when they are in trouble.
- \* Also, much excitement was expressed over the Baseball League, which they proposed for the North Side of Chicago. At present, this has provided grist for DHS plans for the summer Youth Program.
- \* Finally, a Paper for Teenagers written by teens was proposed.

The Network Council held some new programs to deal with their own proposals.

A Parenting Training Seminar was held at Swedish Covenant Hospital by Leydon Thorpe and this will now become an annual program. A similar seminar was held at Albany Park Community Center.

The Parents and students at two high schools (eg., Van Steuben) have designed some educational evenings with parents and youth.

As one Council member stated, "We've just started. We've got some real sharp youth here, and they could be trained to lead these kind of workshops by themselves and their schools."

*The staff of the ICA desires to provide this youth leadership training.*

MEMPHIS REGION

Tougaloo College is a small black college in Jackson, Mississippi. Diminishing enrollment and rising costs have forced them to review their relationship to the communities they serve and the preparation they give to their students. Two new strategies have emerged to confront their situation thru the Department of Public Affairs: 1) The internship program is placing students in government agencies such as the Governors Office of Voluntary Citizen Participation and the Community Action Agencies to give practical work experience and at the same time provide practical services for their communities. 2) The Public Affairs Department staff is working with the GOVCP and ICA in providing leadership training to build up the communities they serve. They are concerned with catalyzing agencies and organizations to work together in providing these services and acting as a nucleus for a coalition bridging the gap between theory and practical experience, agencies and communities, services and delivery of the services.

INDONESIA

The ICA staff in Indonesia have worked with four universities:

University of North Sumatra, Medan Region

1. Training of 23 faculty in Town Meeting methods in Dec. 78 followed by a Town Meeting for 200 faculty. They then held Town Meeting with students in each of the 8 departments which included about 1600.
2. One day forums in the Economic Faculty and Department for Community Services, headed by Meneth Ginting.
3. Involvement of faculty from Economics, Medicine, Agriculture, Law and Arts as workshop leaders and Steering Committee for Symposium. The university co-sponsored the Symposium and the Rector and Dean of Economics opened it.
4. Implementation modules were held in the Bubun cluster. The medical faculty sent 6 doctors to Bubun for 3 weeks to train health caretakers and traditional medicine people. They are now planning a two week Agriculture module in the sub-district village demonstration in conjunction with the health department.
5. Two faculty members, Bahauddin Darus and Meneth Ginting, are on the Indonesian Board of Advisors and guardians of the Bubun project. Both have attended the GRA in Chicago and many other houses around the globe.

HUCRES TOOL CO.

**History/Journey**

Guardian in place as department head.

LENS in the early '70s where some Hughes people attended.

1977 LENS with all department heads at Hughes.

1978 LENS with top management (demonstration for authorization)

Problem solving meetings with each of three shifts in powdered metals dept. Similar to a Town Meeting with challenges done on first day, skip a day and proposals done on third day.

1979 Started "guild circles" in powdered metals department. (A guild circle is a combination of word guild and quality circle). Meetings of employees held, usually of one and a half hours duration at the first of each shift weekly to work on "problem solving".

1980 Developed 'company forum' manual for use in training shop foremen and some department heads to lead "guild circles" throughout the plant. Stories of success from foremen in powdered metals produces interest in two other departments

Video-tape created at training session by Hughes personnel for use in other plants and future in-house training events.

Mid-course evaluation/ fine-tuning session with ICA staff and Hughes personnel where distinction between quality and guild circles worked out. "Quality circles" involved mgmt. only and "guild" involves both management and hourly workers.

Demonstration, problem-solving session on material flow within Metallurgical Processes where some parts of session led by ICA some parts led by Hughes personnel.

1981 "Guild circles" expanded to forge dept. with 40 foremen being trained for 8 hours by Hughes staff.

Contract is being worked on for "guild circles" in every department of Houston plant over next 2 years with ICA doing the training.

STRUCTURAL DEMONSTRATION: The Journey of Initiation

		I premarketing FOOTWORK	II Normal MARKETING	III serious DEMONSTRATION	IV mainstream USAGE
1. HUGHES TOOL	<p>The Permission To Deal With the Local INNOVATION CATALYSIS</p>	<ul style="list-style-type: none"> <li>*Whanger hires Clark; Foremen's Forum</li> <li>*W:gr uses W/S in his office</li> <li>*3-4 Mo's talk w LENS Post</li> <li>*Sponsors LENS in his plant w own authority</li> </ul>	<ul style="list-style-type: none"> <li>*Forums in shop All 3 shifts/ Hourly workers</li> <li>*Recommendation: Propose to Traning Dept</li> <li>*Demo Forum for Heads of Dept &amp; Selected Foremen</li> </ul>	<ul style="list-style-type: none"> <li>*Union approves of PSU&amp; Training of members</li> <li>*Wkbk and Video prepared</li> <li>*Extensive use in Whanger's Dept.</li> <li>*Demand from mgmnt for proposal</li> </ul>	<ul style="list-style-type: none"> <li>* Proposal submitted for one year. Inclusion of other dents in guild concept</li> <li>* Potential inter national use</li> </ul>
2. MCDONALD'S CORPORATION	<p>The focus of Town Meetings LENS shift from Global Focus to Local Focus</p>	<ul style="list-style-type: none"> <li>*Caruso helps refine LENS</li> <li>*LENS set in his dept(Marketing)</li> <li>*Ray&amp;Boss called out-of-town; LENS is difficult</li> </ul>	<ul style="list-style-type: none"> <li>*TMA=Total Market Approach=Local/ Nat/Regl Offices joint planning for market area</li> <li>*Try one w/out ICA</li> <li>*Hire one ICA to facilitate TMA</li> </ul>	<ul style="list-style-type: none"> <li>*Multiple TMA successes with in-hse facilitators nationally</li> <li>*Official Trng School</li> <li>*Close to 20 in-hse facilitators</li> </ul>	<ul style="list-style-type: none"> <li>*Ray Caruso anohed Sr.VP of New Dept. Communications</li> <li>*TMA Coordinator position opens</li> <li>*TMA for all Regions</li> <li>*Ray meets Norris (Control Data)</li> </ul>
3. MINNESOTA DEPARTMENT OF TRANSPORTATION	<p>...seeing the Global, compre- hensive &amp; uni- versal as not something to impose.</p>	<ul style="list-style-type: none"> <li>*LENS in Dept of Natural Resources</li> <li>*Recommendation from commissionr</li> <li>*They called us</li> <li>*Discussion w personels Org.Dev. Departments</li> <li>*LENS contracted</li> </ul>	<ul style="list-style-type: none"> <li>*80% of LENS Tactics used</li> <li>*Jerry Tessman to Chi. LENS Trng</li> <li>*Dept:1 Priority: Supervisor Effectivity</li> <li>*Commissioner employs LENS/PSU</li> </ul>	<ul style="list-style-type: none"> <li>*Training for 8 DOT personnell</li> <li>*Proposal for PSU in pilot distrcts</li> <li>*Demonstration w Area Maintenance Engineers</li> <li>*Article in Dept:1 magazine</li> </ul>	<ul style="list-style-type: none"> <li>*Design for 6-mo productivity pr ogram to cover all distr.</li> <li>*Training for 1st Line Super- visors</li> </ul>
4. STATE OF MINNESOTA	<p>Serious analy- sis of Vision, Contradiction within a delimit- ed geo/socio reality reveals that any micro cosm of world embodies the world.</p>	<ul style="list-style-type: none"> <li>*Bicentennial(MN) Commission Grant</li> <li>*TM Report shown</li> <li>*Bud Philbrook (guardian) request LENS in Dept of Natural Resources</li> <li>*Transportation LENS follows</li> <li>*Word gets around</li> </ul>	<ul style="list-style-type: none"> <li>*Dept of Agricul- ture,Public Welf, Pollution Control</li> <li>*LENS grads vision at ICA Guild eves</li> <li>*Marshall Co/Kin- ney projects</li> <li>*Fred Grimm(guard) lobbies cit.part. in Planning Dept</li> </ul>	<ul style="list-style-type: none"> <li>*LENS for Gov:s Council for Rural Developmnt (w reps from MN state/fed depts)</li> <li>*Transportation Dept. PSU use</li> <li>*ICA recommended to Govtwide Pro- ductivity progrrn</li> </ul>	<ul style="list-style-type: none"> <li>*MN State Produc- tivity Council plans to use LENS</li> <li>*State sponsored Methods training for govt LENS grads</li> <li>*PSU Contracts in 4 more dents</li> </ul>

## THE TURN TO SOCIAL STRUCTURES

We are entering a new phase in our work -- our fourth major turn in social strategy. We have not abandoned any phase, but we have seen the need to be detached from any stake in the old to be effective in the new. This equips us to respond to the demands that are now and to be perpetually a revolutionary force.

In this journey we are driven by a single question: What is the current, hard-headed strategy to bring about renewal in the world? Over time, the answer will necessarily change since an effective strategy is one conceived in the tension between points of need, impact and opportunity. This tension is dynamic; it is constantly altered by changes in society (where is the current cry and which vehicles best impact it) and by changes in our position of advantage.

From this viewpoint, our history could be summarized as follows:

I. The University. We turned to university because it was our first position of advantage. Work with Faith and Life and in seminary gave opportunity to impact university structures. We have never left University. The obstacle encountered by working solely at university was the question of the poor - how to reach the 85%. The abstraction of university life was too remote from the field of social change.

II. The Local Church. The local church exists in every culture and every geography. Because we stood in the cultural, with depth and resources in theology (at least Christian), we turned to the local church as the major vehicle to get to the poor to effect change. We have never left the local church. The obstacle encountered by working solely through the local church was the question of the parish - how to move a congregation from self-renewal to comprehensive parish care.

III. The Local Community. Using the local community as our vehicle for renewal has been the most taxing strategy. There is no structure called local community save at 2 million separate locations. We were forced to disperse, to select geographically spread, delimited local communities and to rely upon intensive demonstration, coupled with extensive awakening, to occasion catalysis. We will never leave the local community. The obstacle encountered by working solely through the local community was the question of the social structures - how to occasion reconciliation within the overwhelming complexity and influence of the matrix of social structures that are external to local community.

Our new phase calls for the permeation of social structures and institutions with human development images, methods and sensitivities. This new phase demands new ways of thinking, organization and action.

The demand in our thinking is to become truly TRANSESTABLISHMENT. We have always identified with the poor and will continue to do so, yet by becoming self-conscious to the moral issue, we can neither be the 15% nor the 85%. We are intellectually clear on the demand for a transestablishment perspective but have been institutionally biased toward the disestablishment. We have tended to view the establishment (business and bureaucracy) as the enemy of local community and have thus been tempted to manipulate our

establishment contacts. Yet, we see that the rise of local community will fail if it must be pitted against a polarized, insensitive and structurally clogged establishment. Failure, in this sense, means that no one wins save all win; that our lives are not given to enable the disestablishment to merely trade places with the establishment.

The demand in our organization is to build CONSORTIUMS of social institutions, acting as partners in human development. No longer are we allowed the luxury of controlled experiments. Were we to contain our work in our projects, the impact on real global renewal will be stunted. We need to transfer our technology to existing social structures; to enable them to renew within and to redirect their own mission without.

The demand in our action is to be PROFESSIONAL. Access to institutions and structures of society requires, in the first instance, entry on their terms, speaking their language and exhibiting competence consistent with their expectations. This will mean a far greater effort at sophistication; far greater continuity of contacts; far more skill at facilitation; and far more patience at journeying. As with every former phase, our ability to manifest to society these new dimensions of thinking, organization and action depends on our willingness to embody them within our own institution.

Within each demand for the new there comes a warning. The caveat for thinking transestablishment is to not lose touch with the cry of innocent suffering. The transestablishment perspective is not a compromise of values, but a transformation of values into ones more comprehensive and futuristic. The caveat for the organization of consortiums is to not be absorbed by or become one with the social structures we serve. We must be in but not of the consortium. The mere fact that major U.S. corporations have created the RVI consortium tells us that the battle of local community renewal has already been won and we must already begin to look beyond. The caveat for the action of professionalism is to not forget our spiritual grounding. The numbing erosion of consciousness that comes from the drive to expand and perfect technical skills within reduced fields of specialization is a major contradiction of the urban/technological age; it explains the seemingly incongruous insensitivity, and even cruelty, of bureaucrats to citizens, of industry to consumers and of community organizers to everything that is not them.

As we moved beyond the phases of university and the local church, many remained there to continue that strategy. As we move beyond the phase of the local community, many will remain at the local level to continue that strategy. The world needs trained, effective people working at the university, the local church and the local community. As we venture into structural renewal, we must expect that many will decide that they can accomplish our current strategy as well by working solely within one of the structures in renewal. The world needs self-conscious, revolutionary people within demonstration structures. The world also needs the perpetual revolutionary, who claims no permanent residence. All of these are bound in partnership for global renewal.

*Sam Harris*