

**ICA** THE INSTITUTE OF CULTURAL AFFAIRS  
CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

March 1, 1980

Dear Guardians,

The tactical systems which we created at our 17th North American Global Guardian Consult last October have been received and acted upon by many regions over the past four months. Some of these tactics had to do specifically with intensifying the regional activation of the Guardian role. Our plan for the 18th Consult, April 11-13 in Chicago, is to concentrate on the effectiveness of the local-regional Guardian dynamic. We believe this is crucial to the future and expansion of the work of the Institute. To this end, we are planning to:

- ...Work together on common continental planning for the next six months.
- ...Gain clarity on specific regional needs and possibilities.
- ...Equip ourselves to intensify participation in program development.

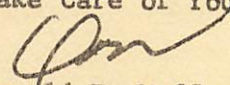
Obviously, we need strong representation from all the regions for this 18th Consult. The meeting is to be a weekend of hard work and planning. The people who need to come are those who are interested in further tactic implementation. It is probably not the meeting where people would necessarily come to be introduced to the full context of the work of the ICA.

To enable the desired participation and to bring some financial equitability to our travel expenses, we are recommending a travel pool. As a beginning step, we shall ask those who are willing and who live within 250 miles or so of Chicago to contribute \$100 to this pool. Participation will be strictly voluntary. After registration is completed, we will take whatever funds we have and disburse them according to distance traveled and money spent on such travel. The planned distribution will be made before departure on Sunday. Please note that this pool is **not** a development plan and is apart from current funding requests.

We will begin with dinner at 7 p.m. on Friday, April 11, and close by 2 p.m. on Sunday, April 13. The \$60 fee for the weekend is totally separate from anyone's voluntary participation in the travel pool.

A task force has begun to work at Kemper to answer any questions and to receive your registrations for the weekend. If you have questions, please direct them to La Verne Phillips or Mary Warren Moffett in Chicago -- (312) 769-6363. We will appreciate your early notification and checks for registration. Those of you who live in Area Chicago, note that the weekends of March 7-9, March 21-23, and March 28-30 are major working weekends in preparation for the April meeting. Please let us know if you can participate on one or more of these days. Anyone else, of course, is welcome. See you in April. We'll have one fine consult!

Take Care of Yourselves,

  
Donald R. Moffett  
For the Global Guardians

Mary Warren

1/21/80

Re Puandian weekend

Re Mike Hoff -

- ① - No "sweet" in our "in & out" travel pool plan
- ② - We to keep log or registration
- ③ - keep \$60 fee separate from travel pool \$ - (even though some checks will include both)
- ④ - We to figure amounts and payees - Management to write checks <sup>to write</sup> 1/4 Sun <sup>noon</sup>
- ⑤ - ICS will not include either fees or travel as contributions (what individuals do in this regard is there own doing)

**ICA** THE INSTITUTE OF CULTURAL AFFAIRS  
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May 22, 1980

Dear Guardian,

Early this month a taskforce met in Chicago to consider Public Communications issues. The group included both Guardians and Order members. As part of their weekend work they expanded and polished the Twenty-Five Year Profile. A copy is enclosed here. To distinguish it from the one you received in April please date it May 5, 1980. Also enclosed is a roster from the 18th Guardian Consult.

A lot of exciting events are being planned in the Regions. Kansas City will hold a LENS (May 30-June 1) for Guardians and House people to do regional planning. St. Louis is having a GWF on June 7 which is planned by the Guardians. Memphis sent a letter to some ICA supporters asking them to meet with local Guardians to explore ways they can be engaged in and undergird programs.

Please keep us up to date on your activities so that we can share the news. We look forward to seeing many of you at the GRA in Chicago June 29-July 23. We especially invite you to Chicago for the Symposium, July 4-6, which is the initiating event of the GRA.

Take care,

The Ronin

April 26, 1980

REFLECTIONS ON 18th GUARDIAN CONSULT

IMPLICATIONS

1. How does guardian dynamic and Order become partners?
2. This group's participation in formation.
3. Programs relationship to regional calendar.
4. Will guardians come to S'80 - will guardians be listened to in the planning.
5. How enable the question of partnership?
6. Mis-trust.
7. We must assume responsibility.
8. Playing the role of the bridge between regional guardians and the Order.
9. Guardians need to know about finances.
- 10 Need objective way to encourage intents announced by Areas.
- 11 Role of Extended Order
- 12 How be able to tell guardians the role they've played in each region this year.

TO DO's

ORGANIZATION

1. Recruit "old" others.
2. Experiment with "regularity"
3. Set objectives
4. Prepare and up-date calendar
5. ICA calling cards
6. Name group

REGIONAL RELATIONSHIPS

1. Name guardian regional priors
2. Send delegation to KC meeting
3. Visit each region in next 11 months
4. Movement calendar of events
5. Find out if Development will work with guardians at regional level and how.

LIAISON

1. Meet with Panchayat
2. Exec. Bd. hear Centrum contradictions as well as victories

CENTRUM RELATIONS

1. Enable GRA strux to be in 1 wk modules
2. Have meeting to devise coordination of Public Image strategy
3. Coord. with Development re guardian regional plan
4. Enable Dev. to have guardian data in gold file
5. Eve. at Inst - May 20 - Wilsons host
6. June - some way Kemper residence
7. Create special happenings during July



GUARDIAN MATERIALS

1. wk 5-send notice for business cards
2. wk 6-send list of global reg. guardians -send transcripts of talks
3. wk 7-send GRA brochure and recruitmt plan
4. wk 9-send annual rept.
5. wk 10-mail business cards

CELEBRATIONS

1. plan celebrations-w/s
2. Early one at Wilsons-w/Nexus ldrsph
3. Late June -at Phillips-with Regional gdn.
4. Get out invitations to Reg. gdn.
5. Have parties

# EIGHTEENTH GUARDIANS CONSULT TIME DESIGN

FRIDAY	SATURDAY	SUNDAY
	<p>6:30 DAILY OFFICE</p> <p>7:00 BREAKFAST</p> <p>REPORT: HUMAN DEVELOPMENT</p> <p>8:30 SYMPOSIUM</p> <ul style="list-style-type: none"> <li>• Public Communications</li> <li>• Regional Development</li> <li>• Regional Formation</li> <li>• Program Facilitating</li> </ul> <p>12:30 LUNCH</p> <p>REPORT: STRUCTURAL NETWORKS</p> <p>2:00 TASK FORCES</p> <ul style="list-style-type: none"> <li>• Public Communications</li> <li>• Regional Development</li> <li>• Regional Formation</li> <li>• Program Facilitating</li> <li>• Global Research Assembly '80</li> </ul> <p>6:30 DINNER</p> <p>7:30 SATURDAY NIGHT LIVE</p> <p>9:30 GLOBAL CONFERENCE CENTER</p>	<p>6:30 DAILY OFFICE</p> <p>7:00 BREAKFAST</p> <p>TASK-FORCE REPORTS</p> <p>8:30 AREA/REGION MEETINGS</p> <p>10:30 PLENARY</p> <p>12:30 CLOSING MEAL</p> <p>CLOSING TALK</p> <p>2:30 CLOSE</p>
<p>7:00 OPENING MEAL</p> <p>OPENING TALK</p> <p>9:30 GLOBAL CONFERENCE CENTER</p>		

ADVANCED ROOM PREPARATION

Global Grid placemat/ Brown napkin/ Niebuhr Quote

Role	Activity	Meal Procedures
	Singing Context:	Singing is a fun activity that we have all participated in at these meetings. Inserted into the center of the songbook you will find a song that is very popular with your colleagues around the world.
	Songs:	New Communities (insert song) The Exemplars (p. 9)
	Ritual	This weekend we will be using a quotation in a litany form to begin our meals. I will read up to the semicolon and then you will respond with the last phrase. And then we will read the last sentence together.
	Prayer:	As we gather this weekend on behalf of all of those who care across the globe, let us do so in a spirit of gratitude for the service we are asked to give our world where hope and faith and love are waiting to be given practical form. Particularly at this meal, let us stand before those in Africa who give that service and hold up tonight Professor Fabian Udekwu (pronounced You-dec-qu) of Lagos, Nigeria. Let us feast.
	Intro	During the meal tonight the Student House will be entertaining us with some scenes from the play they have performed "Man of LaMancha"
	Talk Packet Walk Thru	Partnership in Mission Led Guardians' through the packet of materials with particular emphasis on --Tactical system, what's been going on since Oct. --Time Design of what we are here to do
	Announcements	See List below
	Send-Out	I send you out to live in the world where nothing that is worth doing can be achieved in our lifetime. Let's Adjourn to the 6th Floor.

Menu	Announcements
Roast Beef Baked Potatoes Broccoli with lemon sauce Spiced peach on lettuce Apple pie Coffee Tea	Daily Office at 6:30 am on 2nd floor Breakfast following Daily Office in this room There will be a Bar on the 6th Floor Those who have not registered, please do so to left of lobby in Campaign Lounge

## ADVANCED ROOM PREPARATION

Placemat Six Areas Gridded to Regions  
 Yellow Napkin  
 Niebuhr Quote

Role	Activity	Meal Procedures
	Singing Context  Songs  Ritual  Prayer:  Intro  Day's Context  Send-Out	<p>Music has always been an important part of social change movements, like civil rights in this country or the labor movement. And so singing has become for us an important part of the change we've decided to make in society as Those Who Care</p> <p>Gibson Town p. 12            Social Demonstration Love Song P. 1</p> <p>This morning we want to use the same poetry as we did last night. I'll read to the semicolon and then you respond with the last phrase and then we will all read the last sentence together.</p> <p>The achievements of any one lifetime can only be measured in terms of significance in the whole sweep of history. The hope beyond earthly hope is found in the midst of each day's expenditure. Let us eat this breakfast in honour of those who live in the hope beyond hope as the guardians in the Subcontinent and hold up as a symbol of those in India, _____</p> <p>Let us feast.</p> <p>This morning we want to here reports from the Human Development Project work.</p> <p>Indiahoma Hometown Weekend by <u>DAVE JOHNSON OR ROGER MORGAN</u>            and Community Extension Modules by Jon Jenkins</p> <p>*Led Guardians' through the time design for Saturday            *Point to Symposium Assignment Rotation            *The Critical necessity for punctuality relative to time            *Lunch will be in this room at 12:30</p> <p>I send you out to live in a world where nothing makes complete sense in the immediate context of history.            Let's meet in our task force groups at 8 a.m.</p>
	Menu	Announcements
Grapefruit Juice Scrambled Eggs English Muffins Marmelade Coffee and Tea	See Day's Context Above	

## ADVANCED ROOM PREPARATION

Placemat Area Grid  
 Green Napkin  
 Niebuhr Quote

Role	Activity	Meal Procedures
	Singing Context	Have you ever wondered how singing began? How rhythm got connected with a sound and how a sound became musical. Maybe one day a person dropped a rock on his foot, started moaning, and ended up singing. I don't know, but I do know it has been a part of peoples' lives for thousands of years.
	Songs	Create the New Way P. 5 The Victory Song P. 2
	Ritual	Let's use this poetry again as our ritual. Remember, I read up to the semicolon and then you read the last phrase. Then we all read the last sentence together
	Prayer	It is strange to discover that the future is radically open to be created by those who decide that that is their task. Let us eat this meal in honour of those who see the ambiguity and wonder of their task as guardians and hold up as a symbol, Dr. Norghani of Malaysia as one of Those Who Care. Let Us Feast.
	Reports	This morning we want to hear from two segments of Experiments in Practical Care --the Corporation Experiment at Hughes Tool --the Travel Pool rationale and implications
	Announcements	*Task Force Assignment are as follows..... pass out the sheet *Dinner will be promptly at 6:30pm in this room.
	Send-Out	I send you out to live in a world where nothing virturous can be accomplished alone. Let's meet in our task forces at 2 pm

## Menu

## Announcements

Chili  
 Crackers & Corn Chips  
 Carrots & Celery Sticks  
 Lemon Bars

See Above List

ADVANCED ROOM PREPARATION

Candles / Brass Candlesticks  
 Area - Region Placemats  
 Iron Man

Role	Activity	Meal Procedures
	<p>Context Singing:</p> <p>Songs:</p> <p>Ritual</p> <p>Prayer</p> <p>Reading</p> <p>Assign-ments</p> <p>Announce-ments</p> <p>Send-out</p>	<p>Some of my colleagues have been to Australia and tell about the Aboriginal people - the depth of pain and suffering. But it is out of such pain that music has been born. The first song was written out of the joy and pain of Fifth City.</p> <p>Fifth City Love Song (p.7)                      When Iron Men (p.3)                      New Care in the Forming (p.2)</p> <p>Let's use this poetry again as a ritual. I will read up to the semicolon and then you will respond with the last phrase. And then we will read the last sentence together.</p> <p>The Iron Man is a symbol given to the world by Fifth City. Let us eat this meal on behalf of those who forge the story for every community and particularly remember this evening, The Guardains of the Middle East and Farida Gabbour (pronounced Ga-booher).                      Let us Feast</p> <p>Tonight I want to share with you some excerpts from a letter written by one of our colleagues who has been living for several years in Latin America. (Jim Kelley's letter)</p> <p>Our assignments for tonight are in a bit of a different context. We are going to be creating skits/role plays that are focused on our task.</p> <p>Daily Office is at 6:30 a.m. on 2nd floor.                      Breakfast will be following Daily Office in this room.                      There will be a Bar on the 6th floor at 9:30 p.m.</p> <p>I send you out to live in the world where we are saved by hope.                      Let's adjourn to our Saturday nite live groups.</p>

Menu	Announcements
<p>Sliced Turkey                      Herb Dressing                      Candied Yams                      Tossed Salad                      Sherbet</p>	<p>Daily Office is at 6:30 on 2nd floor in a.m.                      Breakfast will be following Daily Office in this room                      There will be a Bar on the 6th floor at 9:30 p.m.</p>

SUNDAY BREAKFAST

Meal Format

Chicago: Global Ne

ADVANCED ROOM PREPARATION

Placemat Area Grid  
 Orange napkins  
 Niebuhr Quote

Role	Activity	Meal Procedures
	<p>Singing Context:</p> <p>Songs:</p> <p>Ritual:</p> <p>Prayer</p> <p>Task Force Reports</p> <p>Reflec- tion</p> <p><del>ANNOUNCEMENTS</del> Send-out</p>	<p>Sometimes when something unexpected happens in community life, singing breaks out and people feel released. I remember a story about a ferry whose engines stopped in a wild storm. A small group started singing and that released the whole group on the boat.</p> <p>Amazing World (p.13) The Promise (p.13)</p> <p>Let's use this poetry again as a ritual. I will read up to the semicolon and then you will respond with the last phrase. And then we will read the last sentence together.</p> <p>What a time to be alive . . . when there are so many tasks to be done and there is not one chance to be bored. Particularly at this meal, let us stand before those in Latin America who are doing the virtuous act and as a symbol hold up Mr. Duniyo of Caracas, Venezuela.</p> <p>This morning we want to hear reports from yesterday's task force work: Public Communications, Regional Development, Regional Formation, Program Facilitation, and Global Research Assembly '80.</p> <p>What questions of clarity? Where were you surprised?</p> <p><del>SEE BELOW</del> What are the issues your region must wrestle with? I send you out to live in a world where we are saved by faith. Let's adjourn to our area meetings beginning at 8:30.</p>

Menu	Announcements
<p>Tomato Juice                      Assorted Cheese                      Sliced Cold Cuts/butter                      French Bread                      Coffee and Tea</p>	<p>Regional/Area meetings will be held in Edmunton, Montreal, San Francisco, Houston, New York, Chicago.                      Plenary will begin promptly at 10:15                      Lunch will be at 11:30 in this room.</p>

Taxi Pool list can be signed for in the Campaign Lounge.

SATURDAY NIGHT LIVE

RATIONAL OBJECTIVE: To become clear about the major points of the Institute story.

EXISTENTIAL AIM: To experience reclaiming the Institute story as my story.

CONTEXT

We've found ourselves in situations where we are asked or to tell the story of the Institute. With varying degrees of clarity we've stumbled into our telling. Tonight we are going to participate in, and watch, different kinds of situations each of us has, or will have, found ourselves in. After the presentations we want to reflect on the effectiveness of the "telling".

SITUATIONS

Hand out the "situations" to teams of two and allow 10 minutes for preparation. Point out the material that is available to work with.

SITUATIONS:

1. You are making a Development call to ask for money in an office or a home.
2. You are the host for an Evening at the Institute.
3. You are making a call to set up a program, either calling on a corporation for LENS, or making a presentation to the AAUW to set up a Global Women's Forum.

Each skit should be 5-10 minutes long. Suggest to the participant audience that they may want to take notes during the performances in order to have a serious reflection at the end.

REFLECTION

1. What lines do you remember?
2. Which seemed most clear? , unclear?
3. Which seemed most helpful?, unhelpful?
4. How might you do something differently?
5. What is the advantage of rehearsing the story?
6. With the increased visibility of the Institute and of the Order, what is the future role of the Guardians in this arena?
7. What is our wisdom re importance of our rehearsing our story?

SEND-OUT

I send us out to enjoy ourselves on the Sixth Floor.

OPERATIONS	UPTOWN	SWITCHBOARD	RESEARCH	DEVELOPMENT
<p>Dick Seacord</p> <p>Scott Morris Gary Forbes Mary Warren Moffett Jean Barringer Thomas Tampke Priscilla Wilson Bob True Karl Hess Gae Burns Dick Stanley Jim Jewell</p>	<p>Joan Seacord</p> <p>Dick Whanger Ray Caruso Sandra True Gary Drown Joe Thomas John Bengel Augusta Jayasekra Tim Wright Alice Baumbach Hemalatha James Paul Evans</p>	<p>Jim Wiegel</p> <p>Virginia Terry Norm Lindblad Audrey Ayers Forrest Craver Dorothea Jewell Richard Butler Carlos Ollison Lee Sugg Jan Ames Artie Matsuoka Barbara Donnelly Anne Patterson</p>	<p>Martha Lee Sugg</p> <p>Bob Vance Don Baker Beret Griffith Doug Druckenmiller Marshall Jones Joan Mack Sheldon Hill Steve Laxdahl Ruth Gilbert Fred Grimm George Walters Betty Dyson</p>	<p>Bruce Donnelly</p> <p>Beverly Gazarian Sue Laxdahl Duncan Holmes Don Mathis Jaya Dethé Walt Kargus Evonne VonBoeck Gerry Evans Carol Kucera Bruce Robertson Chuck Gribble Helen Ouelette</p>
LIBRARY	GUILD SUITE: living room	GUILD SUITE: dining room	RED CARPET ROOM	GALLERY
<p>Ted Farrar</p> <p>John Webster Mary Coggeshall Roberta Beebe Robert Springs Don Cramer Judy Wiegel Kitty Cole Ron Griffith Paul Noah Ed Ames Chandra Joshi Joy Wilton</p>	<p>Cynthia Vance</p> <p>Luke Whitelightning Jim Phillips Dix Archer Judy Lindblad Dane Adkinson Barbara Keller Roger Alexander Roberta Lapp Jon Jenkins Bill Bingham Bev Kargus</p>	<p>Rod Wilson</p> <p>Mary Ann Wainwright Jim Troxel Walter Blood Margie Gergen Jay Antenen Annette Bingham Gay Kennedy Marianne Mann Ed Dillinger Date Collins Mary Z. Longstreth</p>	<p>Bill Howard</p> <p>Ken Gilbert Ann Antenen Elizabeth Caperton Martin Pesek Bob Bain Sharon Farrar Kay Lush Jim Bishop Sherine James Betty Pesek Chuck Lapp Chad Miller Leonard Sizer</p>	<p>Georgiana McBurney</p> <p>David Patterson Kathy Jones Lewis Pierce Dorothy Baines Bill Goodger Barbara Williams Chandra Joshi Sharon Rafos Jim Baumbach Clancy Mann Moe Sill Zan White</p>

Small

Billy Pevak

Institute of Cultural Affairs

Went research + demon

Madison Tool Co

What kinds of ~~cause~~ have you seen fit to donate  
community projects

How do you decide

want to take a risk -- has to do w community

Local townspeople begin to involve  
develop their town

Fed gov too many activities too great  
libert

More grassroots parties. Locals have lost ability to determine their own  
fate

Evening meeting - 3 hrs

Hopes + dreams + ideas

Blocks

Proposals

Make

Part of prob - things go wrong - pt focus on individ  
things aren't working well

Positive results

Accomp every town - lots to be proud of

Positive look ahead

Blocks - personalities - social blocks

What concerned about - no one wants to step forward

Reason no leadership - got criticized

Not much reward

See block -

Proposal - annual every day - anyone - clerk in store

Certainly not a cult. Most are ch

Started as a ch renewal

Ch must deal w comm

How where ch must go

Deal w hopelessness

ADVANCED ROOM PREPARATION

Placemat Global Grid  
 Napkins - blue  
 Niebuhr Quote

Role	Activity	Meal Procedures
	Singing Context	One of the exciting things about singing is the fact that it expands your sense of time. Suddenly you are singing about your ancestors and your descendants. That allows you to see the immediate context of history, which is yours.
	Songs	The Vision (p.8) Harvest Time (p.10)
	Ritual	Let's use this poetry again as a ritual. I will read up to the semi colon and then you will respond with the last phrase. And then we will read the last sentence together.
	Prayer	To care for all the earth's people is a mission worthy of any one's time, energy and resources. Let us eat this meal as those who appreciate the virtuous standpoint we have been given. And in particular at this meal, let us stand before those in Europe who give their service to care for all the earth's people and hold up John Clark of the United Kingdom. Let us feast.
	Reports	Now we want to hear reports from the Area groups; Edmunton, Montreal San Francisco, Houston, New York, Chicago
	Reflections	What questions of clarity? Where are you excited? Where was there commonness? Where did you hear something you can use in your Area? Where are you worried about some Area's plan? Where can you be of assistance to some Area?
	Talk	Sending Forth "Onto the Glory Road" The Panchayat
	Send-out	Let us rise for the send-out. I send you from this week-end as those who are saved by the final form of love which is forgiveness, to be the symbols and presence of Those Who Care and to represent your region in the globe.

Menu	Announcements
Beef Stroganoff on Noodles Green and Orange Salad Mixed Vegetable Parmesan Assorted Tarts Rose	The next Guardians Meeting will be on Oct. 2-4, 1980. The G,R.A. will begin 29th of June and you are all invited to participate.

ENGAGEMENT IN THE MISSION

PARIS GUARDIAN, Gerald Nani, begins commitment of one day a week at the House by phoning people to join him at the European Guardians meeting.

BRUSSELS PATRONS lunch involves 16 key leaders from industry, government and religious community in Belgium. August Vanistendael and Paris Guardian, Mr. Gerald Nani, report on the work of the Institute. Each participant promises support: from LENS for his company to introduction to Catholic Educators throughout Belgium.

COPENHAGEN, 16 Guardians arrive at the House for Panchayat evening and viewing of Global Film. Guardian in the tax department offers assistance for future incorporation and tax exemption when House is ready.

WEST AFRICA authorization and framing trek is made by Gerald Nani, French Guardian, and Bill Parker.

KREUZBERG OST limited liability company formed with 10 key German Guardians, 11 community people, each of them investing 500 to 2,000 DM per share. Several Guardians offer help to set up new business and stimulate whole community in thinking of a long list of possible activities to be started, ranging from a small community cinema to a hustling service repair shop.

FUKUOKA GUARDIAN Mr. Tsurata and Bob Hanson speak at Tenjin Lions Club.

SALANI GUARDIAN Joe Annandale's tribute and the Mayor of Salani's speech are the highlights at a Decade of Service celebration in Western Samoa.

MISSISSIPPI STATE Guardians' and Delta Pace local Guardians' authorization and endorsements enable \$21,200 in proposals to be submitted to 22 businesses and corporations with \$850 in-hand or committed; \$100,000 public money working and \$5,925 inhand.

MINNEAPOLIS GUARDIAN, Ieva Grimm, has just been granted a twelve month "social service temporary assignment to assist the Institute of Cultural Affairs with the community development campaign" from Control Data Corporation.

INTERNATIONAL VISITOR Mr. de las Casas from the Instituto Interamericano de Ciencias Agrícolas (Interamerican Institute of Agricultural Sciences), an agency of the OAS (Organization of American States) with offices in San Jose, Costa Rica. He visited Azpitia Human Development Project in Peru with a friend who is in the Ministry of Agriculture. This resulted in an all day visit with ICA staff in Chicago learning about the research and training work of the Institute with the hope of finding ways to cooperate in the agricultural development of the Latin American projects.

GUARDIAN ENGAGEMENT EVENTS CHECKLIST

Primal Community Fortnight April 7-20 Brussels  
New Development Decade Symposium 18-20

Tai'rgwaith Economic Intensification Module April 24-May 1 Tai'rgwaith  
Isle of Dogs Community Extension Module May 2-9 London  
Religious Studies I May 9-11 Brussels  
Ijede-Bayad-Kapini Community Extension Module Trek May 9-June 5 Africa-NAME  
Netherlands Patron Luncheon May 16 The Hague  
London Regional Circuit Trek May 5-9 London  
Paris Regional Circuit Trek May 9-May 15 Paris  
Frankfurt Regional Circuit Trek May 16-22 Frankfurt  
Terme Community Extension Module May 23-29 Rome  
Kreuzberg Ost Community Extension Module May 23-29 Berlin  
London Patron Luncheon May 26-30 (to be announced) London  
LENS Pedagogy Weekend June 6-8 Brussels (to be confirmed)  
LENS Marketing Probe June 9-15 (to be confirmed)  
Henley LENS June 16-18 London  
Grenoble LENS Demonstration June 19 Grenoble  
Credit-Agricole LENS Demonstration June 24 Paris  
Global Research Assembly June 29-July 20 Chicago  
Continental Movement Council September 5-7 Brussels  
Area/Regional Movement Councils September 12-14 (locations to be announced)  
Global Guardians Consult--Europe October 10-12 Brussels



Raymond S. Caruso  
Vice President  
of Marketing

December 26, 1979

Direct Dial Number  
312/887-3403

Mr. George A. MacFarland  
Manager of AME Sales/Marketing  
Raychem Corporation  
300 Constitution Drive  
Menlo Park, California 94025

Dear Mr. MacFarland:

Randy Williams suggested that I write you with a brief summary of my experience with L.E.N.S. and how we apply it at McDonald's.

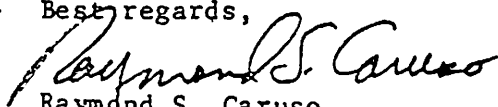
L.E.N.S., as you know, is a management tool that encourages and creates an environment for participatory management. It's means of operation: strategic thinking in combination with effective action. The end result is targeted actions that get the most impossible situations reversed and on stream again.

I've successfully used the L.E.N.S. process to develop the marketing plan at McDonald's as well as in our Field Marketing operations. In this latter situation we've taken the L.E.N.S. methods and developed an effective battle planning technique that combines diverse departments and functions and focuses these resources on an underdeveloped local market. We've turned sales around in these markets where others have failed. I know this is because of the participatory style and depth methods that get a root contradictions.

These methods are very useful to us. I plan on expanding the use of L.E.N.S. methods next year by having another seminar that focuses on training our people in the use of these methods.

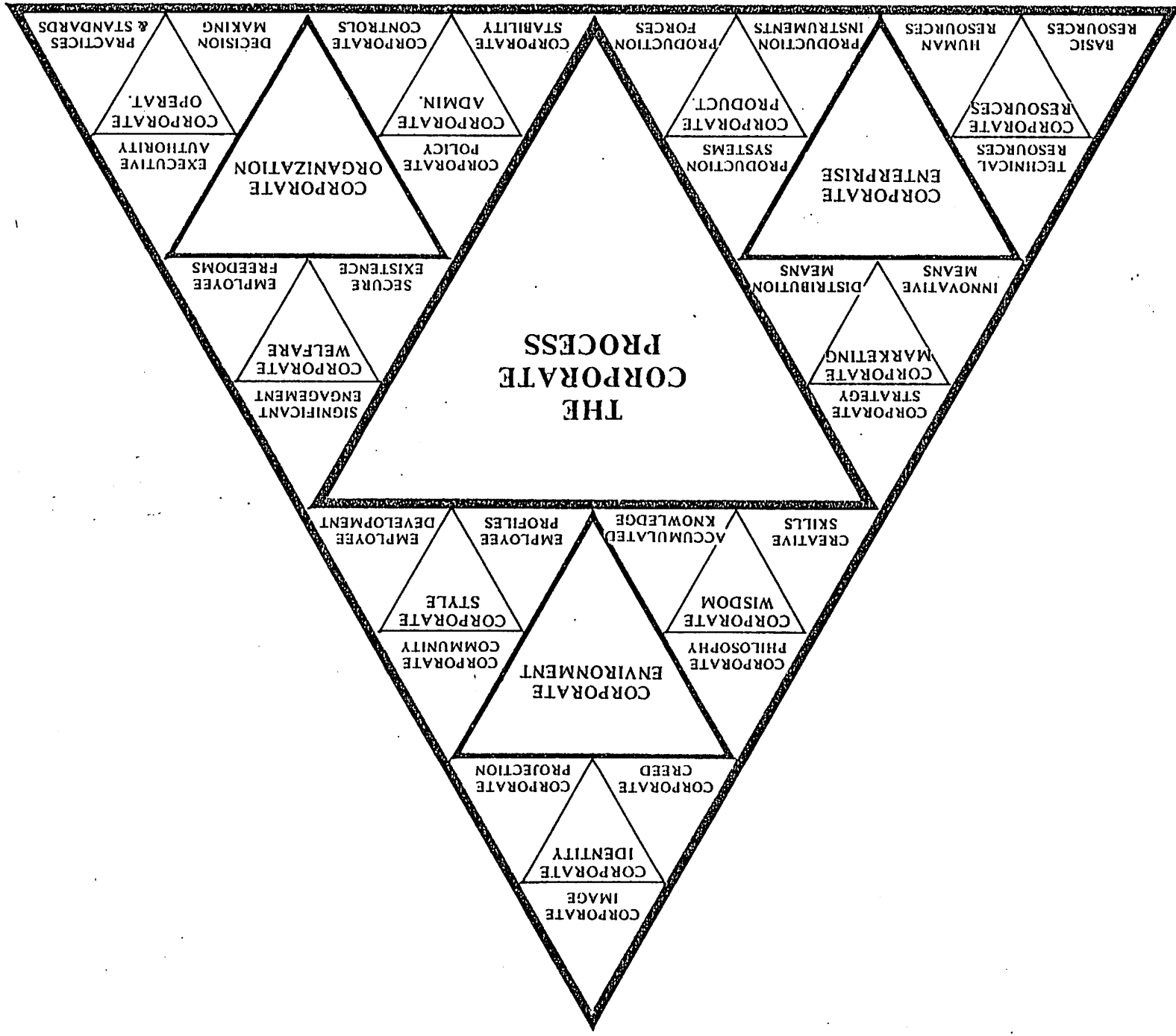
Best wishes to you and your company in the New Year. If you need any more information, please don't hesitate giving me a call.

Best regards,

  
Raymond S. Caruso

cc: R. Williams  
ICA  
4750 N. Sheridan Road  
Chicago, IL 60640

McDonald's Corporation · McDonald's Plaza · Oak Brook, Illinois 60521



**THE  
CORPORATE  
PROCESS**

**THE CORPORATE PROCESS**

## TASK FORCE ASSIGNMENTS

PUBLIC COMMUNICATIONS	REGIONAL DEVELOPMENT	REGIONAL FORMATION	PROGRAM FACILITATION	G.R.A. '80
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Global Research Assembly - 1980  
Task Force

1980 GRA

Movement I: The times In the midst of old models collapsing and authority weakening there is a struggle for authentic participation of local people in decisions that affect them resulting in a shifting of power.

2. Trends In the midst of the scramble for scarce resources which gives rise to protectionism and dangerous demagoguery, local people are asserting power, as evidenced in the rise of the village movement particularly in the third world. New social symbols are being developed reflecting the new concern for conservation of the human environment and a new focus on responsible productivity.
3. The spirit mood of the world: In the midst of a mood of futile isolation and overwhelming ineffectiveness, the world stands ready for new challenges with an acute sensitivity and unexpected lucidity birthed in a search for hope and a yearning for a new dimension of progress (effectiveness?).
4. The spirit mood of the movement: The Spirit Movement senses itself as having laid a solid foundation in the world of methods, demonstrations and ready troops. We now are emerging from that largely underground task anxiously anticipating the new designs which will give a clear image of the completed structure and release a surge of global motivity to construct the new city of humankind.

5. GRA '80:

IMAGES

- . global conferences
- . toward the 21st century
- . world reborn
- . DNA module
- . closing the century

SPIRIT LIFE:

- . singing
- . poetry
- . profound humanness chart
- . exemplars
- . global religions and symbols
- . spontaneous celebrations

THEMES - MOVING TOWARD THE 21st CENTURY

- . leap of engagement
- . partnership of communities
- . global neighborhood
- . step beyond

ACTIVITIES

- . methods training
- . RS I update
- . frame fortune 500
- . documentation
- . experimentation with new structures
- . visual aids
- . public relations
- . share community-in-partnership

Gestalt of activities:

METHODS/PUBL. RELATIONS/DOCUMENTATION

AND EXPERIMENTATION

Global Research Assembly - 1980

Task Force

II

II. 1. What are the prevailing social concerns of 1980?

The prevailing social concerns of 1980 are primarily the care for society in such areas as social responsibility. Abuse of power, injustices, irresponsible governments are undermining future social structures. Concerns for health and physical well-being are frequently expressed as the need for primary health care models, reasonable medical costs and overcoming welfare abuses. Economic concerns involve inflation, unemployment, high interest rates, as well as the global issue of inequity between the "haves and have nots". The underlying human expression which reveals the frustrations of individual ineffectiveness are expressed as "I can't make a difference." Isolationism, loneliness and family breakdown are seen as manifestations of people in our times who want to participate in a rapidly changing world. This is the same world in which youth crimes and urban decay, dirty streets and abortion are frequently unsolvable issues. "See my world the way I see it" is the concern after a stronger cross-cultural empathy.

II. 2. What is the NEW in the economic processes?

The 3rd and 4th Worlds are still not participating in the economic processes, but stagflation is forcing the 1st and 2nd Worlds to shift to labor-capital management and team management, with a resulting trend toward more humanized and participatory economic processes.

What is the NEW in the political processes?

Centralized control is yielding ground to localized control in the face of (1) the democratizing influence of mass communications; (2) terrorist/militant tactics that paralyze governments; and (3) the collapse of the adhocracy due to its own weight and inertia.

What is the NEW in the cultural processes?

As the West finally encounters (1) the 3rd World; (2) genetic engineering; (3) family revolution; (4) utilization of space; and (5) electronic communications...across-the-board confusion reigns (particularly in education and welfare), giving rise to a yearning for simpler, more traditional ways of life.

II. 3. Where has the Movement permeated society?

The movement has permeated society to foster participatory decision-making at several levels of decision-making, but particularly locality groupings: neighborhood and community (where often time-consuming transfusions of hope were first required). More ready response to bottom-up planning inputs have been found in certain church groups, educational institutions, and multinational corporations. Work needs to be done in recruitment and training phase sequencing of efforts and concern for pace in strategic expansion.

II. 4. What will enable Awakening, Engagement, and Nurturement?

AWAKENMENT: LENS, Town Meeting and the project work must be enabled by effective exchange of our global experience and by the establishment of a strategic approach to creating awakening networks. The gifts of RS-1, the PLC, GWF, etc., must be recaptured and implemented. New work is needed to create awakening programs that will address the specific needs of organizations and the concrete issues with which local people are struggling. For example: The Town Meeting construct might be adapted to the corporate environment. A Forum on the energy crisis might be designed as an awakening tool.

ENGAGEMENT: We need to find ways of releasing awakened people to move. Some need a better idea of who we are, what we do, and why we do it, before they will risk themselves. Others require some means to relate their awakened state to their families, their places of work, their local churches and their communities. Such links must be better understood so that people can engage.

NURTUREMENT: The key to nurturement is engagement itself. If we are effective in allowing for everyone--youth, the elderly, local folk, churchmen, guardians, and the last fat lady to engage, nurturement will have happened.

II. 5. How do we create a mechanism that would allow the whole global movement to input helpful research?

A scientifically prepared questionnaire is developed by research centrum out of their work, HDP and Panchyat trek reports. Members of the global movement are all invited and encouraged to complete it. Five to 10 key questions will be identified for regional or areal meetings.

Regional or areal workshops will be conducted during the same time frame around the world. They will deal with the key questions identified above. The reports, with emphasis on contradiction analysis, will be gathered as the grist for either one or three GRAs. If more than one GRA is proposed, direct interactive communications will be vital to assure global concensus.

Each RA should strive for representational participation from across the globe so that the blue shirts of India and hose of North America, for example, will have comparable input.

GLOBAL RESEARCH ASSEMBLY '80  
Task Force

MOVEMENT III: THE SPECIFICS

1. What will the world look like 10 years from now:

Ten years from now the world will be recovering from a recession and possibly a limited war. Predominate mood will be one of interdependence and vulnerability. New forms of family structures will emerge as will smaller cities. Capitalism as we know it will be eroding and a more integrated system of social care will be emerging. New technologies for tapping energy sources will be yielding their first fruits.

2. What the movement will be doing 10 years from now:

Ten years from now the movement will be doing electronic TM's coordinating the awakening which agencies are now undertaking. There will be HDP's as demonstration in every region. There will be cadres working the two million, seeing replication going on throughout the globe, articulating the new form of the local congregation, and focusing on the celebrational dynamic of society.

3. What kind of research will be needed for the future:

We will need to discover how to make effective use of computerized communication systems; how to design and adapt training methods to fill specific needs; (in a word, become world-wide educational consultants) how to fund the ICA's efforts to reach out to the 1990's; how to freight the word to mankind's deeps in secular ways with secular language; how to define the forms of care and engagement for late 20th century man.

4. Mechanisms or methods used for mass awakening:

In order to have mass awakening the following methods can be used: television commercials, magazine articles, global international education curriculum, local church structures. In the presentation it should consist of the awareness of the issues, opportunities to serve local man, the methods and courses that are available and that YOU are needed.

5. Tools needed for the future:

Tools needed for the future are economical and rapid means of telecommunication computerized word processing and data gathering methods. This will enable the wisdom and intuitions of large numbers of people to be gathered, written and communicated. Then popularization of HDTS modules into forms already assimilated by neighborhood groups can be rapidly processed at the same time. RS-1 and other Spirit Method courses will be necessary for sustaining corp groups and cadres.

6. To grow up giants:

Giants need no training and research. They are really God's gifts but still things to foster their emergence may be utilized. Psychology, RS-1, Profound Humanness Voyage Programs, freedom from economic and social boundaries, GRA in each continent,

PROGRAM FACILITATION

Task Force

RECOMMENDATION:

- I. Regional guardians LENS for planning program acceleration.
- II. Continental communication within networks; professions; public, private, voluntary sectors.

CONSIDERATIONS:

1. LENS training and pedagogy
2. Sell LENS to own corporation
3. Signal community signs
4. Neighborhood Town Meetings
5. Guardian marketing timelines
6. Guardian initiated programs
7. Piggyback available networks
8. Quarterly plan for how to do public relations (Evenings at the Institute etc.)
9. Bottom line program monies
10. Update framing

A PHASING MODEL

I. Creating Public	II. Pilot Programs	III. Program Intensification
1. Visit every TM town 2. Framing W/S 3. Discern regional advantages	1. Regional Mktg. Plan 2. Bottom line Program re. \$ 3. Key Targets	1. Program Mktg. 2. Troop training 3. Network webbing

PROGRAM MARKETING

SYMPOSIUM

RATIONAL OBJECTIVE: Impart the necessary information which gives an objective status picture of the impact programs.

EXISTENTIAL AIM: Release participation in the regional program efforts.

STORY  
CONTEXT

20 min

Mass Awakening: effectivity and new life to 4 billion people.  
We want to share stories about the marketing breakthroughs in impact that have happened this year, first from our panel - then from the participants:

1. Town Meeting
2. Global Women's Forum
3. LENS

Emphasis on networks of programs.

MATERIALS/  
TECHNIQUES  
DIALOG

15 min.

Panel present materials, techniques that are the current edge in marketing.

Reflection:

1. What struck you in the stories/materials/techniques as the new
2. What are other marketing techniques that you are aware of being used?
3. What would you push to increase effectivity in these materials/techniques?
4. What is the next stage of marketing called for?
5. What is the guardian role in that?

STRATEGY  
CONVERSATION

10 min.

The central focus of the Tactics chart created by the Guardians last fall which delineated the Guardian thrust for the next four years is "Releasing the Awakening Campaign". The tactics in that category are:

1. Scheduled Impact Events
2. Intentional Guardian Expansion
3. Target Corporations

CONVERSATION:

1. What has been guardian participation in implementing those tactics since October?
2. What are the necessary elements of a strategic implementation plan?
3. What tools/events are needed to enable you to feel comfortable and confident to do program marketing in your region?
4. What do you see as the role of the guardians in Mass Awakening?

18th Guardian Consult  
Chicago

April 11-13, 1980

PUBLIC COMMUNICATIONS

*LDRSHP MWM/RC  
ORD - Joel W Kathy J*

SYMPOSIUM

RATIONAL OBJECTIVE: To present to the guardians the ICA's current move on public image for the sake of the mission.

EXISTENTIAL AIM: To experience a reaffirmation and deepening of vocational decision.

CONTEXT

10 min.

1. Why Public Image now?
  - a. Visibility of our work.
  - b. Success emerging from current documentation.
  - c. Investigative reporting.
2. The task of the 18th Guardian Consult
  - a. Reflect on publically telling the ICA story.
  - b. Complete a grid of our Publics Matrix
  - c. Participate in telling the story.

STORY  
ART  
FORM

10 min.

Distribute copies of the work done to date on the Annual Report

Art Form Conversation:

1. What struck you
2. Where excited
3. What is the new story that this is telling
4. How will this be used?

PUBLICS  
MATRIX  
GRID

20 min.

Using the Publics Matrix Grid on the board work through 1-2 lines of data.

PUBLICS MATRIX GRID

Publics Audience	Aud. Belief	ICA Story	ICA Advantages	ICA Vulnerabilities	Strategic Positioning
Church					
Activists					
Government					
Guardians					
Community					
Business					

STRATEGY  
TALK

10 min.

POSITIONING STRATEGY

1. Containment Strategy (Defensive)
  - a. Speed
  - b. Control
2. Trust Strategy (Offensive)
  - a. Local
  - b. Regional
  - c. National
3. Interchange Strategy
  - a. Global News Service
  - b. Grassroots Mailing
  - c. Periodicals
  - d. Annual Report

SYMPOSIUM

REFLECTION

CONVERSATION

1. What words/phrases did you hear?
2. What seems on target/ necessary?
3. How will this kind of strategy work in your geography?
4. What does your region need to do re: containment/  
Trust Strategy, Interchange?
5. Fill in questionnaire for Public Communications Post/  
Area Guardians meetings tomorrow.

REGIONAL DEVELOPMENT  
SYMPOSIUM

*LDRSHIP Beret Griffith  
Sandra True*

RATIONAL OBJECTIVE: Create the images that allow the dynamics of development to occur regionally.

EXISTENTIAL AIM: Allow the guardians to appropriate development as a death ground issue.

<p>CONTEXT</p> <p>20 min.</p> <p>ART FORM CONVERSATION</p>	<ol style="list-style-type: none"><li>1. Welcome/Introductions Quickly give an image of development (each participant)</li><li>2. Development Context<ol style="list-style-type: none"><li>a. Rehearse past development strategy</li><li>b. Futuric images of development</li><li>c. Fiscal policies</li><li>d. Current picture of where we are.</li></ol></li></ol> <ol style="list-style-type: none"><li>1. What words/numbers stuck with you?</li><li>2. Where did you hear newness in development strategy?</li><li>3. What is one thing that needs to take place now?</li><li>4. How do you see yourself participating in your region?</li></ol>
<p>REFLECTION</p> <p>WRITTEN RESPONSE</p>	<ol style="list-style-type: none"><li>1. Talk together about the importance of development beyond the practical task of raising money.</li><li>2. Why is it important that people who are not the staff ask other people for money?</li><li>3. Take time for individual reflection (write out for yourself): How much do I give yearly? How much do I spend yearly in the mission? What is my mode of giving....what priority does it have?</li></ol> <p>This afternoon in the workshop a group will pull together what this group sees needs to happen in regional development. Write on a sheet of paper:</p> <ol style="list-style-type: none"><li>1. The one thing that needs to happen in regional development now.</li><li>2. One way you see yourself participating.</li></ol> <p>Have two or three statements read out loud. (Brief reflection if there is time) Collect all statements to be used in afternoon workshop.</p>

18th Guardian Consult  
Chicago

PROGRAM MARKETING  
SYMPOSIUM

April 11-13, 1980

LDRSHP - Laure H / Billings / gwh  
Pewee / CVE / TEW  
ORD - Rob Williams / Sam / KIR  
H. / CHG

RATIONAL OBJECTIVE: Impart the necessary information which gives an objective status picture of the impact programs.  
EXISTENTIAL AIM: Release participation in the regional program efforts.

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18th Guardian Consult  
Chicago

April 11-13, 1980

REGIONAL FORMATION

SYMPOSIUM

*LDRSHIP - Rort Bain - old type  
manuep - new type  
Phx - (Programme JSP  
(NY2) - solo  
BRUCE DONNELEY / SHARON FARRAR*

RATIONAL OBJECTIVE: To convey the image of formation as the key to the effectiveness of the missional task.

EXISTENTIAL AIM: To experience the [on B 1/2 of the global guardian network] turn to visibility as the North American guardians experiment with giving new birth to the grassroots Movement.

CONTEXT  
(Convenor)

1. Why Regional Formation now.
  - a. Visibility of our work.
  - b. New configurations in society to get job done, ie public/private, new bubbling in church hierarchy.
  - c. Possibility of being serious servants to structures of society.
  - d. Effective methods are possible.
2. Regional Formation as care for the future.
  - a. Responsibility for the whole
  - b. Create new forms of engagement
  - c. Induce renewal to happen.
  - d. Undergird opportunities for community building.
3. The Guardian Role.
  - a. Catalyze
  - b. Serve
  - c. Defend
  - d. Guard
4. The task of the 18th Guardian Consult
  - a. Guidelines for use of space/time
  - b. Delineation of tasks
  - c. Principles of relationships
  - d. On behalf of: Areas-54/6; Regions=324/36; Metros-1944/216

10 min.

PRESENTA-  
TIONS

- 4 - 5 minute presentations from guardians on guardian activity in their region/metro:
1. Relationship to Symbolic Order / House
  2. Relationship to geography
  3. Relationship to the global
  4. Relationship to Movement Priorities
  5. Meeting structure-symbolic life, assignments.
  6. Troop expansion means
  7. Finances
  8. Engagement in missional task.

20 min.

SYMPOSIUM

REFLECTION

1. What did you hear?
2. What surprised you?
3. What excited you?
4. What opened up new possibilities for you for your situation?
5. What seemed on target?
6. Where did you have questions? about clarity?  
in disagreement?
7. What are other forms of guardian experimentation in your situation or that you have heard of?
8. What would be the most helpful tool for regional formation that you could return with? Make a list.
9. For the afternoon workshop - brainstorm quickly how you would do the items on the list.

15 min.

SEND OUT

PUBLIC COMMUNICATIONS SYMPOSIUM

Chicago

Rational Objective: To present to the guardians the ICA's current move on public image for the sake of the mission

Existential Aim: To experience a reaffirmation and deepening of vocational decision

CONTEXT

10 min.

1. Why Public Image now?
  - a) our visibility
  - b) advantage of documentation
  - c) investigative reporting & our uniqueness
2. What is the intent of this symposium?
  - a) Review of the journey of ICA/EI/O:E
  - b) Discern how our story reflects the times
  - c) Explore the strategy issues re: current position of ICA and its story

HISTORICAL REVIEW

20 min

In order to talk about where we are now, it is helpful to look at how we got here. One way of doing this is this paper which was done as background for the 25th Anniversary celebration last July. Many have commented to us that it is helpful. We'd like to look at it now as a way to launch us into this symposium.

1. Pass out the 25 yr. profile. Break group into 4 sections by the time periods of the paper. Ask everyone to read, and jot down in the margins events that happened in the mission which they personally remember or have heard about as they read.
2. Put up a board image to quickly get out key images from the paper corporately after everyone has had time to read.  
Go through the chart chronologically.

	'54-'63	'63-'68	'68-'74	'74-'79	PRESENT
WORLD MILIEU					
MISSION THRUST					
TASK FORMS					
KEY EVENTS					
NEW LEARNINGS					
FUTURIC THRUST					

PUBLIC COMMUNICATIONS SYMPOSIUM

Chicago

CURRENT STRATEGIES

In North American recently, our missional task has taken us into high visibility, not only of our programs, but our organization. After having various special short-range task forces during this time, this year a more permanent "public communications" post was created. The question quickly became "What, beyond reacting to issues or requests as they come, does it do?" That is a strategy question.

- 1. Public relations strategies take various forms:
  - a) Containment or defensive (illustrate)
  - b) Trust creation or offensive (illustrate)

We added a third, called interchange(illustrate)

- 2. What are some examples of public image or public relations strategies that you know from other situations? e.g. business, politics, voluntary groups?
  - a) what is the intent of the group
  - b) what are they out to communicate
  - c) what are the techniques and images they use?

10 min.

- 1. What are the most needed strategies for creating our public image on this continent now?
- 2. What are some tactics underneath these?
- 3. In the workshop this afternoon we will be looking more carefully at the multiple audiences or publics the ICA and EI now have, and at how we can design and create our public face.

## PUBLIC COMMUNICATIONS WORKSHOP

Chicago

Rational Objective: To experiment with an analytical process to implement activation of the framing dynamic. To equip ourselves to do regional framing.  
 Existential Aim: To experience the release of method, to discover the confidence in our story and insight into the audiences which undergirds calls, presentations, publications, etc.

CONTEXT-

10 min

We intend to be in charge of the image the public has about us. When we don't take charge of it, it is created for us. When we have had to respond or react defensively, in most cases it has been because we have not created what we called "trust" or advocacy at the local regional, national, or global levels in the public, private and voluntary sectors of society.

The concept we have used to talk about this "trust" strategy is framing. In past workshops, we have listed the individuals and groups we know or could know.

What we want to do in this workshop is experiment with and test a process or method which will allow a journey to happen to those people or groups, or to activate that dynamic.

INTRODUCING  
THE  
PROCESS

15 min

Below are the steps of a process which can be done either individually or as a group workshop. This is not a problem-solving method, or a pedagogical method, per se. It is a planning method, because it is about thinking through a public contact before it is made.

Let's review these steps and get out any questions of clarity.

1. What is the result we are out to accomplish, or what do we want?
2. Where do we stand, what ground are we on, or what is the situation we are in? (E.g. unknown, well-known, crisis, friendly, etc)
3. What do we know about this audience or person? (sociologically, personally, etc.)
4. What is this person or group's image of who we are, or his (their) relationship to us?
5. What is the purpose or intent or struggle of this group in relationship to history? or its present day operation?
6. What do we need to communicate? What is my own version of the story this person needs to see and hear?
7. What advantages do we have in this relationship? Where are we vulnerable?
8. What key images need to be communicated? What techniques, tools, or materials will be helpful to communicating these images? What stories can be used? What invitations can be issued? etc.

PUBLIC COMMUNICATIONS WORKSHOP

Chicago

NAMING  
THE  
AUDIENCES

1. What questions of clarity do you have about these steps?  
What does this process remind you of?
2. List on the board the 3 sectors and 4 levels of the framing chart (P,P,V).  
Relative to next quarter's task, list some examples of persons or groups that we will be contacting or in touch with.

	PUBLIC	VOLUNTARY	PRIVATE
Global			
National			
Regional			
Local			

10 mins

What questions of clarity on this?

TESTING  
THE  
PROCESS

What we want to do now is walk through the process outlined above, talk about the results, and evaluate and refine it.

1. Using this kind of a grid of P,P, & V, what is something you need or are planning to do in the next 3 months that involves the Institute image and a specific audience? (Get out some verbal examples). Select the one example you personally are going to do.
  2. Take a sheet of paper, and write several phrases or sentences on each step of the process (1-8 above). Take about 20 minutes to do this on your own task.
1. Now, let's reflect a bit on the process. Which step was easiest? which hardest?
  2. Let's share some of the results. Does someone have an example from the private sector? (Get at least one from each sector then come back).
  3. Now, anyone, from the one you wrote, where were there similarities? where major differences?
  4. What difference do you experience in relation to the task after this process?

30 min.

PUBLIC COMMUNICATIONS WORKSHOP

Chicago

REFLECTION

AND

PRODUCT

CREATION

45 min.

1. Now, let's look back at our work.
  - a) Which step do you think was most important? Why?
  - b) What was missing as you went through the steps?
  - c) Where could a step be expanded helpfully?
  - d) In what other kinds of situations (everyday life) could this process be used?
2. How could this process be used by your regional colleagues?  
Why is it important?  
  
How would the region look different if this process were applied?
3. If we are to shape this process into a workshop for the region, what further refinements or explanations are needed?
4. Arrange for the process to be typed up and presented as a possible workshop for the reporting tomorrow morning.

Public Communications Task Force : Preamble

We intend to be in charge of the image the public has about us. When we don't take charge of it, it is created for us. Never again will we be able to be a quiet organization, therefore we need a strategy for creating "trust" or advocacy at the local, regional, national and global levels in the public, private and voluntary sectors of society.

The following are the steps we propose to be taken now to create this "trust", to contain or counter negative publicity, and to provide needed interchange and information among supporters.

Action by the Guardians...

1. Carefully study the 1979 Annual Report when it is published and base presentation and replies to questions on its contents.
2. Begin a campaign at regional and local levels to broaden and deepen the relationship with supporters and future friends.

Action by Public Communication Post...

1. Develop a Facts Book which can be used to answer promptly and accurately factual questions and serve as the base of standard statements on issues that arise.
2. Compile and create supportive materials (audits, testimonials, samples, etc.) and distribute them to appropriate individuals and organizations.
3. Compile a list of U.S. and Canadian success stories that will stand up under unsympathetic scrutiny.
4. Develop a model campaign to deal quickly with controversies when they arise.
5. Centralize our response to current attacks by Rural League for Community Independence.
6. Develop a full-scale, long range strategy for building and maintaining a favorable public image in the 1980's.

In learning to react to the repeated blows of the Old Man's staff, we will learn to dodge the blows without spilling the water or the firewood.

PUBLIC COMMUNICATIONS WORKSHEET

		THE INTENDED AUDIENCE IS: _____
V I C T O R Y	1. ICA RESULTS	(what are the results ICA wants from this audience/organization?)
	2. AUDIENCE BENEFITS	(what benefits will our audience gain from this contact with I.C.A.?)
F R A M I N G  D A T A	3. SIGNIFICANT DATA	(What data do we have or need about this audience?)
	4. AUDIENCE BELIEF	(What does audience know about I.C.A., what are their beliefs?)
	5. HISTORICAL STRUGGLE	(What is the struggle of this organization in relationship to history?)
	6. AUDIENCE STRUGGLE	(Describe this organization's own story about their struggle over against the historical)
S T A R T I N G.  P O S I T.	7. I.C.A. STATUS	(Where does I.C.A. presently stand with this audience; any recent change in status?)
	8. I.C.A. ADVANTAGE	(What are our advantages in convincing this group of I.C.A. benefits)
	9. I.C.A. VULNERABILITY	(Where are our vulnerabilities in selling this audience?)
T A C T I C S	10. KEY MESSAGES	(direct or indirect? Attack misinformation or provide accurate data?)
	11. KEY IMAGES	(What images, what media will best convey the "key message"?)
	12. MEDIA TECHNIQUES	(Techniques, tools, needs, materials helpful in communicating to target audience)

PUBLIC COMMUNICATIONS WORKSHEET

		THE INTENDED AUDIENCE IS: _____
V I C T O R Y	1. ICA RESULTS	(what are the results ICA wants from this audience/organization?)
	2. AUDIENCE BENEFITS	(what benefits will our audience gain from this contact with I.C.A.?)
F R A M I N G  D A T A	3. SIGNIFICANT DATA	(What data do we have or need about this audience?)
	4. AUDIENCE BELIEF	(What does audience know about I.C.A., what are their beliefs?)
	5. HISTORICAL STRUGGLE	(What is the struggle of this organization in relationship to history?)
	6. AUDIENCE STRUGGLE	(Describe this organization's own story about their struggle over against the historical)
S T A R T I N G.  P O S I T.	7. I.C.A. STATUS	(Where does I.C.A. presently stand with this audience; any recent change in status?)
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Public Communications Task Force : Preamble

We intend to be in charge of the image the public has about us. When we don't take charge of it, it is created for us. Never again will we be able to be a quiet organization, therefore we need a strategy for creating "trust" or advocacy at the local, regional, national and global levels in the public, private and voluntary sectors of society.

The following are the steps we propose to be taken now to create this "trust", to contain or counter negative publicity, and to provide needed interchange and information among supporters.

Action by the Guardians...

1. Carefully study the 1979 Annual Report when it is published and base presentation and replies to questions on its contents.
2. Begin a campaign at regional and local levels to broaden and deepen the relationship with supporters and future friends.

Action by Public Communication Post...

1. Develop a Facts Book which can be used to answer promptly and accurately factual questions and serve as the base of standard statements on issues that arise.
2. Compile and create supportive materials (audits, testimonials, samples, etc.) and distribute them to appropriate individuals and organizations.
3. Compile a list of U.S. and Canadian success stories that will stand up under unsympathetic scrutiny.
4. Develop a model campaign to deal quickly with controversies when they arise.
5. Centralize our response to current attacks by Rural League for Community Independence.
6. Develop a full-scale, long range strategy for building and maintaining a favorable public image in the 1980's.

In learning to react to the repeated blows of the Old Man's staff, we will learn to dodge the blows without spilling the water or the firewood.

PUBLIC COMMUNICATIONS WORKSHEET

THE INTENDED AUDIENCE IS: \_\_\_\_\_

V I C T O R Y	1. ICA RESULTS	(what are the results ICA wants from this audience/organization?)
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Public Communications Office

INTRODUCING: THE GLOBAL NEWS SERVICE

Purpose: To provide the movement with current information on newsworthy events out of our missional engagement across the globe to be used in on-going newsletters as extra-regional and area news.

Medium: Journalistic-style stories suitable for on-going newsletters, e.g. regional, areal, HDP, state campaigns, etc.

ATTENTION: Editors of current newsletters

- Guidelines:
- 1) Local editors decide which stories from the News Service to include in their newsletters based on their own knowledge of their audience.
  - 2) Re-editing of stories is encouraged if it seems appropriate for the audience. E.g., use of ICA staff names.
  - 3) Where supplementary material (talks, photos, constructs, etc) is available, it will be noted.
  - 4) "Subscribers" to the News Service are encouraged to also be "correspondents" and in-coming mail will be screened for appropriate material so that this functions as a timely and authentic interchange.
  - 5) This is a service, not a recommended format for your newsletter. The quantity and content of stories will change as they become available.



#### BUBUN BREAKTHROUGH

Jakarta, Indonesia--The village of Bubun in North Sumatra was elevated from a provincial to a national demonstration on January 21. Government representatives from PUOD (Dept. of Home Affairs, Office of Regional Autonomy), BAPPENAS (National Planning Board), and SEKAB (the Cabinet Secretariat) visited the Human Development Project in Bubun, and a letter was sent from PUOD to the Governor of the Province of North Sumatra advising the State Planning Board to "learn from ICA."

Following the site visit, the national representatives met with the Coastal Development Team (Sea Pantai), which is responsible for government planning of coastal village development in North Sumatra. (Mr. Darus, head of the Economic Faculty of the University of North Sumatra, chairs the Coastal Development Team. He addressed the international gathering of the ICA in Chicago, July 1979.)

According to a telex message from ICA staff members Richard West and Frank Powell in Jakarta, the PUOD recommended a Human Development Training School in North Sumatra in November 1980, encouraged the creation of a "Bubun cluster" of development villages, and approved quarterly circuits by ICA staff to other growth centers in Indonesia. According to ICA staff, this means the creation of a four-year expansion program with annual budgets and increased efforts in private sector funding.

#### MANAGEMENT TRAINING EXPERIMENT

Houston, Texas-- Hughes Tool Company, a Fortune Five Hundred corporation, is in the process of creating a videotape training program for use by managers throughout the corporation. The program was recorded during four pilot training sessions conducted by the ICA in January, based on problem solving methods of brainstorming and gestalting, challenges and proposals, and focused on the corporation's issues in the area of material accountability, i.e., parts and supplies.

By mid-February Hughes Tool will make a final decision whether to use the training methods with 300 managers in the company. The original pilot sessions were sponsored by Mr. Paul Meeting, Director of Management Development. Participants from the pilot sessions will be the trainers using the videotapes and monitoring the sessions.

According to Mr. Richard Loudermilk of the ICA staff, the object of the program is to give management a method for conducting meetings with the hourly workers which is an alternative to gripe and grievance sessions. Mr. Loudermilk stated the company is pleased with the results thus far, which resulted from two LENS seminars with officers and middle-management during 1978.

## ANDREW YOUNG VISITS WOBURN LAWN

Jamaica--Ambassador Andrew Young, former chief US representative to the United Nations, took time from his consultations with Prime Minister Michael Manley of Jamaica and other conference responsibilities to visit the Human Development Project in Woburn Lawn on January 8-12.

Twenty people participated in a fried chicken lunch hosted by Miss Alice Wright, president of the Woburn Lawn Village Council. During lunch Ambassador Young conversed about the global priorities across the Caribbean. He commented that current efforts of village development will have significance in the next five years "beyond your farthest imagination."

Following lunch, Miss Wright and ICA staff accompanied Ambassador Young and his associate, Mr. Stoney Cooks, on a site visit of the community, viewing the education, health, industry, and agricultural programs. A highlight of the visit was when the students in the All-Age School sang the Woburn Lawn song and the Jamaica national anthem.

Later when introducing ICA staff members Larry Ward and Charles Lingo to Prime Minister Manley, Ambassador Young commented that he was "very impressed with what one sees that has been accomplished in Woburn Lawn."

(NOTE: photos are available to accompany this story on request)

FIRST GLOBAL RESEARCH COLLOQUY  
PLANNED IN INDIA

Bombay, India--"Now that we've done 232 Human Development Projects, how do we do 25,000?" is the question facing ICA staff in India. March 24 through April 2 is the date for the first Global Research Colloquy, to be held in Maharashtra State and designed like the Global Research Assembly in Chicago, July 1979. A search is being made for a "fine" facility to symbolize a new step in the replication effort for some one hundred of the "blue shirts," indigenous staff of the Maharashtra Human Development Project.

A major emphasis of the colloquy is the formation of support around the village projects, and task forces will focus on the issue of "replication" or how to implement Human Development Projects in 25,000 Indian villages. The colloquy will include a Global Symposium focused on the sub-continent, reports from across the entire continent, and evaluations of the current replication designs.

Representatives from Human Development Projects anywhere in the world are invited to attend.

February 8, 1980

## PARTNERS FOR THE FUTURE

Munising, Michigan--" . . .finally a plan is in the making that could put our people in Munising together." ". . .my blood began to run fast and excitement ran through me." ". . .people are concerned, and now that there is direction, I really believe it will definitely work." These comments from some of the ninety participants in the Munising Partnership Conference on January 17 indicate a new level of commitment within this town of 4,000 in the Upper Peninsula of Michigan. The new informal "partnership" between the town and the Institute of Cultural Affairs follows Town Meetings held in the community in 1977, 1978, and 1979, each with declining attendance.

The conference, held in an evening session at Eden Lutheran Church, included a talk about awakened community, and a brainstorm session which reviewed community proposals, listed the organizations in the town, and elicited ideas on one-day community projects, a community mural, story, song and grid. The brainstorm session was followed by four workshops which amplified the plans suggested.

During the final plenary session, immediate consensus was reached on several plans. Since that time, a group of twenty-five people are meeting weekly, over 100 people have bought "citizenship tickets" at \$10 each, the newspaper is printing on the front page a list of everyone who purchases a ticket, the Rotary and Lions clubs are obtaining property for a combined skating and roller rink to be rented to City Hall for \$1 per year, and the first workday will clean, paint, decorate and celebrate the City Hall.

The enthusiasm generated by the four-hour event extended throughout the community, and Mr. David Bass, City Manager, said, "I had attended two previous Town Meetings, both of which developed a positive attitude. The Partnership Conference was much more positive than I anticipated and I believe that a tremendous good is being developed."

(Backup materials in later packet.)

NOTE: This article to be used with discretion in external publications.

## MAY THE FORCE BE WITH YOU

Chicago--"Strike Force 9" (otherwise referred to as "the third floor") has completed its second week at Chicago Nexus. Chicago's teachers strike created an opportunity to call forth new models, new troops, and new spirit in the Urban Student House, and thirty-three eleven, twelve, and thirteen year olds are experiencing education in a not-so-typical fashion.

The Strike Force 9 faculty had three alternatives as a result of the strike: (1) continue the public schools' academic program, (2) do busy-work projects, or (3) equip the youth to be better students on return to the public-school system. Strike Force 9 selected alternative three, and so launched great creativity.

A four-week time design was created around spirit, intellectual, and social methods training. Morning collegiums deal with the solitary and corporate exercises. During the first week, intellectual methods labs emphasized leadership. The students gridded all nine continents, built four-by-fours and gave lectures, practiced brainstorming and gestalting. They workshopped images which youth would like to give others about themselves and worked corporately to create posters, skits, and songs which would communicate these images.

The intellectual labs in the second week emphasized charting. Loud groans and "I can't do it" were initial responses. A good many papers were torn to shreds, and a few tears of helplessness were the order of the first day. By week's end, the group was charting entire books, creating structural as well as four-level art form charts, leading conversations, and holding each other accountable to completing assignments.

Charting methods pushed the students to ask. "What new image do I have of myself since reading this article or book?" "How am I different?" "What is my structural critique of this work?" "What

**"MASULOG NA BATA, MASULOG NA BANSA"**

Lapu-Lapu City, Philippines--The rain kept pouring down, the children kept pouring in. After months of preparation, no amount of rain could keep 1200 pre-schoolers--and their parents, and the mayors, and the TV cameras--from their January 24th all-day rally to celebrate the launching of 24 Early Learning Nutrition Centers across the island of Mactan.

The town looked on as 24 water-logged jeepneys with flags out the back, banners on the front, children and teachers hanging out the windows, and everybody singing rolled through town to the plaza. Before long there were eight hundred children sporting new (soggy) t-shirts which proclaimed Masulog Na Bata, Masulog Na Bansa ("Healthy Children, Healthy Nation").

As they began marching through town and around the marketplace singing songs and shouting rituals, the excitement grew more and more contagious. Townspeople were overheard asking, "What's that?" "What's happening?" and finally, "What's next?"

Staff of the Institute of Cultural Affairs reported that the Mactan nutrition rally created tremors throughout the city. In the words of one staff member, "That night, exhausted but pleased, we trooped over to the mayor's house to watch the rally on television. The mayor was overjoyed and promised all his resources for another rally next month, and he will triple the budget next year. WOW . . . What a day! When it rains, it pours."

Mactan's Human Development Project has dealt seriously with village malnutrition through a comprehensive approach to the community's total life. It has been the approach by local residents to lay strong foundations for self-sufficiency, self-reliance, and self-determination. The nutrition program initiates a total community effort to start industries, facelift the towns and terrain, form village associations, and organize pre-schools and health clinics.

The nutrition rally was hosted by the Nutrition Committees of Lapu-Lapu City

"Masulog . . ." con't.

and Cordova along with representatives of the civic, private, and public sectors. Honored guests included the Hon. Florentino S. Solon, director of the National Nutrition Center and mayor of Cebu City; the Hon. Maximilian V. Patalingug Jr., mayor of Lapu-Lapu City; and the Hon. Celedonio B. Sitoy, mayor of the Municipality of Cordova.

**LORNE DE L'ACADIE SELECTED FOR CONFERENCE ITINERARY**

New Brunswick, Canada--The Lorne de L'Acadie Human Development Project has been chosen for the tour itinerary of HRH The Duke of Edinburgh's Fifth Commonwealth Study Conference, Canada 1980. On May 25, 1980, fifteen of the three hundred participants in the Study Conference will visit Lorne to observe the role of local leadership in project activities.

The Conference was founded by Prince Phillip of Great Britain for people aged twenty-five to forty who are in emerging leadership role in corporate management, labor unions, and public administration in some thirty Commonwealth nations. The organizers of the Conference believe that the participants will return to their countries better equipped for making responsible decisions, especially concerning the consequences of industrial development. The emphasis of the Conference is on the impressions and experiences of the participants, rather than on vast quantities of knowledge.

Lorne was selected by the New Brunswick Regional Committee (one of nine provinces included in the tours) to be on the itinerary of one of the twenty town groups. Mr. Barrie N. Hould, Executive Secretary of the Regional Committee, visited Lorne in June 1978, and was impressed with the development of local leadership evident in the completion of such projects as the early learning center, a new firehall, the Caisse Populaire (credit union), and new economic activities including a sawmill, woodworking shop, and the Economic Development Corpor'n.

February 8, 1980

Public Communications Office

THE FORCE. . . (con't)

are its implications for our time?"

Social labs during the afternoon allowed students to continue to operate the Student House business venture (rolling and distributing advertising fliers). . . Also in the social arena, one-half of the group went to Lorimor, Kinney, and Mill Shoals where they were assigned to work with the Human Development Projects. The other half will have the same opportunity another week.

According to faculty member Bernard Knutsen, "There's been a real transformation with these kids. Before, they were convinced they couldn't do any of these things. But they've shown themselves they can, and they are genuinely proud of their accomplishments."

Student Eric Mann reported having a fine time in Lorimor preparing the floor of a new factory for resealing. Kevin Walters said that charting is pretty boring but reckons it will be helpful to him once he gets to college.

February 22, 1980

Public Communications Office

**"JOIN US AS WE BUILD THE DREAM"**

In the future, we'll be seen  
In every town across the globe.  
Join us as we build the dream  
Of better human ways to learn.  
 ...And in our lifetime,  
We will lead community.

(from "The Youth Marching Song")

By mid-afternoon on Friday, February 15, the lobby of ICA headquarters in Chicago was teeming with bright shining faces. By early evening, 67 ICA youth representatives from the North American continent had gathered for what has been hailed as a signal event of the '80s -- the Continental Youth Presidium. The youth ranged in age from 15 to 25, sometimes called "the transition age."

Adults in the building quietly watched around the edges as the group started arriving. There was a mixed sense of excitement and apprehension. "Was this the right timing for such a program?" "What might be accomplished?" "Are today's youth too cynical to do anything really positive?" "Will it flop?"

The mood of the youth themselves was total seriousness. They had a good time, but it was obvious they had not gathered to play. The intention was to make decisions, to build consensus, to map out not just their future but images for the future of youth across the globe.

As they reviewed the world's journey of the past 20 years, reflected on present contradictions as they affect young people, and created a document proposing how their care can be effectively acted out in the next 20 years, the resolve to be "brothers and sisters in caring for the globe" continued to build.

Six major areas of concern were articulated as located in the economics of youth unemployment, low wages, and short-lived enterprises; a mood of disassociation from society; confusion over politics; lack of interest in education; inappropriate images, symbols, and heroes; and isolation from each other.

But undaunted by these issues, the youth created specific proposals which included: an interchange network to facilitate

communication, involvement in building financial models to allow youth to participate in Human Development Projects, and broader engagement in staffing the Community Youth Forum program as the key tool for realistic care for the youth of the globe.

The deep resolve resulting from the event was reflected by Becky Appenfelter, 16, of Indianapolis. "When we get back, don't just ask us if we had a good time this weekend. We're every bit as serious about mission as adults are. We just have a different set of skills to offer."

**THE VALENTINE SWINGERS**

More than 2,000 persons tripped the light fantastic on 1980's Valentine's Day at Uptown's Sixth Annual Valentine Ball. Fourteen buses and six vans were kept busy transporting eager dancers from all across Chicago's Uptown neighborhood to the once-famous Aragon Ballroom. (Built in 1926 at a cost of \$1,750,000 and designed to represent a Moorish palace, the Aragon was known for many years as "one of America's most beautiful ballrooms.")

Representing all ages, walks of life, and ethnic groups, those who attended had one important thing in common -- the desire to celebrate their love of community by giving their all to staging a truly gala affair. They did just that and loved every minute of it. A key event of the afternoon's festivities was the historic debut of the new musical composition, "The Valentine Swing." The number was written especially for the occasion and dedicated to Uptown by Don Sadofsky who is director of the Revolutionary Swing Orchestra.

Broad community support allowed the event to come off as planned. A number of area businesses helped sponsor the ball through donations of money, goods, and services. Community agencies and residents contributed time and talent. This year alone, 27 organizations served on the Valentine's Ball Steering Committee and worked long and hard for two months to ensure the ball's success. There were 34 policemen in attendance at the ball itself.

(cont.)

Isobel Bishop, an ICA staff member who served on the committee, was asked to report on whether there was anything especially new about this year's ball other than introduction of a new song and a noticeable increase in attendance. "Very definitely," she responded. "This year; the ball was spearheaded by the community, not ICA. We helped, but of the six task forces involved in planning the event, four were chaired by non-ICA people and convenor of the steering committee was a neighborhood resident. The ball was organized by the community, belonged to the community, and pulled off by the community. And that's what I call really swinging."

#### COLLEGE STUDENTS WORK IN GUATEMALAN VILLAGE

Conacoste, Guatemala--On January 4, 33 North Americans from Indiana arrived in the village of Conacoste, Guatemala, to spend two weeks as active consultants to the Conacoste Human Development Project. Twenty-seven of the group were DePauw college students, plus one chaplain, one civil engineer, one doctor, one dentist, and one registered nurse. ICA consultant John Bengel accompanied the group as liason between the project and the consultants.

It quickly became obvious to the community that the group was not there to study the village, but for real work. The job they took on was to accelerate the health care of the community and to begin a new water supply system. Parasites in the water supply have been a major factor in the 40% infant mortality rate. Even the contaminated water is hauled each day from its source, a kilometer from the village, by the women and children. A clinic in the village was seldom used by the people, and dental services were non-existent.

During the two week stay, more than 800 villagers received medical examination and thousands of dollars of donated medicines were dispensed. A new baby service encouraged mothers to make regular visits to the clinic. The services of the dentist were particularly popular. As Mr. Bengel commented: "People may not feel the effect of parasites, but they know when they've got a toothache. Lots of teeth were pulled and people were overjoyed that so much pain disappeared so magically."

While the medical team was dealing with the health issues, another group went to work on a new water system. The first component needed was a clean water storage tank ("deposito") which was to be carved into a rocky mountainside. The students were given hand picks and started digging. By the final night, 50 villagers were working with the students by kerosene light, and the 18,000 gallon tank was completed. Said one student: "First I thought I was here to help the village.

College Students, con't.

"Then I was glad the villagers were on the hill helping me because they could dig faster. Finally I saw that I wasn't helping them and they weren't helping me, but we were working together for a common goal."

The determination of the group to get the job done inspired government officials to donate a bulldozer to create a road from the village to the "deposito." Over 30,000 pounds of steel wire and concrete were transported up to the mountain to line the tank. In addition to all that, the DePauw students worked shoulder to shoulder with the village youths to rewire and screen the industrial building, lay a block floor in the preschool, and rewire the project center. And all joined in the community celebrations.

Beyond the physical accomplishments of the two weeks, the students and villagers alike experienced a new spirit of possibility. The government promised a well-drilling rig would soon arrive, and the community resolved to lay pipe from the tank into all five sections of the village. As the village officials invited the DePauw students to return next January to build a community center, all claimed the promise that new vitality from pure water would be evident in the village.

DEPARTMENT STORE AS NEW COMMUNITY

Tokyo, Japan--Early this month Seibu Department Store, the largest single store in Japan, completed 46 Town Meetings with 2500 sales staff. The slogan of the store is "The Human Town." In addition to having 8,754 employees in one building serving 200,000 customers a day, the store is a small town with 50 restaurants, a museum featuring the world's great artists, a community college with 7000 students, a five-story sports facility, an outdoor park, and a "festival plaza."

The Education department of Seibu Store, after participating in a LENS seminar, requested the Town Meetings to "spiritualize and motivate" the sales staff, according to ICA staff in Japan. Each meeting, three and one-half hours in length, with ICA staff and a translator, was held in Japanese and produced both proposals and songs. The 260 proposals and 46 songs were presented to the store president during the first week of March. Tokyo ICA staff commented that this effort "has given courage to masses of serious sales people to think, discuss, and act on their care."

Despite the size of this one store, it is only a part of the huge Seibu corporation, which ranks as eleventh in Japan. But the new spirit of the sales staff was evident in one of the songs:

"Hey you, what are you waiting for?  
Hunched in the hidden corners of  
the city,  
Be bold, say what you want to about  
your love.

Hey you, you're part of the Seibu clan.  
Let's join in and be part of the  
human community."

INDIAHOMA INVESTMENT

Indiahoma, Oklahoma--The town of Indiahome, located in what was once the great "dust bowl," has received a U.S. Department of Housing and Urban Development grant approval of \$840,000 to finance housing, streets, and water system improvements. The town plans to improve sub-standard housing units, pave streets, and install water lines for unserved areas and for fire-fighting. Currently, most of the houses are one-story wood frame buildings and all the town's water comes from two wells.

The Community Development Block Grant (CDBG) is designed for neighborhoods with a high percentage of low and moderate income families such as Indiahoma, where the 1975 per capita income was under \$3000, according to US Treasury statistics. It is anticipated that this and other federal grants to the town will generate private investment in business and industrial enterprises, as well as the new housing.

"I think this is the first step to realizing our dreams to become self-sufficient," said Barbara Bailey, mayor of Indiahoma. "This grant is just getting us started. For a community to be viable there needs to be on-going progress constantly."

The grant applications were made with the help of the Association of South Central Oklahoma Governments, and the announcement of the aid was made by spokesmen for US Senator David Boren and US Rep. Tom Steed, both of Oklahoma.

PUBLIC COMMUNICATIONS POST, in discerning a futuristic strategy, talked through some of our major operating principles as a group asking ourselves what is it that we intend to be communicating about who we are and what we do. Then we asked ourselves what is it that we indeed do communicate either to ourselves or to the public. After we finished this exercise we typed the conversation into the paragraphs that follow. We then asked ourselves what we had been doing and what did we get clearer about. Some of those reflections:

What are the key principles we live out of and what are their pitfalls?

What are the qualities of the ICA that both fascinate and repel someone who does not know us?

How do we keep dynamism in our foundational principles?

Rather than rote obedience, what is an appropriate style in response to criticism that shows a maturing process in us?

The process we went through in this exercise helped raise our own questions about public communications and gave us a way to be clear on the tensions that are being held in what we do.

This was an exercise in empathy; to see where we are indeed "blowing it" and how we might be able to reinforce our principles.

## PUBLIC COMMUNICATIONS

### OPERATING PRINCIPLE, WISDOM BEHIND THESE PRINCIPLES, AND WHAT WE COMMUNICATE

#### We Are a Service Group

We are not looking for fame; we are not for profit and not interested in money except for our programs; we identify with the poor and those who need our service. It is our intention to serve communities and groups who would like to call upon our staff for the services we can deliver. We translate to ourselves the vocation of being the nobodies of history. We have advertised ourselves as experts, and have flown the banner of community development. We communicate that that indeed is what we are. We communicate that we are more like a business than a voluntary agent. Further, we communicate that there is either a nobility or martyrdom in being poor. This finally communicates that we must have something to hide.

#### We are Concerned With the Human Factor

Our concern is based on the belief that every life is significant; that the catalysis of a person's uniqueness into significant engagement will create human structures in society.

We communicate that we are expert in Economic and Social Development programs and do not up front make it clear what our limitations are, particularly in the arena of the Economic. We do not communicate that it is the people and not the programs that are the end; that the programs are the means to that end.

#### Local Resources Can Solve the Problems

We intend to spotlight the community and not ourselves to show that the solutions to local problems lie within the grasp of the local people themselves. This breaks through peoples' image of being trapped in the same old situation and allows things to move without waiting for someone else to solve the problems that exist.

Through the shadow principle, building local leadership as quickly as possible, we adopt a low profile that communicates an appearance of secrecy which makes us suspect

#### We are a Global Service Group

We have created ourselves as a global body in order to relate to the global society we see coming into being. We intend to be a helpful demonstration of that trend. Further, we have experimented globally with common models in order to find ways and means to quickly learn to take advantage of breakthroughs in many arenas.

We tend to market our programs locally and thereby do not communicate first off our global scope. This tends to communicate that we have held something back in our description of ourselves. Internally, we tend to believe that if something works in one part of the world, we can replicate a model anywhere else, without regard to cultural or regional differences.

### We Are the Church Dynamic in History

We intend to live our understanding of being the sensitive and responsive ones who act on behalf of society. Our saints are those who we see have done that wherever they show up. We have a broad understanding of being the religious in history, and understand that dynamic to be responsible for the direction of history.....bending history.

We communicate being too religious for the secular world and too secular for the religious world. In Western culture it is all right to be the church, but being religious is suspect. In Eastern culture it is all right to be religious, since that is a broad understanding, but it is suspect to be the church...which communicates Christianity.

### All of Our Money Goes to the Mission

Our resources are first of all intended to serve the work we are doing. There are no large salaries, and no one is getting rich doing our work. We operate out of assumptions of certain financial and staff limitations.

We do not clearly communicate clearly what it is that we actually expect to accomplish with a contributor's donation. We tend to view the fact that we receive a contribution as a "sting" we have made. Further we communicate a rather dis-establishment posture relative to accounting to our contributors for what we have been given. Our accounting mechanisms come into being at the level of the hard facts when we are forced into it.

### The Need Determines the Mission

We look at trends that contradictions reveal to us and act on where the needs are; then we figure out a way to do what we see is necessary. We operate out of a global picture when we decide our common mission.

We communicate a flat out, short range and harried picture to the world. We place ourselves consistently on death ground when that is the last place we should consistently stand. We appear to others to work out of immediacy.

### EVERYone Can Do Everything

We are determined to cut over against elitism, and the view that only experts are valuable. We rotate assignments and roles to demonstrate that "the power is in the center of the table" and thus pave the way toward operating with consensus. We live out of non hierarchical understanding.

We do not communicate stability but instability in the rotation of assignments. Someone different is on a call each time someone is seen might be an exaggeration but is still the communication. The fact that we have no "head" nor people with titles communicates a loose, kooky approach to organization. Even in our internal operation, we tend to communicate that there are certain people who can do certain things.

### We are Structural Revolutionaries

We begin with the given situation and work within it for change. We intend to communicate our loyalty to the structures of society, especially in the past to the Historic Church, and to work with and through them toward the future. Embracing the only constant as change, we have attempted to be non-bureaucratic and non-hierarchical.

The word revolutionary still gives people in our century images that are not helpful. In being something other than established structures or organizations, we have developed a self story that efficiency is other than our mode of operation...and have emphasized effectiveness. This somehow has given us permission not to see things through and do appear unthorough. The criticism we receive is in sloppy accounting for our work and the image that no one really knows what is going on.

### We Tell a Victorious Story about Everything

This principle affirms that all is good and is a diminution of maintaining high motivity within ourselves. Our story is that we do not fail which encourages everyone, no matter what their situation might be at the moment. In claiming victory at certain points along the way, quarterly, etc., we have a marking place from which to go forward. This serves as great absolution to the total body.

In claiming constant victory, we tend to gloss over looking at our learnings squarely in the face. This in turn tends to give us permission to project to the public that there is not difficulty and struggle within what we are doing. We therefore communicate a kind of arrogance.

### Our Integrity is that we Do What we Say we Are Going to Do

No matter what our task, when we take it on, we intend to do it. We may not do it the way others might, but we carry out the spirit of what we have said. i.e. HEW concluded that even though we did not do "exactly" what the proposal said, we more than accomplished what we had said we would do.

Because of the experimental nature of our work, we have to claim a result that might not happen. Many times we do not say clearly what we are going to do. For example, in a HDP, we tend to make claims that are more toward the effort we are going to make than what we actually accomplish. This communicates that we don't know what we're doing. Because we are interested in the "human factor" we do not expect "hard" results of ourselves, but the public does. And since there are not clear measures of "human development" we tend to become excited about changes that the public does not see as significant.

### Our Programs are Self-supporting

We have intended to communicate that we are not out to make money from anyone or anything we do. We, as a staff, support ourselves and do not ask anyone to do that for us. Our story has been that every penny that is given to the Institute goes toward the work we do, not to support us.

We have not insisted that our programs pay for themselves, and have drained

the energies of Development. The result is an increasing drain on our own confidence in our programs. The use of salaries from agencies toward our self-support confuses the whole issue of program monies to the public. And further complicates the relationship of the Institute and the Order. Two things get communicated to the public: One, there is suspicion of something for nothing, and we are accused of using especially federal monies to support the Order.

#### We Are a Unique Body of People in History

We experience ourselves as called to serve on the edge of history. Chastity about the task lies in our intent to reach every human life on the planet with the word of possibility about their life. We therefore have one thrust through many programs or ways of communicating that word. We therefore do not see ourselves as a co-operating entity with other structures or organizations which finally do not have the same intent.

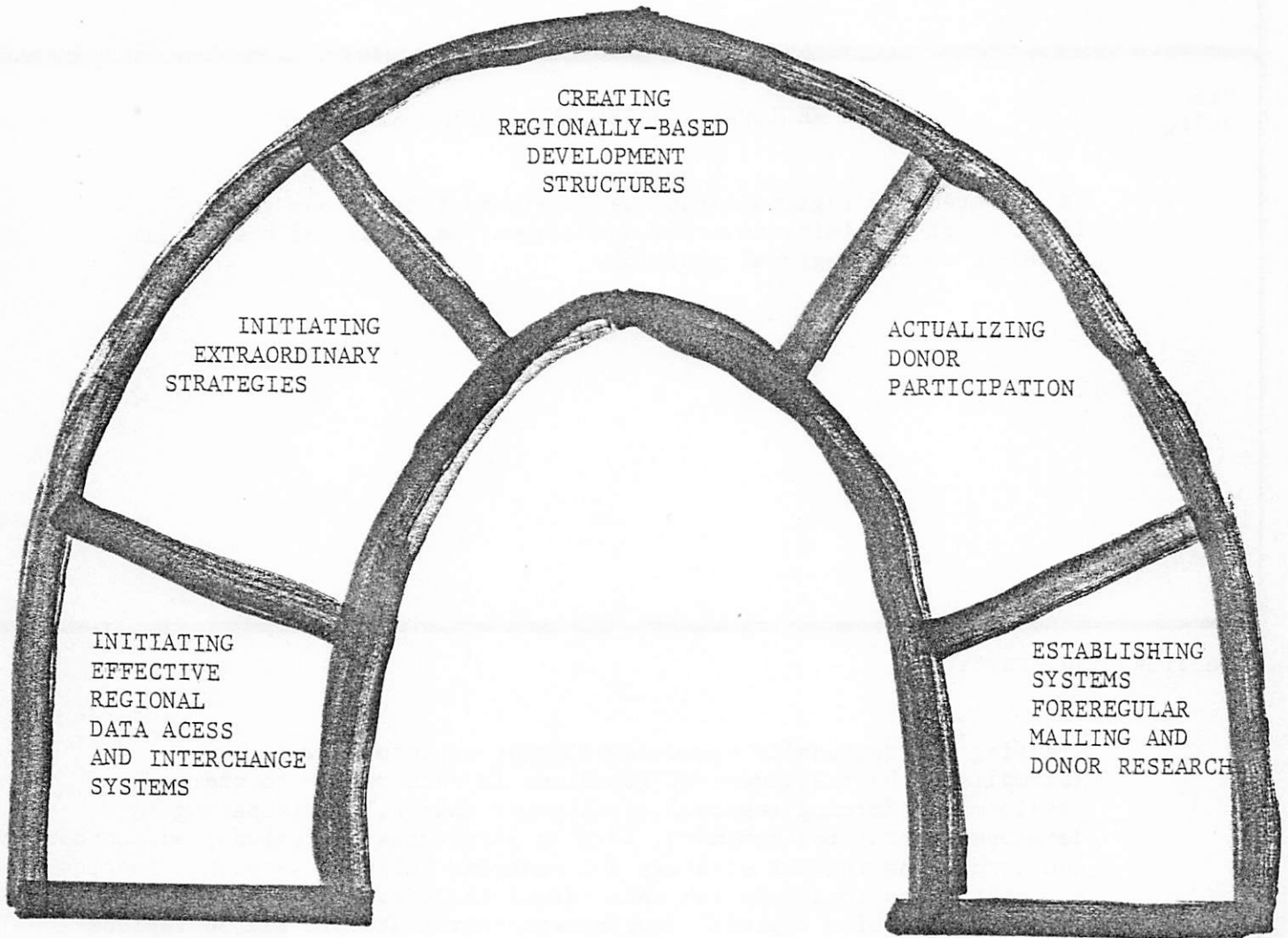
People relate to us by first of all comparing us to something they know. We therefore do or do not live up to their expectations as the Peace Corps or something else. Conversely, the intensity of our hard work and commitment (the world calls it dedication) causes people to mis-interpret our aim. Their suspicion is that there must be something in it for us. We do not have a clear way of responding to comparison, and we tend to communicate inflexibility about our non-alignment with other groups.

#### We Are an Experiment on Behalf of the Future

Our houses, stipends, student house, etc. are experiments in living a life of mission. We invent language that helps us understand and articulate our own story of our special relationship to the future.

The world does not understand the choice we have made. We communicate a differentness that gets interpreted as cult or loony. We are apt to qualify TWC as those who are doing what we do and have developed a sting mentality related to what we can get people to do for us and with us.

Regional Development  
Task Force



In the arena of Regional Development, the Global Guardians propose the creation of regional structures that intentionally assures development being an integral part of regional activity. Development Centrum will become consultants to this shift in the Areas. Common continental strategies will be used throughout the 36 regions. Research of potential donors will be done regionally to target all constituencies. Expanded mailing lists and regularized mailings are key to both potential donors and the care and nurture of current donors. Eventfulness is key to assuring participation in programs and movement building. Foundational to effectivity is a well-structured system that assures donors are not forgotten for time or monetary participation.

REGIONAL DEVELOPMENT

Proposal Title &  
Paragraph            CREATE REGIONALLY BASED DEVELOPMENT STRUCTURES

In the arena of regionalizing the development task, our intent is to shift the initiative for development on behalf of the global movement to the regional guardians.

Tactics & Sub-tactics

Creating the regionally based development structures will be accomplished by assignment of guardians in each region to the task of development, forming regional development cadres, participating in development training seminars, forging structures of regional accountability and conducting regular strategy and maneuver building sessions. Tactics and sub-tactics to accomplish this intent include:

1. Assignment of a regional development coordinator in all 36 regions
2. Training the regional development cadres
3. Establishing assignment and accountability between continental and regional structures
4. Creating a development research library in each area house
5. Writing proposals based on program priorities
6. Involving regional colleagues in creating the regional budget
7. Designing development weeks
8. Scheduling and visiting donors
9. Follow up on development calls and
10. Regular development reports to the regional guardian network.

REGIONAL DEVELOPMENT  
SYMPOSIUM

RATIONAL OBJECTIVE: Create the images that allow the dynamics of development to occur regionally.

EXISTENTIAL AIM: Allow the guardians to appropriate development as a death ground issue.

CONTEXT

20 min.

ART  
FORM  
CONVERSATION

REFLECTION

WRITTEN  
RESPONSE

1. Welcome/Introductions  
Quickly give an image of development (each participant)

2. Development Context
- Rehearse past development strategy
  - Futuristic images of development
  - Fiscal policies
  - Current picture of where we are.

- What words/numbers stuck with you?
- Where did you hear newness in development strategy?
- What is one thing that needs to take place now?
- How do you see yourself participating in your region?

- Talk together about the importance of development beyond the practical task of raising money.
- Why is it important that people who are not the staff ask other people for money?
- Take time for individual reflection (write out for yourself):  
How much do I give yearly?  
How much do I spend yearly in the mission?  
What is my mode of giving...what priority does it have?

This afternoon in the workshop a group will pull together what this group sees needs to happen in regional development.  
Write on a sheet of paper:

- The one thing that needs to happen in regional development now.
- One way you see yourself participating.

Have two or three statements read out loud. (Brief reflection if there is time)

Collect all statements to be used in afternoon workshop.

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REGIONAL DEVELOPMENT

Proposal Title &  
Paragraph

INITIATING EXTRAORDINARY STRATEGIES

In the Arena of Initiating Extraordinary Strategies the intent is to utilize the unique gifts and attributes of Guardians to break open new sources of funding and expand the funding base.

Tactics & Sub-tactics

1. Establish Planned Giving Program with regional Committees.
2. Regional wine presses.
3. Inclusion of social / service clubs on mailing list.
4. Corporate matching funds programs.
5. Yearly pledge expansion month.
6. Insurance policies with ICA as beneficiary.
7. Use of methods and impact events within business office structures.
8. Corporate second job fund raising.
9. Contributions of stocks, bonds, property, etc.
10. Yearly continental Development meeting with regional representatives.

REGIONAL DEVELOPMENT

Proposal Title &  
Paragraph

ACTUALIZING DONOR PARTICIPATION

In the arena of ICA program and guardian events the intent is to introduce the Institute to prospective supporters and donors and involve them in the programs via their time and money. This would be accomplished through a systematic schedule of events to be held for the prospective supporters and donors.

Tactics & Sub-tactics

1. Evenings at the Institute
2. HDP site visits via guardian caravans
3. Invitations to religious house symbolic events
4. Holding impact events
5. Creating a calendar of future program possibilities
6. Followup calls after a prospects initial participation
7. Taking prospects to lunch
8. Showing the global film at service clubs
9. Holding dinner parties in guardian's homes
10. Regional anniversary celebrations

REGIONAL DEVELOPMENT

Proposal Title &  
Paragraph

Establishing Systems for Regular Mailings and Donor Research

In the arena of establishing systems for regular mailings and donor research the intent is to broaden the movemental impact and participation through development of files for inter change mailings and prospective donor records by

Tactics & Sub-tactics

Sending weekly up date to area houses, centrums and colleagues  
Building mail file from Town Meeting participants, RS-I graduates and Guardian Meetings  
Publish calendar events  
Establish pledges for mailing costs  
Gather Global/Local happenings  
Create editorial staff

Gather and research names of donor from:

Guardians  
Old givers  
Corporation headquarters/Foundations  
Program patrons  
Fellow workers  
Friends  
Professional organizations  
Chamber of commerce contacts  
Local church rolls and denominations

REGIONAL DEVELOPMENT

Proposal Title & Paragraph                      ESTABLISHING REGIONAL ACCESS AND DATA INTERCHANGE SYSTEMS

We intend to provide an effective and current data bank including past and current guardians, program participants, donation histories, development background information, and mailing list information; to provide for the interchange of relevant information across regional, area and national lines; to provide an immediate source of information appropos to funding and program progress.

Tactics & Sub-tactics

In order to accomplish the objective we will, make sure each region has a current list of donors for that region. We will locate a regional guardian who can do data processing We will insure that the Hong Kong system is set-up and maintained. We will update, and record donor information, potential givers, and referrals.

- We will do this by:
1. inking a self storing computer system for the regional house.
  2. setting aside a development space in the regional house, set it up and maintain it.
  3. updating records, sending out thank-yous, making additions to the mailing list.
  4. taking responsibility for knowledge of new fund raising techniques, and resources of funding.
  5. maintaing a regional fund raising library.
  6. committing regional people to do development inside and outside the region.
  7. communicating development victories to the region.
  8. intentionally using international colleagues in the regional development efforts.

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Program patrons  
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Professional organizations  
Chamber of commerce contacts  
Local church rolls and denominations

REGIONAL FORMATION

Task Force

I. Structuring Regional Guardianship

The times call for the building of, intentionalizing of and intensifying of guardian structures on the regional level to create a basis for expansion of the global guardians network.

The catalytic action proposed in this arena is that of holding a regional guardian core meeting focusing on the planning of expansion of guardianship in the region which has representation from throughout the region of the current guardian core of at least 6 people.

Elements of this meeting:

1. re-empower the grid.
2. use consensus methods.
3. develop a plan for regional guardians meeting.
4. develop plan for colleague nurture.
5. develop plan for assignment structures.
6. develop plan for program support.
7. develop plans for fund raising enablement.
8. develop plans for local activities.
9. develop plans for global program participation.
10. devise one year model for establishing cores throughout geography inclusive, of adjacent regions which have no core.

II. Activating Guardian Evangelism

This describes a process of selecting potential guardians who "don't know it", inviting them to an initial event such as hosting an evening with the global film followed by invitations to events which elicit the decision to participate in the work of the movement. This can be followed by training events for mission.

The catalytic action proposed is creating a cultivation program for 12 potential guardians.

The implementaries for this process are simple:

1. Select audience.
2. Choose your tactics, ie:
  - a. show film, your slides from projects or picture book.
  - b. host them at a dinner.
  - c. engage them in conversation about the mission.
  - d. mail them literature and notices of events.
3. Get your prospects engaged and trained through; HDP, GRA, GCF, AND GWF leadership or academy.
4. Bring them to the next guardians meeting.

REGIONAL FORMATION

Task Force

III. Guarding Global Vision

A guardian is a person who holds to the value of protecting the common global vision as it is acted out in local communities by participating corporately in the missional thrust.

The catalytic action proposed in this arena would be to bring guardians from across the region together to write the Guardian Missional Statement.

Implementaries to achieve the above are:

1. Decide engagement structures.
2. Decide time covenant.
3. Focus global and local collegial relationships.
4. Define global and local task.

IV. Accelerating Global Engagement

A guardian is involved in eliciting the participation of others in global human development activities.

The catalytic action proposed in this arena is the use of a guardian's home as a launching base for others to become involved in effective global community engagement.

Specific possible engagement includes:

1. Visit projects.
2. Use job skills or position to assist the movement.
3. Take a leave of absence from job to work in project.
4. Obtain assignment by employer to work in project.
5. Obtain monthly global events check list.
6. Display in regional center a color-coded working wall calendar of all global events and projects as well as needs from above check list.
7. Pool guardian families' incomes to release more for mission.
8. Utilize guardian's home as inn for global travelers.
9. Use stories to legitimize global movement activities.

REGIONAL FORMATION

Task Force

V. Sustaining Collegial Decision

Collegial nurture is the means by which an individual's decision to participate in creating new forms of human community is sustained.

The catalytic action proposed in this arena is to take Ecclesiola to all metros on a regular schedule using a Guardian/House circuit throughout the region.

Implementaries:

1. Display common memory decor: RS-1 Symbols, UR Images, Social Process Triangles Charts, and models.
2. Circulate Movemental Publications: VOICE's, development brochures, HDP Documents, Newsletters, Songbooks.
3. Utilize regular corporate reflective methods: Ecclesiola, celebrations, house circuits.
4. Attend common core courses: RS-1, CS-1, CS-III A, Voyage.
5. Participate in Global Events: global odyssey, GRA, Treks HDP's.

VI. Enabling Local Continuity

In order to enable local continuity the guardians will assume responsibility for critical systems management and on-going guardian enlistment in the current missional thrust.

The catalytic action proposed in this arena is to provide a regular structure for guardian and house planning and assignments.

Implementary Activities:

1. keep house records.
2. log and handle mail.
3. maintain basic office systems/ie, files.
4. answer phone.
5. recruit or enlist guardians for town meetings.
6. circuits.
7. coordinate with area and continental network.
8. circulate guardian regional newsletter.

REGIONAL FORMATION  
Task Force

VII. Finding Future Funds

In order to release donors for involvement in development, arrange for 12 month pledges; and in order to increase future donor availability, decide how to cultivate now possible givers of the future

The catalytic action proposed in this arena is to organize a regional guardian Problem Solving Unit for identifying pledges and possible future donors.

Implementary Activities:

1. List monthly pledges.
2. Develop tactics for cultivation of new possible donors.
3. Identify skills to be inkiaded.
4. Identify community style, government funding available for town meeting costs.

REGIONAL FORMATION

SYMPOSIUM

RATIONAL OBJECTIVE: To convey the image of formation as the key to the effectiveness of the missional task.

EXISTENTIAL AIM: To experience the [on B 1/2 of the global guardian network] turn to visibility as the North American guardians experiment with giving new birth to the grassroots Movement.

CONTEXT  
(Convenor)

1. Why Regional Formation now.
  - a. Visibility of our work.
  - b. New configurations in society to get job done, ie public/private, new bubbling in church hierarchy.
  - c. Possibility of being serious servants to structure of society.
  - d. Effective methods are possible.
2. Regional Formation as care for the future.
  - a. Responsibility for the whole
  - b. Create new forms of engagement
  - c. Induce renewal to happen.
  - d. Undergird opportunities for community building.
3. The Guardian Role.
  - a. Catalyze
  - b. Serve
  - c. Defend
  - d. Guard
4. The task of the 18th Guardian Consult
  - a. Guidelines for use of space/time
  - b. Delineation of tasks
  - c. Principles of relationships
  - d. On behalf of: Areas-54/6; Regions-324/36; Metros-1944/216

10 min.

PRESENTATIONS

- 4 - 5 minute presentations from guardians on guardian activity in their region/metro:
1. Relationship to Symbolic Order/ House
  2. Relationship to geography
  3. Relationship to the global
  4. Relationship to Movement Priorities
  5. Meeting structure-symbolic life, assignments.
  6. Troop expansion means
  7. Finances
  8. Engagement in missional task.

20 min.

SYMPOSIUM

REFLECTION

1. What did you hear?
2. What surprised you?
3. What excited you?
4. What opened up new possibilities for you for your situation?
5. What seemed on target?
6. Where did you have questions? about clarity?  
in disagreement?
7. What are other forms of guardian experimentation in your situation or that you have heard of?
8. What would be the most helpful tool for regional formation that you could return with? Make a list.
9. For the afternoon workshop - brainstorm quickly how you would do the items on the list.

15 min.

SEND OUT

REGIONAL FORMATION  
SYMPOSIUM

RATIONAL OBJECTIVE: The Movement has emerged, now how do we give the image of formation as the key to the effectiveness of the missional task.

EXISTENTIAL AIM: To experience the turn to visibility as the North American guardians experiment with giving new birth to the grassroots Movement (on behalf of the global guardian network)

CONTEXT

5 min.

1. Why Formation now?
  - a. New Visibility
  - b. Unique role of the guardians
  - c. Potential new guardians.
2. Care for the future.
  - a. 17th Guardian Consult
  - b. 18th Guardian Consult
  - c. On behalf of the globe
3. This Symposium
  - a. Global context
  - b. Regional task
  - c. Missional configurations
  - d. Panel - Indianapolis Cadre - Bob Bain  
New Jersey Colleague-Mary Coggeshall  
Phoenix Guardian Guild-Evonne Von Beck  
Minneapolis Govt. Guild-Fred Grimm

PRESENTATIONS

20 min.

- 5 minute presentations from panel on guardian activity in their region/metro:
1. Relationship to Symbolic Order/House
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  6. Troop expansion means
  7. Finances
  8. Engagement in missional task
  9. Methods of formation - how I got hooked..
  - 10 Victory stories -vision of practical possibility
  - 11 Journey of group

REFLECTION

20 min.

1. What did you hear, surprised you, excited you.
2. What questions do you have.
3. What opened up new possibilities in your imagination.
4. What seemed on target for the future.
5. What are other ways that guardians have maintained/dev. a global context.
6. What happening in mission now/future that requires gdns.
7. What configurations will release/sustain gdn/potential gdn to be effective in the task.

REGIONAL FORMATION

Task Force

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REGIONAL FORMATION  
WORKSHOP

Step	Procedures	Hints
<p>CONTEXT</p> <p>15 min</p>	<p>Introductions, etc.</p> <ol style="list-style-type: none"> <li>1. How do guardians play their role in releasing creativity in broad base awakening, engagement. No charted answers - standing out over nothing.</li> <li>2. Future--- What is the style necessary for post-industrial civilization. NA (dev. world) forging the style for next 40 years. We create the future by standing in the past &amp; moving through it.</li> <li>3. Past--- our experience -- Documentation of what's happened to us - what now necessary.</li> <li>4. Lay out plan for the afternoon.- 3 arenas...</li> </ol>	
<p>BRAIN - STORM</p> <p>60 min</p>	<p><u>GLOBAL CONTEXT</u></p> <ol style="list-style-type: none"> <li>1. Pivotal events that brought you to this moment</li> <li>2. What has blown open your imagination.</li> <li>3. What in Mvt grabbed you - hooked you.</li> <li>4. What have been elements of your journey.</li> </ol> <p><u>REGIONAL TASK</u></p> <ol style="list-style-type: none"> <li>1. What have you - or guardians in your region - done re 3 Campaigns: Awakening - Engagement -- Formation</li> <li>2. What has been helpful in moving the mission forward</li> <li>3. What can you do that symbolic order can't do.</li> <li>4. Where have you seen new options for gdn. activity in your region.</li> <li>5. What happening in the mission that requires gdn participation</li> <li>6. How have gdn catalyzed the mvt to do awakenmt.</li> <li>7. How have gdn elicited broader base frame in public/private sector.</li> <li>8. What is next 20 years calling for in your region.</li> </ol> <p><u>MISSIONAL CONFIGURATIONS</u></p> <p>Therefore - what are configurations that release people to get the task done - provide spirit nurture.</p> <ol style="list-style-type: none"> <li>1. How have gdn in your region ordered time to do the task.</li> <li>2. What has been (or do you sense would be ) helpful rhythm of activities.</li> <li>3. What variety of local/global events are called for.</li> <li>4. How have gdn dealt with finances - global giving/local support.</li> <li>5. What kinds of meetings have released your care</li> </ol>	<p>Assign several people in w/s to record answers on cards for later swirl gestalt.</p>

REGIONAL FORMATION  
WORKSHOP

Step	Procedures	Hints
BRAIN-STORM (cont.)	<ol style="list-style-type: none"> <li>6. What kinds of configurations is the task calling for.</li> <li>7. What have been effective means of expanding gdn base in your region.</li> <li>8. What called for in the future re expansion.</li> <li>9. What is necessary relationship to symbolic Order.</li> </ol>	
GESTALT  45 min	<p>In order to begin to swirl this data together what are initial arenas that seem obvious....get out several. (possible arenas: variety of events, use of time/space/relationships, rhythm of activities, values, configuration commonalities.)</p> <p>Place cards on wall in clumps of likenesses.</p> <p>Talk through each clump in terms of what is content, what form would best hold the wisdom that is there. (possible forms: prose paragraphs, timelines, charts, diagrams)</p>	
PRODUCT CREATION 30 min	<p>Divide into necessary groups and create the products.</p>	
REFLECTION  30 min	<p>Share work, reflect on how that would be used in the region.</p> <ol style="list-style-type: none"> <li>1. What needs to added, deleted.</li> <li>2. How does this tool spark the effective imagination openers.</li> <li>3. How does this reflect the necessary experiment for the next six months.</li> <li>4. What is the report this task force needs to give during Sun. breakfast.</li> </ol>	
WRITE 20 min  SEND OUT	<p>Assign reporter, people to finish the creation of the products to be handed out during breakfast Sun, write report.</p>	



April 11-13, 1989

RATIONAL OBJECTIVE: Enable articulation of the state of world & mvt in order to focus on res guardian's role in the research process.

INTRODUCTION	THE TIMES	MOVEMENT I	WHERE IS RESEARCH NEEDED?
<p>SONG: Open a new Window p.</p> <p>Every 4 years we take a hard look at what we are doing, &amp; make plans for the next 4.</p> <p>1980 is the year.</p> <p>GRA focusses on the theoretical and pract. research needed . Last 10 years have done massive research at times on 1 thing, others kitchen sink.</p> <p>Next four yrs seem dark, and need to find a way to project ourselves enough to be on leading edge of directing trends of history.</p> <p>This is one of series of empowering colleg. table. We sent this sort to houses.</p> <p>Need guardian input. Guardians have crucial role: have ear &amp; eye on world--stand in between order &amp; world Need your wisdom to help decide whether we will be meeting major contradix facing us, and point us in rt. direction for future.</p>	<p>1. Need to read accurately the times we are in. How do you read the times? Write down on your paper events that symbolize times we are in. Write a phrase to name this</p> <p>What are the trends you see happening? Write short phrases. One person read your phrases. Hand in.</p> <p>2. Relative to trends in the movement. write down things you are doing, others are doing. Write a statement on the trends. Read yours aloud. (2 or 3)</p> <p>3. To get a feel after the spirit, reflect on the mood (keep notes)</p> <p>a. What are people reading? 2 responses</p> <p>b. What movies are they seeing? ..</p> <p>c. What TV shows are they watching? ..</p> <p>d. What ads are being displayed? ..</p> <p>e. What is going on in sports? ..</p> <p>f. Other leisure activities? ..</p> <p>g. What are their responses to .. elections coming up ? .. the hostage situation ? ..</p> <p>h. Someone summarize the world mood</p> <p>4. If we assumed that what is going on with you is going on in the mvt,</p> <p>a. What excites you these days?</p> <p>b. What irritates you?</p> <p>c. What are you reading?</p> <p>d. Over against the screens of the NRM, where place yourself? O.W. where place yourself? P.H. where place yourself?</p> <p>e. Someone summarize Mvt. mood Write a statement. Hand in.</p> <p>5. Given the times, what kind of summer would you see? What kind of an image of the summer? what do you see people doing? what kind of spirit life? Write it down.</p>	<p>1. What are the social concerns making people scream? (use different colored marker)</p> <p>2. What is the new in the economic processes? (use third color mark) What is the new in the political processes? What is the new in the cultural processes?</p> <p>3. Where has the mvt permeated society? (use fourth color) How has it done that? What has been effective? Why? Where is work needed in this area? write on piece of paper. Two or three read theirs.</p> <p>4. As you look at our work under the three campaigns, where are there blocks where we need more research (write on campaign symbol) awakening engagement "nurturement"</p> <p>5. Where is research needed that the movement would need Guardian's unique gifts?</p> <p>1. our programs? 2. our framing research?</p> <p>3. our publications?</p> <p>4. development?</p> <p>5. others?</p> <p>6. How would we go about creating a mechanism to have input from the whole global movement to carry on helpful research? What mechanisms are in operation now? How do we move?</p>	

Materials  
As  
colored markers  
Apparatus  
Project board

EXISTENTIAL AIM: Experience excitement over putting in wisdom, authentically contributing to the planning.

MOVEMENT II  
THE SPECIFICS

1. Look at your notes on the reading of the times, and your notes on where is research needed, let's begin to look at specifics. From your reading of projections of the future, write down your projections of the future,

Someone read your 3. (Call on 2)

2. Looking at this, plus looking at what we are doing now, project yourself and write down what you see us doing in the future if we were to stay on the edge? Someone read yours aloud (2 people)

3. Given that, what kind of research is needed. Be specific.

4. We are talking about awakening two million communities. What kinds of mechanisms or methods do you sense we need to explore to do massive awakening?

5. What kinds of tools will we need to have for the future? List 3. Read them aloud. (Go around the table; each one read one).

6. What will we need to work on if we want to grow up giants? Write down 3 things. (Go around table; each one read one).

7. We have become public. What will we need to do relative to the public and our public image?

8. Where are people frozen in images that we would need to create something brand new?

9. What is so red hot that you would use your vacation coming to a GRA?

10. What products would you want to take home with you.

MOVEMENT III  
Writing

CLOSING

Divide the group into four teams.

Team I: Write a one page statement on the times we are in

Team II: Write a one page statement on the contradox which indicate where research is needed.

Team III: Write a one page statement on the specifics relative to 1980 GRA

Team IV: Write a statement on the role of the Guardians in the GRA, and suggestions relative to themes, images, content, spirit life that you would recommend to recruit Guardians to participate in the GRA

Select someone to type it, and someone to read it.

Gather together.

Each team read their page

1. Given the fact that the guardian dynamic has a particular advantage in being in the work-a-day world, and has a feel after where the deep trends of history are moving, What kinds of guardians would you see coming?

2. If we were eager to have people who were going to be doing the work in our mission in the next 4 years, what names come to mind?

3. At breakfast, our task force is to make a report. Who will do that? Lets help that person who is to tell why this issue is important we dealt with.

GLOBAL RESEARCH ASSEMBLY '80  
Task Force

MOVEMENT III: THE SPECIFICS

1. What will the world look like 10 years from now:

Ten years from now the world will be recovering from a recession and possibly a limited war. Predominate mood will be one of interdependence and vulnerability. New forms of family structures will emerge as will smaller cities. Capitalism as we know it will be eroding and a more integrated system of social care will be emerging. New technologies for tapping energy sources will be yielding their first fruits.

2. What the movement will be doing 10 years from now:

Ten years from now the movement will be doing electronic TM's coordinating the awakening which agencies are now undertaking. There will be HDP's as demonstration in every region. There will be cadres working the two million, seeing replication going on throughout the globe, articulating the new form of the local congregation, and focusing on the celebrational dynamic of society.

3. What kind of research will be needed for the future:

We will need to discover how to make effective use of computerized communication systems; how to design and adapt training methods to fill specific needs; (in a word, become world-wide educational consultants) how to fund the ICA's efforts to reach out to the 1990's; how to freight the word to mankind's deeps in secular ways with secular language; how to define the forms of care and engagement for late 20th century man.

4. Mechanisms or methods used for mass awakening:

In order to have mass awakening the following methods can be used: television commercials, magazine articles, global international education curriculum, local church structures. In the presentation it should consist of the awareness of the issues, opportunities to serve local man, the methods and courses that are available and that YOU are needed.

5. Tools needed for the future:

Tools needed for the future are economical and rapid means of telecommunication computerized word processing and data gathering methods. This will enable the wisdom and intuitions of large numbers of people to be gathered, written and communicated. Then popularization of HDTS modules into forms already assimilated by neighborhood groups can be rapidly processed at the same time. RS-1 and other Spirit Method courses will be necessary for sustaining corp groups and cadres.

6. To grow up giants:

Giants need no training and research. They are really God's gifts but still things to foster their emergence may be utilized. Psychology, RS-1, Profound Humanness Voyage Programs, freedom from economic and social boundaries, GRA in each continent,

GLOBAL RESEARCH ASSEMBLY '80 continued  
Task Force

Movement III #6 continued

researching the major cultures and religions, involving teens and young adults, myths and movies of models of Giants, core courses in places like Harvard, global common memory, specialization by free thinkers and communication of this research to local people

7. What will we need relative to the public and our public image:

We will need a trackable record, government recognition and increased foundational support. In addition attention should be paid to fiscal openness, business accountability and auditable books. We need a corporate story of who we are and what we are about. This story needs to be kept current with factual materials, including appropriate reference to difficulties or learning experiences. There should be weekly/monthly press releases and advertisements (Wall Street Journal, N.Y. Times Airline magazines) all supported by basic communication skills to express our story in several ways. And all of this presupposes Guardian engagement, witness and support.

8. Something new for frozen images:

Fully operating HDP's across the globe demonstrate real possibility for people's lives. Good press coverage of TM's, video concrete stories of possibility and special issues forums impact a broad spectrum of people. LENS and RS-1 break open myriads of new images for people of hope. The mythology of a culture needs to be injected with great images of life's realities (ie "to die is to live" and "service is the way of life").

9. Red Hot you would give up your vacation for:

There are three focuses: educational content relating to global major institutions (Multi-nationals and educational systems). This includes Human Development Training. New methods for impacting the Historical Church, family and discerning the future's trends is the second focus. Public communication methods form the third arena needing development.

10. Products you would like to take home with you:

The Products of GRA'80 should be (1) a series of training manuals for program, HDTS modules, Guardian Events, Formulation programs, and video tape programs; (2) a draw-together of our Global Frame (3) a 4 year plan with a 1 year calendar (4) total replication plans; and (5) all programs documentation.

## Global Research Assembly - 1980

**ENGAGEMENT:** We need to find ways of releasing awakened people to move. Some need a better idea of who we are, what we do, and why we do it, before they will risk themselves. Others require some means to relate their awakened state to their families, their places of work, their local churches and their communities. Such links must be better understood so that people can engage.

**NURTUREMENT:** The key to nurturement is engagement itself. If we are effective in allowing for everyone--youth, the elderly, local folk, churchmen, guardians, and the last fat lady to engage, nurturement will have happened.

II. 5. How do we create a mechanism that would allow the whole global movement to input helpful research?

A scientifically prepared questionnaire is developed by research centrum out of their work, HDP and Panchyat trek reports. Members of the global movement are all invited and encouraged to complete it. Five to 10 key questions will be identified for regional or areal meetings.

Regional or areal workshops will be conducted during the same time frame around the world. They will deal with the key questions identified above. The reports, with emphasis on contradiction analysis, will be gathered as the grist for either one or three GRAs. If more than one GRA is proposed, direct interactive communications will be vital to assure global consensus.

Each RA should strive for representational participation from across the globe so that the blue shirts of India and hose of North America, for example, will have comparable input.

Global Research Assembly - 1980

Task Force

II

II. 1. What are the prevailing social concerns of 1980?

The prevailing social concerns of 1980 are primarily the care for society in such areas as social responsibility. Abuse of power, injustices, irresponsible governments are undermining future social structures. Concerns for health and physical well-being are frequently expressed as the need for primary health care models, reasonable medical costs and over-coming welfare abuses. Economic concerns involve inflation, unemployment, high interest rates, as well as the global issue of inequity between the "haves and have nots". The underlying human expression which reveals the frustrations of individual ineffectiveness are expressed as "I can't make a difference." Isolationism, loneliness and family breakdown are seen as manifestations of people in our times who want to participate in a rapidly changing world. There is the same world in which youth crimes and urban decay, dirty streets and abortion are frequently unsolvable issues. "See my world the way I see it" is the concern after a stronger cross-cultural empathy.

II. 2. What is the NEW in the economic processes?

The 3rd and 4th Worlds are still not participating in the economic processes, but stagflation is forcing the 1st and 2nd Worlds to shift to labor-capital management and team management, with a resulting trend toward more humanized and participatory economic processes.

What is the NEW in the political processes?

Centralized control is yielding ground to localized control in the face of (1) the democratizing influence of mass communications; (2) terrorist/militant tactics that paralyze governments; and (3) the collapse of the adhococracy due to its own weight and inertia.

What is the NEW in the cultural processes?

As the West finally encounters (1) the 3rd World; (2) genetic engineering; (3) family revolution; (4) utilization of space; and (5) electronic communications...across-the-board confusion reigns (particularly in education and welfare), giving rise to a yearning for simpler, more traditional ways of life.

II. 3. Where has the Movement permeated society?

The movement has permeated society to foster participatory decision-making at several levels of decision-making, but particularly locality groupings: neighborhood and community (where often time-consuming transfusions of hope were first required). More ready response to bottom-up planning inputs have been found in certain church groups, educational institutions, and multinational corporations. Work needs to be done in recruitment and training phase sequencing of efforts and concern for pace in strategic expansion.

II. 4. What will enable Awakening, Engagement, and Nurturement?

AWAKENMENT: LENS, Town Meeting and the project work must be enabled by effective exchange of our global experience and by the establishment of a strategic approach to creating awakening networks. The gifts of RS-1, the PLC, GWF, etc., must be recaptured and implemented. New work is needed to create awakening programs that will address the specific needs of organizations and the concrete issues with which local people are struggling. For example: The Town Meeting construct might be adapted to the corporate environment. A Forum on the energy crisis might be designed as an awakening tool.

PROGRAM FACILITATION

Task Force

RECOMMENDATION:

- I. Regional guardians LENS for planning program acceleration.
- II. Continental communication within networks; professions; public, private, voluntary sectors.

CONSIDERATIONS:

1. LENS training and pedagogy
2. Sell LENS to own corporation
3. Signal community signs
4. Neighborhood Town Meetings
5. Guardian marketing timelines
6. Guardian initiated programs
7. Piggyback available networks
8. Quarterly plan for how to do public relations (Evenings at the Institute etc.)
9. Bottom line program monies
10. Update framing

A PHASING MODEL

I. Creating Public	II. Pilot Programs	III. Program Intensification
1. Visit every TM town 2. Framing W/S 3. Discern regional advantages	1. Regional Mktg. Plan 2. Bottom line Program re. \$ 3. Key Targets	1. Program Mktg. 2. Troop training 3. Network webbing

Global Research Assembly - 1980  
Task Force

1980 GRA

Movement I: The times In the midst of old models collapsing and authority weakening there is a struggle for authentic participation of local people in decisions that affect them resulting in a shifting of power.

2. Trends In the midst of the scramble for scarce resources which gives rise to protectionism and dangerous demagoguery, local people are asserting power, as evidenced in the rise of the village movement particularly in the third world. New social symbols are being developed reflecting the new concern for conservation of the human environment and a new focus on responsible productivity.
3. The spirit mood of the world: In the midst of a mood of futile isolation and overwhelming ineffectiveness, the world stands ready for new challenges with an acute sensitivity and unexpected lucidity birthed in a search for hope and a yearning for a new dimension of progress (effectiveness?).
4. The spirit mood of the movement: The Spirit Movement senses itself as having laid a solid foundation in the world of methods, demonstrations and ready troops. We now are emerging from that largely underground task anxiously anticipating the new designs which will give a clear image of the completed structure and release a surge of global motivity to construct the new city of humankind.
5. GRA '80:

IMAGES

- . global conferences
- . toward the 21st century
- . world reborn
- . DNA module
- . closing the century

SPIRIT LIFE:

- . singing
- . poetry
- . profound humanness chart
- . exemplars
- . global religions and symbols
- . spontaneous celebrations

THEMES - MOVING TOWARD THE 21st CENTURY

- . leap of engagement
- . partnership of communities
- . global neighborhood
- . step beyond

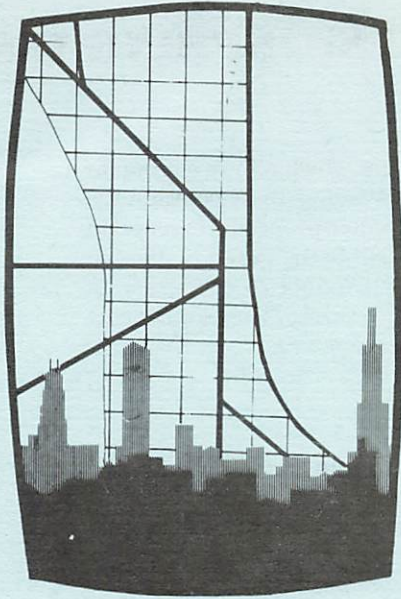
ACTIVITIES

- . methods training
- . RS I update
- . frame fortune 500
- . documentation
- . experimentation with new structures
- . visual aids
- . public relations
- . share community-in-partnership

Gestalt of activities:

METHODS/PUBL. RELATIONS/DOCUMENTATION/

AND EXPERIMENTATION



# CHICAGO COMMUNITIES:

## Standing Tall For The 80's

### COMMUNITY SERVICE PROGRAM SERIES

*"Chicago, make no little plans!" said Daniel Burnham. Out of the ashes of the Great Fire of 1871 rose the tall buildings of Chicago's thriving commercial center. Beneath this imposing skyline live millions of people with diverse cultural gifts. These are the people who built the skyline. These are the people who comprise Chicago's neighborhoods. These are the people who have the talents and resources required to build the city of tomorrow. Netted together by agencies and institutions the neighborhoods are the key to 'Chicago Communities Standing Tall for the 80's.' To serve this vision, The Institute of Cultural Affairs and its Chicago Program Advisors are offering the Chicago Community Service Program Series in the Spring of 1980.*

#### **PROGRAM INTENT**

The series of programs offered this spring is designed for community service agencies and city-wide institutions. These programs emphasize workshop methods for planning and implementation of local community programs. They are designed to stimulate group input in discerning local issues, determining the future tasks and mapping out the practical steps which can be implemented to effectively accomplish these tasks.

#### **PROGRAM FORMS**

Two types of programs are being offered. The first type is a 4 to 7-hour forum- the Community Service Forum, the Global Women's Forum and the Community Youth Forum. The forums can be conducted in a single evening, on a weekday or a Saturday. The second type is a longer 5-session seminar- the Imaginal Education Seminar and the LENS Seminar. These are arranged to suit the agency's schedule.

#### **PROGRAM PRODUCTS**

Each Forum and Seminar delivers several products to the participating agency and to the individuals. The first is a workbook containing the procedures and workshop methods which could be further utilized by the agency. The second is the record of each event which serves as a working document for further reference during the implementation of the plan. At the end of the series, a city wide report will be prepared and distributed to all the participating agencies.

# COMMUNITY SERVICE PROGRAM SERIES: SPRING 1980

## COMMUNITY SERVICE FORUM

The Community Service Forum is a 4-hour event which allows a group to articulate the common vision and challenges facing their community. Using the challenges as a backdrop the group creates proposals to respond to these challenges. The workshop methods enable the group to discern the possibilities at hand and encourage participants to cooperate in accomplishing the various projects which they propose. The emphasis is on practical local implementation and involvement.

## GLOBAL WOMEN'S FORUM

The Global Women's Forum is a 7-hour participatory event designed to enable women to shape their role in addressing the issues of today and to anticipate the needs of tomorrow. The Forum structure is designed to elicit from the group assembled the issues which they are facing and to allow a lively interchange of ideas. Team workshops and group conversations help establish consensus on directions that they as women intend to take in the future.

## COMMUNITY YOUTH FORUM

The Community Youth Forum is a 5-hour forum designed to give youth fresh images of their present and future by providing the opportunity for them to look at the question of responsible action. Through building a local plan and articulating their dreams for the future, they can begin in a new way to take up the challenge that is facing youth in the world.

## LENS SEMINAR

Leadership Effectiveness and New Strategies is an advanced methods seminar for the staff of public agencies and businesses. It is designed to provide participants with planning and decision-making methods for accomplishing targeted actions. The focus of each seminar is determined in prior consultation with the group. The seminar is a combination of workshops, contextual talks and conversations that allow in-depth exploration of issues.

## IMAGINAL EDUCATION SEMINAR

'Imaginal education' presupposes that the way people live is based on their images of themselves, the world and other people. The 5-session seminar is designed to emphasize the effects of the setting, the style of the educator, and the way materials are utilized to enhance educational methods and processes for any age group from preschool to adults.

## PROGRAM COSTS

The research, training and administration costs are borne by the ICA through its development effort. Agencies participating in forums are asked to pay a fee of \$50.00 for up to 50 participants. Local costs for facilities, food and materials are borne by the local host and/or sponsoring agencies. Seminars are arranged by contract with the participating institution.

**CONTACT:** Chicago Program Office, The Institute of Cultural Affairs, 4750 N. Sheridan Rd.  
Chicago, Ill. 60640, Telephone (312) 769-6363 Ext. 12.

GUARDIAN ENGAGEMENT EVENTS CHECKLIST

Primal Community Fortnight April 7-20 Brussels  
New Development Decade Symposium 18-20

Tai'rgwaith Economic Intensification Module April 24-May 1 Tai'rgwaith

Isle of Dogs Community Extension Module May 2-9 London

Religious Studies I May 9-11 Brussels

Ijede-Bayad-Kapini Community Extension Module Trek May9-June 5 Africa-NAME

Netherlands Patron Luncheon May 16 The Hague

London Regional Circuit Trek May 5-9 London

Paris Regional Circuit Trek May9-May 15 Paris

Frankfurt Regional Circuit Trek May 16-22 Frankfurt

Terme Community Extension Module May 23-29 Rome

Kreuzberg Ost Community Extension Module May 23-29 Berlin

London Patron Luncheon May 26-30 (to be announced) London

LENS Pedagogy Weekend June 6-8 Brussels (to be confirmed)

LENS Marketing Probe JUNE 9-15 (to be confirmed)

Henley LENS June 16-18 London

Grenoble LENS Demonstration June 19 Grenoble

Credit-Agricole LENS Demonstration June 24 Paris

Global Research Assembly June 29-July 20 Chicago

Continental Movement Council September 5-7 Brussels

Area/Regional Movement Councils September 12-14 (locations to be announced)

Global Guardians Consult---Europe October 10-12 Brussels

ENGAGEMENT IN THE MISSION

PARIS GUARDIAN, Gerald Nani, begins commitment of one day a week at the House by phoning people to join him at the European Guardians meeting.

BRUSSELS PATRONS lunch involves 16 key leaders from industry, government and religious community in Belgium. August Vanistendael and Paris Guardian, Mr. Gerald Nani, report on the work of the Institute. Each participant promises support: from LENS for his company to introduction to Catholic Educators throughout Belgium.

COPENHAGEN, 16 Guardians arrive at the House for Panchayat evening and viewing of Global Film. Guardian in the tax department offers assistance for future incorporation and tax exemption when House is ready.

WEST AFRICA authorization and framing trek is made by Gerald Nani, French Guardian, and Bill Parker.

KREUZBERG OST limited liability company formed with 10 key German Guardians, 11 community people, each of them investing 500 to 2,000 DM per share. Several Guardians offer help to set up new business and stimulate whole community in thinking of a long list of possible activities to be started, ranging from a small community cinema to a hustling service repair shop.

FUKUOKA GUARDIAN Mr. Tsurata and Bob Hanson speak at Tenjin Lions Club.

SALANI GUARDIAN Joe Annandale's tribute and the Mayor of Salani's speech are the highlights at a Decade of Service celebration in Western Samoa.

MISSISSIPPI STATE Guardians' and Delta Pace local Guardians' authorization and endorsements enable \$21,200 in proposals to be submitted to 22 businesses and corporations with \$850 in-hand or committed; \$100,000 public money working and \$5,925 inhand.

MINNEAPOLIS GUARDIAN, Ieva Grimm, has just been granted a twelve month "social service temporary assignment to assist the Institute of Cultural Affairs with the community development campaign" from Control Data Corporation.

INTERNATIONAL VISITOR Mr. de las Casas from the Instituto Interamericano de Ciencias Agrícolas (Interamerican Institute of Agricultural Sciences), an agency of the OAS (Organization of American States) with offices in San Jose, Costa Rica. He visited Azpitia Human Development Project in Peru with a friend who is in the Ministry of Agriculture. This resulted in an all day visit with ICA staff in Chicago learning about the research and training work of the Institute with the hope of finding ways to cooperate in the agricultural development of the Latin American projects.

CURRENT READING LIST

1. BACH: Illusions: Reflections' of a Reluctant Messiah
2. BECKER: Escape From Evil
3. BLANEY: Global Challenges
4. BONHOEFFER: I Love These People Recently republished
5. CHEROT: Social Change in the Twentieth Century
6. FERGUSON The Aquarian Conspiracy: Personal and Social Transformation in the 1980's  
J.P. Turcher/St.Martin's 1980
7. FRIEDMAN: The Good Society M.I.T. 1979
8. FRIEDMAN: Capitalism and Freedom
9. HALL: The Hidden Dimension Doubleday
10. KAYE: The Far Pavilions Penguin Books 1978
11. LASCH: The Culture of Narcissism Warner
12. MICHENER: Chesapeake Fawcett Crest Books 1978
13. SADAT: In Search of Identity Harper Colophon Books 1977
14. SHIRER: Gandhi: A Memoir Simon and Schuster
15. STAVRINAOUS: The Promise of the Coming Dark Ages
16. STAVRINAOUS: The World Since 1500
17. TOFFLER: The Third Wave William Morrow and Co.

READING LIST

- Joseph Campbell, Myths To Live By. Viking Press, 1972
- Teilhard de Chardin, Building the Earth. Dimension Books, 1965.
- Daniel Bell, The Winding Passages.
- John S. Dunne, The Way of All the Earth. Notre Dame, 1972.
- Thomas S. Kuhn, The Structure of Scientific Revolutions. Phoenix Books, 1962.
- Ervin Laszlo, The Inner Limits of Mankind. Pergamon, 1978.
- Theodore Roszak, Person/Planet. Anchor, 1979.
- Carl Sagan, The Dragons of Eden. Ballantine, 1977.
- Jean-Jacques Servan-Schreiber, The World Challenge. Simon & Schuster, 1980.
- Alvin Tofler, The Third Wave.
- Daniel Yankelovich, New Rules. Random House, 1981.
- Gary Zukau, The Dancing Wu Li Masters. Bantam, 1979.
- Ezra F. Vogel, Japan as Number 1. Harper, 1979.

EIGHTEENTH GUARDIAN CONSULT  
April 11-13  
1980

Financial Statement

INCOME

Registration fees		
81 @ \$60.00	\$4860.00	
2 @ 25.00	50.00	
1 @ 20.00	20.00	
Bar	<u>694.13</u>	
		\$5624.13

DISBURSEMENTS

Food 6 meals for 150 @ \$1.50	\$1350.00	
Wine for 1 meal	137.84	
Bar liquor, mixes and supplies	505.00	
Postage	52.50	
Decor & Misc.	200.00	
Replacement of curtains		
Bathroom finesse		
Paper goods		
Candles		
Frames for pictures		
Manilla folders		
Etc.		
	<hr/>	
		\$2192.84

BALANCE \$3431.29

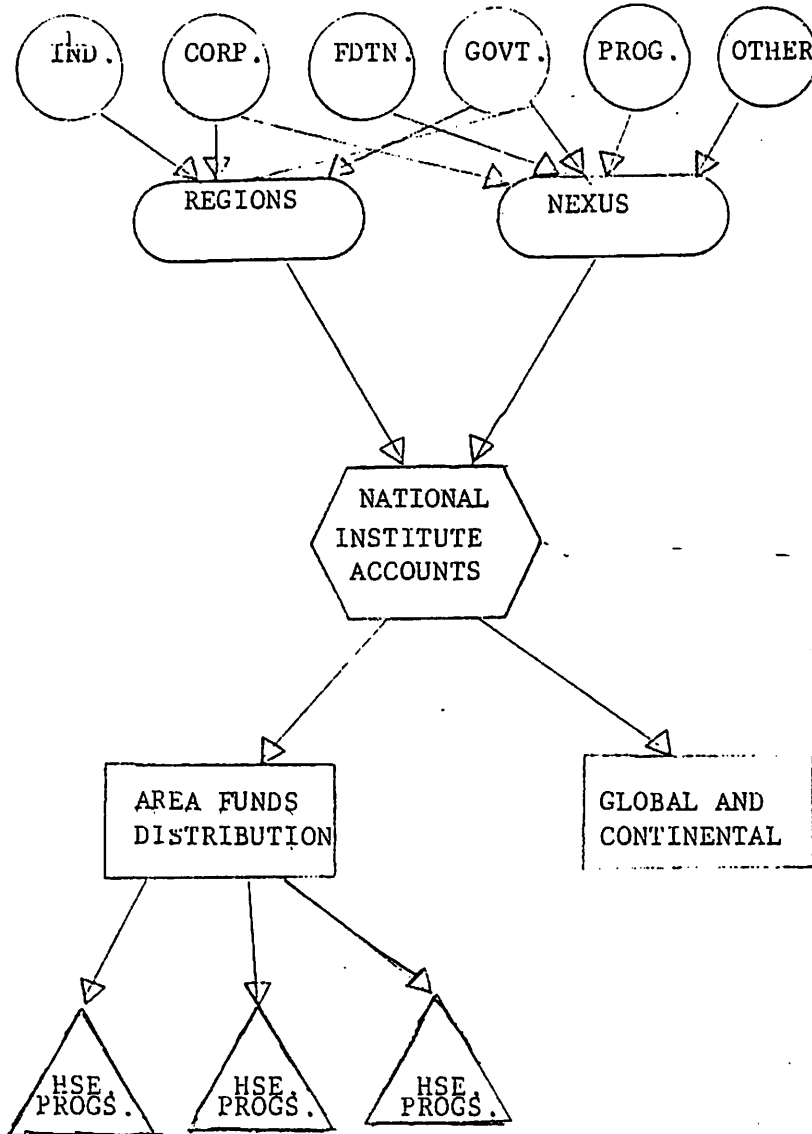
Note: in-addition plants were in-kind in the amount of \$1000.00 \$4431.29

DEVELOPMENT CONSTITUENCY TRENDS

*Reflects only what Institute rec'd (not including # generated at local level) for prof support to keep EI/ICA in business* For Internal Use Only

YEAR		1977				1978				1979			
DONOR CATEGORY		Number of gvrs	Amount Given	Averag per gv	Per cent	Number of gvr	Amount Given	Averag per gv	Per cent	Number of gvrs	Amount Given	Averag per gv	Per cent
Raised - Private	Individual	2193	\$ 1,505,217	\$ 581	70%	1424	\$ 1,361,883	\$ 801	57%	1121	\$ 1,401,198	\$ 1159	56%
	Corporatns	246	109,373	444	5%	245	325,700	1329	13%	125	300,373	2402	12%
	Foundation	39	144,369	3701	7%	29	119,600	4124	5%	26	97,540	3751	4%
	Religious Organiztns	128	63,219	494	3%	125	130,302	1042	6%	121	258,513	2136	11%
	Private Organiztns	33	8,393	254	1%	41	11,328	276	1%	17	7,823	460	1%
	SUB TOTAL	2639	1,830,571	693	86%	1864	1,948,813	1045	82%	1400	2,065,447	1475	85%
Raised-Public		111,616			5%	256,825			10%	161,600			7%
Program Revenue		178,090			8%	176,137			7%	205,790			8%
GRAND TOTAL		\$ 2,120,759				\$ 2,431,648				\$ 2,460,788			

Contributing sources:



INSTITUTES GLOBAL ACCOUNTING SYSTEM

" TO ELICIT THE WORLD'S RESOURCES "

# The March of the Glorious Quest

FINAL REPORT

APRIL 7, 1980

## INCOME

MARCH			
	Developed Program	\$197,611	
		<u>18,028</u>	
	TOTAL		\$215,639
APRIL			
	Developed Program	\$ 41,295	
		<u>4,886</u>	
	TOTAL		46,181
	Draw from GTF against Allergan Commitment		20,000
	Received from Bombay/Brussels Nexus		<u>30,000</u>
	TOTAL Spendable Income		\$311,820
IN HAND	(Coggeshall - post dated)		100,000
COMMITTED	(CEM, Canada, Ag Missions, Chicago Program, Aetna, etc.)		<u>33,500</u>
	TOTAL Developed Income		\$445,320

## DISBURSEMENTS

House Program		
	February - 30%	\$ 20,874
	March --100%	68,215
GTF Repayments		
	December ITT draw	25,000
	HDTs draw	19,142
Invoices Paid		
	Paid 90 days	73,582
	Less than 90 days	70,217
Monthly Cash Expense		<u>38,672</u>
	TOTAL Disbursements	\$315,478

# ICA THE INSTITUTE OF CULTURAL AFFAIRS

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

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1980

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January 15, 1980



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January 15, 1980

18th Guardian Consult  
Chicago, Illinois

April 11-13, 1980

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18th Guardian Consult  
Chicago, Illinois

April 11-13, 1980

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**ICA** THE INSTITUTE OF CULTURAL AFFAIRS  
CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

May 22, 1980

Dear Guardian,

Early this month a taskforce met in Chicago to consider Public Communications issues. The group included both Guardians and Order members. As part of their weekend work they expanded and polished the Twenty-Five Year Profile. A copy is enclosed here. To distinguish it from the one you received in April please date it May 5, 1980. Also enclosed is a roster from the 18th Guardian Consult.

A lot of exciting events are being planned in the Regions. Kansas City will hold a LENS (May 30-June 1) for Guardians and House people to do regional planning. St. Louis is having a GWF on June 7 which is planned by the Guardians. Memphis sent a letter to some ICA supporters asking them to meet with local Guardians to explore ways they can be engaged in and undergird programs.

Please keep us up to date on your activities so that we can share the news. We look forward to seeing many of you at the GRA in Chicago June 29-July 23. We especially invite you to Chicago for the Symposium, July 4-6, which is the initiating event of the GRA.

Take care,

The Ronin