

Movement  
Enablement  
Colloquy

PSU ON GRASSROOTS DEVELOPMENT

November 5, 1972  
Symbolic Centrum  
Chicago

# GRASSROOTS DEVELOPMENT CATALYZATION

AREAS	NOV.	DEC.	1973	STRATEGIC OBJECTIVE
I. CONTINENTAL PRACTICS	Prepare letter	Establish a schedule and mailing	Mailing and telephone follow-up	3500 NEW REGULAR GIVERS (\$300,000 in '73)
II. ESTABLISH CONTINENTAL GUIDELINES	Establish continental guidelines	Finalize regional plans	Implement and evaluate plans	CREATE CONTINENTAL COORDINATOR AND ACCOUNTABILITY STRUCTURES
III. LOCAL PRACTICS	Creating local network	Symbolizing assignment and local planning	Continued training	CALL INTO BEING LOCAL DEVELOPMENT COORDINATORS
IV. CARE DYNAMIC	Begin monthly newsletter	Build telephone care structure	Contact every grad twice per year	ESTABLISH A CONTINUOUS CARE STRUCTURE FOR ALL GRADS

## I. CONTINENTAL PRACTICES

The key strategy of Continental Practices is to call into being 3500 new regular givers of \$100 per year each, yielding \$350,000 per year total. A letter setting the context for this would be sent out during Week 1 of the Winter Quarter to all non-regular givers. Telephone follow-up would be made by the Regions by Week 13, at which time the bank draft option would be suggested.

In addition, not over three special pleas will be made during the year - each of which will list specific concrete needs that will be met as a result of gifts received. Suggested pleas are: a Kemper Bldg. request in December, a summer slump offset plea in March, and a letter from a non-Western colleague on the I.T.I.'s or other need that can be outlined specifically in September.

## II. COORDINATING AND ACCOUNTABILITY STRUCTURES

Base will establish national guideline structures for the 36 continental regions to implement regional material necessary to enable regions in grassroots development. This will consist of procedures for ordering and printing of regional letters, mail list updating and reports to the metro of all gifts including givers' names. The Metro will be responsible for follow-up through phoning to the grassroots.

Each region's quota will be twice last year's grassroots gifts. A.P.S.U. will be used to establish a new quota system for the following year. An annual plan, with performance measures, will be prepared by the region. Each quarter a team will hold each regional development team accountable to the plan. The evaluation will determine what kind of plans might be necessary for continued grassroots support.

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III. LOCAL PRACTICES

Tactics	Timeline			Strategic Objective
	Nov.	Dec.	1973	
Create self-conscious Development coordinators	Build model for contextual lecture on grassroots development at regional councils	Symbolize ass'ts. of Development coordinators at regional councils	Continental regional Development training	CALL INTO BEING REGIONAL/ METRO DEVELOPMENT DYNAMIC
Request local content from regions for grassroots letters sent from Base	Request local regional news items from regions for letter	Build model for how to include local color in mailings from Base	Implement model	
Evaluate effectiveness of mailings by sending results to regions	Get names and address of metro Development coordinators	Send results of Christmas Grassroots mailings to metro development	Pull together results/effectiveness of adding local color to grassroots mailings	
Clean-up mailing list in regions	Get metro development coordinators to correct regionally metro mailings from "OMM" calling records.	Continue with correcting mailing list, follow-up, and accountability.	Send first class mailing to Grassroots to do final clean-up of mailing list	

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#### IV. CARE STRUCTURE

The basic care structure for grassroots givers will be achieved through various written and telephone contacts on a regular basis. Specifically, givers will be cared for through i.e. and a monthly newsletter and a semi-annual spirit journey telephone check-up. The purpose of the telephone calling is to provide them with Movement data and find out where they are on their journey while raising the possibility of attending some specific regional event.

#### TELEPHONE CARING MODEL

Intro	Story	Gathering Data	Mailing	Close
Identify yourself	What's happening in the Movement	What's new with you?	Are you currently receiving movement literature	Invite to appropriate mov't. event

DEVELOPMENT COMMISSION PSU  
ON GRASSROOTS PROGRAM

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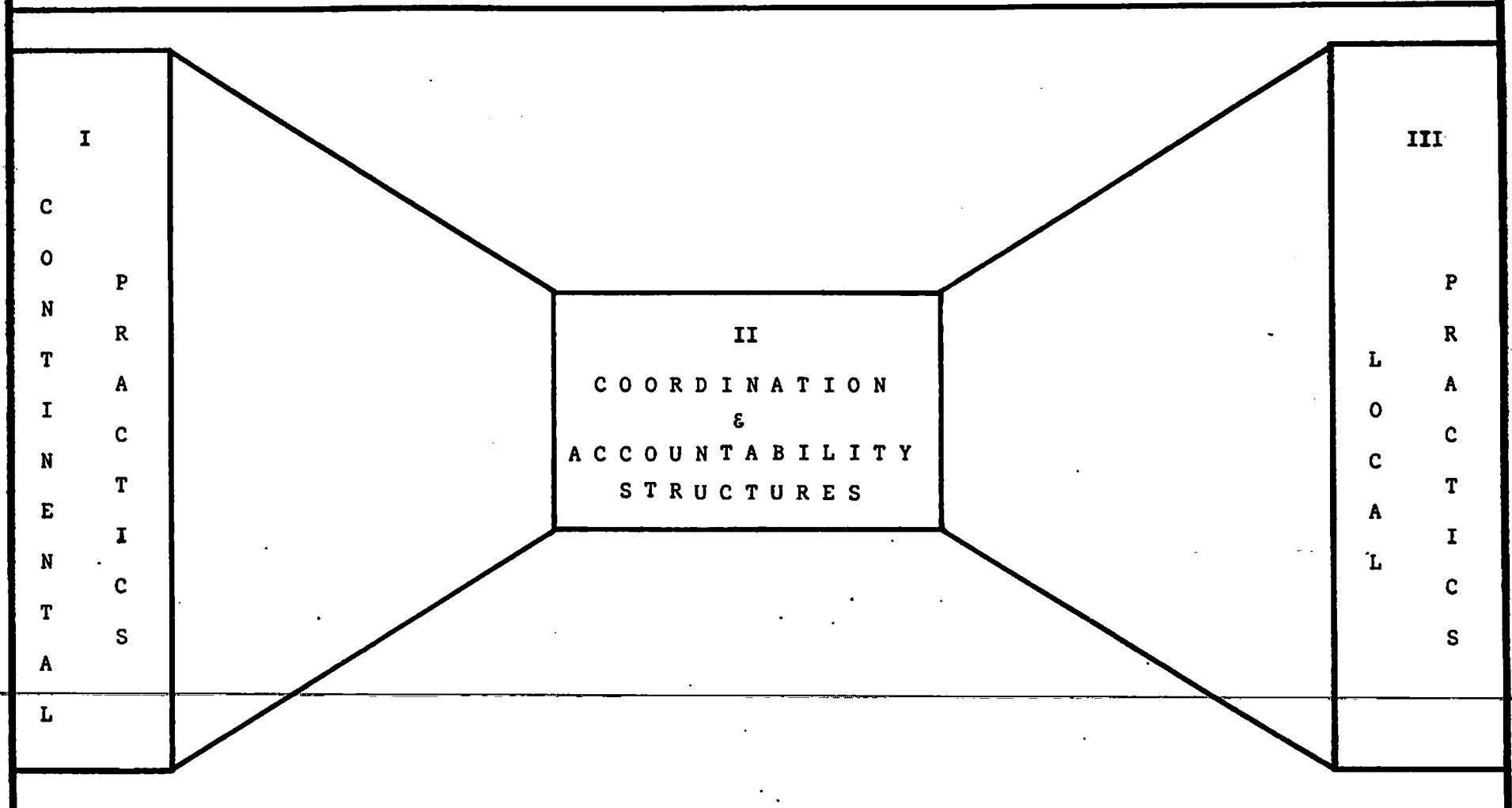
The grassroots sytem of mail response and sustaining pledges provides a monthly base support for the Movement. This system needs to be refined and expanded in order to create a broader and larger base of regular givers, raising grassroots income from \$30,000 per quarter to \$100,000 per quarter within the next 12 months. The key to expansion is to stimulate an increased awareness on the part of givers that they are the regular, sustaining supporters of the movement, while adding 20% per year to their numbers. Some factors to be considered in this workshop might be:

1. Methods for creating self-conscious movemental giving
2. Determining the kinds of mailings that give the most helpful image for giving
3. Creating solicitation models and writing styles that will get the best results
4. Developing a giver-tracking system that keeps us in contact with givers as they move and which stimulates increased giving

These are only suggestions to begin brainstorming the practical issues.

GRASSROOTS DEVELOPMENT CATALYZATION

FOUR STRATEGIC AREAS



GRASSROOTS CARE DYNAMIC

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## REPORT OF GUILD NETWORK COMMISSION

### TEN PRACTICAL GUIDELINES

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1. Continuous reevaluation of the NINS course is necessary in order to gain new clarity and relevance.
2. It is the task of the self-conscious Spirit Movement to bring into being the Guild.
3. A 5-day training session is necessary to develop the individuals who will form the core of the Guild.
4. Prerequisite for the 5-day training session is RS-1 and/or NINS course. Participants would include movemental colleagues, other local church-Galaxy people, secular parish residents, general course graduates, and historical order.
5. Content of the 5-day training session will include the social wisdom of Summers '71 and '72, the practical wisdom of the Fifth City, and skills and content of the Academy.
6. Initially the Guild will be catalytic, seeking to mobilize community care structures to care for every man.
7. Leadership of the Guild is movementally trained and actively involved in the Movement, but there is no formal relationship between Guild and Movement.
8. The functioning Guild should draw on all aspects of the community and cut across strict vocational lines.
9. The Guild serves as ombudsman to energize existing community structures or set up new structures where necessary.
10. PSU's are part of the Guild task whenever the community is not capable of the necessary PSU.

DEVELOPMENT COMMISSION PSU

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1. Mail solicitation with telephone care structure to double the grassroots income during the next year.
2. Expansion and updating of mailing lists through local data retrieval via telephone structure.
3. Develop regional grassroots development manual to be used by area teams with team quotas, plans, symbolic life and accountability structured in.
4. Regionalized focusing of patron index to expand the list by providing local data on individuals and major entities (i.e., foundations, corporations, etc.).
5. Introduction of new types of giving such as wills, trusts, etc., and employment of strategic approaches such as tax write-offs, matching gifts, etc.
6. Assignment of area development coordinator whose responsibilities will include utilization of local contacts to disclose potential donors through such techniques as strategic RS-1 recruitment, speaking engagements, etc.
7. Creation of an operating manual which will include methods for donor development with special emphasis on tax benefits of individual giving.
8. Creation of a matrix of in-kind needs, first for symbolic centrum and finally for each region.
9. Creation of a matrix of possible sources of in-kind donations in each region.
10. Establish coordination and solicitation forces to avoid duplication of requests and to expand potential sources.

DEVELOPMENT COMMISSION  
ON REGIONAL DONOR NETWORK

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The Regional Donor Network includes those who are visited once or twice a year and give substantially on that visit. This has created a body of 1,000 movemental donors, providing \$250,000 during the past year. This amount can and must double during the next twelve months. This means increasing the number who give a second time, increasing the total donors, and increasing the average gift. How do we expand this network, and coordinate information and forces, while keeping the cost to a minimum? This workshop will create practical ways to double the donor giving in twelve months, looking at issues such as:

Gridding the present donors in relation to potential donors, to disclose the influence potential of present donors.

What kind of story is most effective in enabling gifts of \$100 to \$5,000?

How do you hold the tension between sustained substantial giving and participating substantially in crisis giving?

What are possible new sources of giving through the Donor Network?

These are only suggestions to begin brainstorming the practical issues.

DEVELOPMENT COMMISSION PSU  
ON GRASSROOTS PROGRAM

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DEVELOPMENT COMMISSION PSU

ON IN-KIND

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During the Summer, \$100,000 was acquired in in-kind donations of goods and services and equipment, including 2,000 chairs, 200,000 rolls of toilet paper and a carload of California fruit. This exploded the possibilities for this type of support. Now the task, in the face of rapid expansion, is to acquire in-kind on a sustained basis, as well as for specific projects such as the Kemper Building remodelling. During the next twelve months we must increase in-kind donations to provide 50% of food costs (chanelling \$40,000 into direct mission), 50% of operating costs for housing and maintenance, as well as \$200,000 in materials and services for Kemper remodelling. The Kemper remodelling \$200,000 must be acquired during the next twelve months. To build the practical models for this, the PSU will need to work on questions like these:

1. What kind of story, approach and request are most effective to release in-kind donations as one form of vocational engagement.
2. How do you sustain continued relationships with in-kind donors who have no relationship to the Movement?
3. How do you pre-program in-kind, to increase the predictability level near the point of budgeting?
4. How do you explode the geographical availability of in-kind to include all the Regions, such as through companies with operations in most regional cities?

These are only suggestions to begin brainstorming the practical issues.

POSSIBLE IN-KIND THROUGH GUARDIANS

Floor Wax  
Flourescent light bulbs  
Carpet  
Paint  
Automobile  
Duplicator paper  
Offset paper  
Paper towels  
Computer terminals  
Computer shared times  
Bed blankets  
Pillows  
Sofa Beds  
Ceiling grid and panels  
Plastic trash bag  
Paper plates  
Styrofoam cups

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We need your list of possibilities on the above, as well as other possible provisions.

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DEVELOPMENT COMMISSION PSU ON IN-KIND

Chicago needs for 1972 -

<u>Quantity</u>	<u>Item</u>	<u>Guardian</u>	<u>Source</u>			<u>Date for meeting immediate need</u>
			<u>Company</u>	<u>Individual</u>	<u>Context</u>	
5 floors(720)	Matching Window shades					
2,500 gal	Floor wax					
4,000	Fluorescent light bulbs					
1,000,000 sq.ft.	Carpet					
3,200 gal	paint					
10	Busses					
152	Automobiles					
146,000 daily	doses Vitamins					
495 lbs.	Laundry Detergent					
100,000 gal	Fuel oil					
50,000 bd.ft.	Lumber					
120,000 lin.ft	Walls					
5 carloads	8 1/2 x 11 duplicator paper					
(200,000 lb)						
2 carloads	17" roll offset paper					
(80,000 lb)						
1,200 cases	Paper towels					
720	Combination storm windows and screens					
250	Standard doors w/hardware					
125	Computer terminals					
2,080 hrs.	Computer shared time					
1,500 Single	bed blankets					
1,200	Pillows					
160	Sofa beds					
6,000 sq.ft.	Ceiling grid and panels					
14,560 loaves	Bread					
7,300 gal.	Milk					
24,000	Plastic trash bags					
36,000	Paper plates					
720,000	Styrofoam cups					
1,500,000 mi.	Air travel					

OTHER MATERIALS & SERVICES I CAN GET -

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Chicago

PSU ON IN-KIND

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IN-KIND STORIES

SUBJECT OF STORY		TYPE OF STORY TO BE COMPLETED FOR FALL REGIONAL COUNCILS
1	Basic Context on what is the Ecumenical Institute Names of Guardians & Companies - Testamonal	30 second pitch 5 minute pitch 1-2 page handout/oral ref.
2	Assure Donor you want In-Kind, not necessarily money - Foundations approach	1 sentence statement 1 minute story
3	What is it going to be used for Vocational Engagement, Alleviate Human Suffering Amplify Usefulness of gift with E.I. Budget Social Responsibility -- what that will look like now and years ahead -- What is the company's Social Responsibility	Several short stories on Who and Where Short Story Short Story(s)
4	Get your product known more Recognition -- Publish name of donor in mailing IE, Bandwagon approach - other stories	Short stories
5	For individual within corporation with excess product problem -- how that liability can be transformed into an asset - May require PSU on individual situations to solve problems	Past short story Individualized short story
6	Product testing in summer program, academy, RSI courses; other testing stories Include data for S'72 - 46 states, 7 countries, etc.	Short story
7	Tax Advantages - can deduct from Federal Income Tax the inventory cost of the product	Short Story
8	Who do you know that might be able to help. Ending and Absolution	Short pitch

NOVEMBER 3-5, 1972  
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	FALL	WINTER	SPRING	SUMMER
<p>NETWORK FOR OBTAINING GIFTS</p>	<ol style="list-style-type: none"> <li>1. Select one researcher per region.</li> <li>2. Compile &amp; distribute tool kit.</li> <li>3. Each region list 20 basic needs</li> <li>4. Regional Council               <ol style="list-style-type: none"> <li>a) create In-Kind Corps</li> <li>b) launch Kemper re-modeling pilot project</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Regions list 100 sources each.</li> <li>2. Distribute research sources list.</li> <li>3. Gestalt &amp; distribute continental needs</li> <li>4. Build transportation contacts list.</li> <li>5. Sixty calls per region.</li> <li>6. Publish companies and donations for signal contribution publicity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Research summer travel for distribution.</li> <li>2. Establish central info. coordination</li> <li>3. Locate offices &amp; phones for use.</li> <li>4. Make advance push on Summer '73 In-Kind at</li> </ol>	<ol style="list-style-type: none"> <li>1. Publish companies &amp; donations.</li> <li>2. Actualize movement distribution system.</li> <li>3. In-kind celebrations at Regional Councils.</li> <li>4. In-Kind donors honors dinner.</li> </ol>
<p>SOURCES FOR GIFTS</p>	<ol style="list-style-type: none"> <li>1. Research               <ul style="list-style-type: none"> <li>- Trade journals</li> <li>- Thomas register</li> <li>- Magazine advertising for airline tickets.</li> </ul> </li> <li>2. Identify               <ul style="list-style-type: none"> <li>- Testing companies</li> <li>- Seasonal foodstuffs</li> <li>- Goods needed for which samples are available.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Develop regional contact network</li> <li>2. Direct mailing of needs and companies</li> <li>3. Dramatize in-kind in regions</li> <li>4. Ads in trade journals</li> <li>5. Contact testing companies.</li> <li>6. Develop alumni contacts</li> <li>7. Name regional contacts.</li> </ol>	<ol style="list-style-type: none"> <li>1. Follow up.</li> <li>2. Make blind contacts where there are no contacts.</li> <li>3. Report results of winter quarter to the regions.</li> <li>4. Contact research departments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Re-evaluate and intensify network</li> <li>2. Report on testing and research.</li> <li>3. Develop comprehensive list of needs.</li> </ol>

POSSIBLE IN-KIND THROUGH GUARDIANS

Floor Wax  
Flourescent light bulbs  
Carpet  
Paint  
Automobile  
Duplicator paper  
Offset paper  
Paper towels  
Computer terminals  
Computer shared times  
Bed blankets  
Pillows  
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146,000 daily	doses Vitamins					
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OTHER MATERIALS & SERVICES I CAN GET -

DEVELOPMENT COMMISSION PSU  
ON PATRON INDEX

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Large, non-movement givers help to fund new programs for the movement. These "patrons" must be searched out, cultivated and nurtured as an ongoing aspect of development. The creation of a "patron index" for each metropolitan area of the continent will provide a focus for who the prospective patrons are, what credibility must be gathered and how to proceed in getting their contributions. While patrons include corporations and foundations, our experience demonstrates that personal influence with individuals who make the decisions for these groups in the only way to get their support. Patron sources must provide \$200,000 in order to underwrite edge programming in the next 12 months. This PSU should point its attention to identifying, organizing and directing influence where it is needed, such as:

1. Determining who the persons are in selected corporations and foundations with whom influence must be built.
2. Establishing credibility through personal witness by movement colleagues and friends.
3. Finding methods for overcoming corporation and foundation guidelines that restrict their giving arenas.
4. Taking advantage of the 1969 tax laws on foundations.

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# PATRON PRODCUREMENT PLAN

LOCATE PATRON	Foundation Directory	Alumni Directory	Political Contributor	Church Contributor	RS-1 Grad
CONTACT PLAN	Critical Path Chart	Grid Patron Area	Locate Patron Contacts	Social Gathering	Literature
IMPACT PATRON	Friends Call Him	Authentic Letter	Direct Contact	Invitation to Demonstrate Project	Leverage
SECURE PATRON	Model for Closing	Schedule Appointment	Build Story	Centrum Team Call	Initial Followup
CULTIVATE PATRON	Honor Patron	Keep Informed	Accountability for Gift	Nuture Calls	Investigate Secondary Contact

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PATRON INDEX QUESTIONNAIRE

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CONTEXT:

In order to release the possibility of significant support from large non-movement givers (patrons), information which can be organized into a "patron index" for each metropolitan area on the continent must be gathered from all sources available to the movement. A key sources of this information must be the combined wisdom of "Movement Guardians," who, because of their positions of influence in business and social life, know people who can be helpful in establishing this patron support. The questionnaire which follows is designed to help bring to awareness who these people are, and initiate thinking on the strategic approach which might be used to most effectively enable their willing participation. Information provided here will be pulled together into the "patron index" described above, but no action will be taken until the strategic approach to the contacts you have suggested can be discussed with you.

Sociologists have "played around" by taking random names from phone books and by exploring the panels of acquaintances for two such randomly chosen people, they have discovered that it takes an average of three links to establish person to person contact between them.

Create your panel of acquaintances. The following categories will help exhaust your knowing:

Extended family  
Church members  
Your clients  
Fraternal organizations  
Neighbors  
Your Stock broker  
Your bank officer  
Your lawyer  
Your patients

People you grew up with  
Vendors  
Professional associations  
Civic groups  
Business contacts  
Office colleagues  
Unions  
Employers/ employees  
classmates

Hobby/recreatin  
Gamblers you know  
Service clubs  
Your kid's friends  
Your kid's friends  
parents

First level:

Now ask "Who among my acquaintances has been successful?" "Who would be honored by being asked to contribute his gifts to the Movement?"

Second level:

Now consider the panel of acquaintances of the people on your panel. Think for example of the "big shots" your stockbroker knows. Now ask, "Who among my acquaintances would be honored to be asked to help us raise funds through their contacts?" (Don't forget government contacts.)

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For each of the types of contacts on the last page, list the names of your personal contacts in that type:


CATEGORIZE EACH OF THE ABOVE NAMES BY writing the letter/number combination from the following list which describes that person. (The person may be designated by more than one category.)

A. Has Money

1. Inherited
2. Recently earned
3. Received by marriage
4. Earned over an extended period of time
5. Wealthy and just got more
6. Recently gave to some concern
7. Has a habit of giving

B. In an influential circle

1. Social circle
2. Related by concern for society

C. Employed by a large corp.

1. Is a manager
2. Connected to community relations dept.

D. Owns a small company

E. Has contacts

1. Relatives
2. On the bd. of a corp.
3. Is advisor to someone with money
4. Lives in same community as someone with money
5. Has an old buddy with money

F. Owes you a favor

1. You set him up in business
2. You saved his life
3. You gave him some kind of personal aid

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For each person in your list of contacts answer the following questions in the spaces provided:

Name \_\_\_\_\_ Age \_\_\_\_\_  
Address \_\_\_\_\_ City, State, Country \_\_\_\_\_  
Phone \_\_\_\_\_ (area code) \_\_\_\_\_ Hobbies \_\_\_\_\_  
Type of Business \_\_\_\_\_  
Source of Funds \_\_\_\_\_ Estimated Worth \_\_\_\_\_  
Your relationship? E.G. relative, close friend, etc. \_\_\_\_\_  
History of giving, e.g. political, church, civic??? \_\_\_\_\_  
Interests correlating with movement program? \_\_\_\_\_  
Relationship to other potential sources? \_\_\_\_\_  
Persons who should be visited before contacting this source? \_\_\_\_\_  
Other movement people who may know him? \_\_\_\_\_  
The church? \_\_\_\_\_  
Other relevant data? \_\_\_\_\_

NAME  
\_\_\_\_\_

NAME  
\_\_\_\_\_

NAME  
\_\_\_\_\_

NAME  
\_\_\_\_\_

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GUARDIAN'S PLAN

Your name \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

Position \_\_\_\_\_

It is crucial that movement patron contacts be initiated immediately.  
Please designate your top five priority contacts below, the specific action model  
and the date for completion of that action.

	PRIORITY CONTACT NAME AND ADDRESS	ACTION	DATE
--	-----------------------------------	--------	------

1

2

3

4

5

6

7

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IN-KIND STORIES

	SUBJECT OF STORY	TYPE OF STORY TO BE COMPLETED FOR FALL REGIONAL COUNCILS
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3	What is it going to be used for Vocational Engagement, Alleviate Human Suffering Amplify Usefulness of gift with E.I. Budget Social Responsibility -- what that will look like now and years ahead -- What is the company's Social Responsibility	Several short stories on Who and Where Short Story Short Story(s)
4	Get your product known more Recognition -- Publish name of donor in mailing - IE, Bandwagon approach - other stories	Short stories
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NOVEMBER 3-5, 1972  
SYMBOLIC CENTRUM  
CHICAGO

PSU ON IN-KIND

MOVEMENT  
ENABLEMENT  
COLLOQUY

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November 5, 1972  
Symbolic Centrum  
Chicago

PSU ON IN-KIND

Movement  
Enablement  
Colloquy

IN-KIND STORIES

	TYPE OF STORY TO BE COMPLETED FOR FALL REGIONAL COUNCILS
1 Basic Context on what is the Ecumenical Institute Names of Guardians & Companies - Testamonal	30 second pitch 5 minute pitch 1-2 page handout/oral ref.
2 Assure Donor you want In-Kind, not necessarily money - Foundations approach	1 sentence statement 1 minute story
3 What is it going to be used for Vocational Engagement, Alleviate Human Suffering Amplify Usefulness of gift with E.I. Budget Social Responsibility -- what that will look like now and years ahead -- What is the company's Social Responsibility	Several short stories on Who and Where Short Story Short Story(s)
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POSSIBLE IN-KIND THROUGH GUARDIANS

Floor Wax  
Flourescent light bulbs  
Carpet  
Paint  
Automobile  
Duplicator paper  
Offset paper  
Paper towels  
Computer terminals  
Computer shared times  
Bed blankets  
Pillows  
Sofa Beds  
Ceiling grid and panels  
Plastic trash bag  
Paper plates  
Styrofoam cups

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We need your list of possibilities on the above, as well as other possible provisions.

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Movement  
 Enablement  
 Colloquy  
 November 3-5, 1972

DEVELOPMENT COMMISSION PSU ON IN-KIND

Chicago needs for 1972 -

Quantity	Item
5 floors(720)	Matching Window shades
2,500 gal	Floor wax
4,000	Fluorescent light bulbs
1,000,000 sq.ft.	Carpet
3,200 gal	paint
10	Busses
152	Automobiles
146,000 daily	doses Vitamins
495 lbs.	Laundry Detergent
100,000 gal	Fuel oil
50,000 bd.ft.	Lumber
120,000 lin.ft	Walls
5 carloads (200,000 lb)	8 1/2 x 11 duplicator paper
2 carloads (80,000 lb)	17" roll offset paper
1,200 cases	Paper towels
720	Combination storm windows and screens
250	Standard doors w/hardware
125	Computer terminals
2,080 hrs.	Computer shared time
1,500 Single	bed blankets
1,200	Pillows
160	Sofa beds
6,000 sq.ft.	Ceiling grid and panels
14,560 loaves	Bread
7,300 gal.	Milk
24,000	Plastic trash bags
36,000	Paper plates
720,000	Styrofoam cups
1,500,000 mi.	Air travel

Guardian

Source

Date for meeting  
 immediate need

Company

Individual

Context

OTHER MATERIALS & SERVICES I CAN GET -

November 5, 1972  
Symbolic Centrum  
Chicago

PSU ON IN-KIND

Movement  
Enablement  
Colloquy

IN-KIND STORIES

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Though we are not interested in becoming an institution, even a wagon train must protect its flanks. The following four issues and steps comprise the pressing arenas of concern.

#### 1. FORMALIZED IDENTITY

The major issue of Formalized Identity is: To articulate and define the various operational entities of the Ecumenical Institute which will be legally identifiable in all situations.

1. Inventory/collect data situation.
2. Determine function/purpose
3. Determine Impingements.
4. Dialogue with the Franciscan Order on their structure.
5. Define the form of the existing structures.

#### 2. EXTERNAL/INTERNAL RELATIONS

The major issue of External/Internal Relations is: Defining the operational procedures for accomplishing local tasks over against diverse legal structures and systems.

1. Take inventory of movement experience.
2. Determine main contradictions.
3. Research income tax exemptions for Regions and Metros.
4. Research tax exemptions on real estate of Religious Houses.
5. Research need for an EI function (generally) at areal levels.
6. Discuss basic questions raised in above areas with representatives of an R.C.
7. Identify local colleagues with skills, estab. connections to work with Rel.Hses. and Metro/Reg'l structures.
8. Property Ownership Guidelines Manual
9. Property Operations Manl (health & building codes)
10. Estab. checklist re local/nat'l operations restrictions.

#### 3. PROTECTIVE MAINTENANCE

The major issue of Protective Maintenance is: To create structures that ground the Movement in the established patterns of society while at the same time maximizing the energy directed in mission.

1. Find 5 international lawyers to consult with and meet with
2. Research tax exempt possibilities in all countries re: a) Order Finances, b) Permeation salaries, and c) charitable contributions - to Institute.
3. Form investment advisory board re: moral issue such as slum ownership.
4. Research T.M. & copyright laws in U.S. where applicabl.
5. Form lawyer guild; meet monthly; set legal guidelines for a)copyright, b)property
6. Study international carrythrough of # 5.
7. Inventory property
8. Write Standard Op. Proc.
9. Make ownership changes in line w/ St. Op. Proc.
10. Look into EI staff liability re program mishaps

#### 4. MISSIONAL FLEXIBILITY

The major issue of Missional Flexibility is: How to maintain posture of globality within the fractionated framework of national/local structures.

1. Check local mission for data on visas and travel requirements.
2. Check three multinational corporations for data on visas and travel requirements.
3. Research the instruments and methods of occupying present religious houses and their problems
4. Establish data file on national idiosyncrocies re: travel and working within various nations.
5. Decide what necessary for authentication of the order in relation to applicable organisations and agencies.

REPORT OF GUILD NETWORK COMMISSION

TEN PRACTICAL GUIDELINES

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1. Continuous reevaluation of the NINS course is necessary in order to gain new clarity and relevance.
2. It is the task of the self-conscious Spirit Movement to bring into being the Guild.
3. A 5-day training session is necessary to develop the individuals who will form the core of the Guild.
4. Prerequisite for the 5-day training session is RS-1 and/or NINS course. Participants would include movemental colleagues, other local church-Galaxy people, secular parish residents, general course graduates, and historical order.
5. Content of the 5-day training session will include the social wisdom of Summers '71 and '72, the practical wisdom of the Fifth City, and skills and content of the Academy.
6. Initially the Guild will be catalytic, seeking to mobilize community care structures to care for every man.
7. Leadership of the Guild is movementally trained and actively involved in the Movement, but there is no formal relationship between Guild and Movement.
8. The functioning Guild should draw on all aspects of the community and cut across strict vocational lines.
9. The Guild serves as ombudsman to energize existing community structures or set up new structures where necessary.
10. PSU's are part of the Guild task whenever the community is not capable of the necessary PSU.

## READING LIST

Fiction is only one of the paths by which a writer can bring us to new worlds. Increasing numbers of historians and scientists have begun to write, in terms that must be called factual, of a human future that will be shaped by great leaps of energy and transformations of consciousness.

Among such books that have appeared this year are George Leonard's *THE TRANSFORMATION*; Arthur Koestler's *THE ROOTS OF COINCIDENCE*; Theodore Roszak's *WHERE THE WASTELAND ENDS*; Andrew Weil's *THE NATURAL MIND*. Add earlier books such as Thomas Kuhn's *THE STRUCTURE OF SCIENTIFIC REVOLUTIONS* William Irwin Thompson's *AT THE EDGE OF HISTORY* and Charles Reich's *THE GREENING OF AMERICA*, plus a dozen others in the same vein, and you see the formation of what might once have been called a movement.

All these writers challenge readers to take a fresh look at human history and human destiny. Many share the use of terms such as "paradigm shift" and "transformation". Yet this is not a collaborative movement. The books have appeared almost simultaneously; few of the authors could have drawn ideas from one another. From what, then/ From science, with its shimmering visions of unseen energies, and from art.

These rational men, these sober investigators of fact, urge us to an act that has long stood at the center of all artistic endeavor: They would have us change our perception-thus our definition - of the world.

NEW HEAVEN AND EARTH  
Saturday Review  
November 4, 1972