

THE ECUMENICAL INSTITUTE

3444 Congress Parkway
Chicago, Illinois 60624
Telephone (312) 769-6363

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Ruth D. Wilson

*sent with same enclosures to all
those invited to April but who did
not attend.*

August 15, 1973

Dear Colleagues,

Everywhere we look now days things are happening that point to the resurgence in our society. Here in Chicago they are having cabarets on LaSalle Street. In Calcutta, the employees of the India Air Corporation began dancing around the office after "just another dull day at the office" was turned into a happening. They succeeded in ordering the chaos when given the challenge by the Global Odyssey of arranging, on short notice, a flight for 50 from Calcutta to Agra. The key ingredient was the vision of possibility that one of the Guardians kept painting for them as they surmounted one obstacle after another. Even the billboards in Uptown have a new look, as you can see from the enclosed photo.

John Gardner, the founder of Common Cause, stated recently that the breakloose in human creativity that will carry us to a new level of development as a society will come only through a release of energy in people. I am convinced that he is right about what will release that energy, and that is what he calls "perceived challenge". We are beyond the point of being challenged by hacking out a new frontier in the woods. Our challenge is to enable individuals to regain a sense of their own role in tackling the pressing social concerns of our day, and provide them with the tools to engage their energies in building the society of which they dream.

Enclosed you will find a copy of our new LENS brochure that just came off the press last week. As you can see, LENS is aimed directly at the world-wide business community. You and I as a part of that community carry the responsibility of ensuring that LENS and the broader strategies of which it is a part are actualized across the globe. The work of this past month at the Research Assembly on the parish guild has brought new focus to our practical task and has given us a sound platform for our Guardians' meeting in October.

Many exciting things have gone on since the 4th Guardian meeting was held in April in Chicago, the Summer Research Assembly being one of the highlights. Guardians have participated in the Global Odyssey, assisted in the incorporation of the Institute of Cultural Affairs, enabled numerous in-kind gifts, including reduced-cost steel walls for the renovation of the Kemper building, staffed LENS courses on four continents, held an ITI funding banquet, advised the Order on its' investments, acted as Regional Development Coordinators, participated in proceedings leading to the transfer of the assets of a foundation to the Institute, assisted in acquisition of several properties for Religious Houses, and in one case, a Guardian family began experimenting with living on 50% of its' income as a symbolization of decision to be the Movement.

I did not intend for this letter to be so long, when all I really had to say was "See you on October 12 in Chicago for our 5th Guardian meeting". We will start on Friday evening and finish up after lunch on Sunday. We will meet at the Kemper building, 4750 N. Sheridan Rd. I am looking forward to seeing you then for a great weekend of hard work and fellowship.

Grace and Peace,

Don
Donald R. Moffett

for the Movement Guardians

LIVING EFFECTIVELY IN THE NEW SOCIETY

WHAT A TIME TO BE ALIVE!

Twenty thousand years of human history are at the juncture of created civilization and a new stage of the human journey.

Who knows? In 20,000 years they may call this "The Age of Human Resurgence." But the name is unimportant. How man equips himself to give form to these times is the vital issue today.

Human consciousness has taken a giant leap, leaving old images of man, woman, family, job, community too pale to provide cohesion for society or meaning for individuals.

It is as if man must re-think everything he knows—re-orient himself and his society for the next 20,000 years.

Man needs a new screen for scanning our times—a new way to bring into focus the issues of the day in order to create the necessary social forms for LIVING EFFECTIVELY IN THE NEW SOCIETY.

LENS. . . A new 44 hour course. . . And its concern is to provide that screen.

EVENING	MORNING	AFTERNOON	EVENING	MORNING
THE TIMES	THE THINK TANK			THE FORMS
	THE ISSUES	THE PROPOSALS	THE REFINEMENT	

In LENS, individuals take 44 hours to explore the critical problems facing man today.

A lecture sets the context for each of the five working sessions. Analyzing the sociological situation of our times and the basic human responses, the lectures suggest new possibilities for creative life in this century.

The participants do the real work of the weekend in practical group sessions called think tanks. They use workshop, research, and brainstorm methods to grapple seriously with contemporary issues, producing their own effective proposals to deal with today's social crises.

Finally, the participants reflect on and summarize the weekend's experience in a series of group statements of practical social vision and authentic human stance.

LENS IS NOT JUST A COURSE ABOUT

LIVING EFFECTIVELY IN THE NEW SOCIETY

BUT AN EXPERIENCE OF IT.



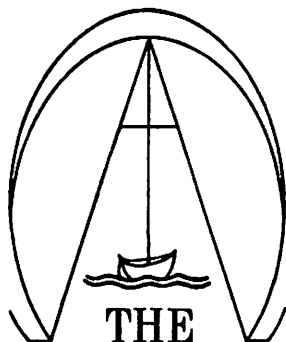
THE ECUMENICAL INSTITUTE
3444 Congress Parkway
Chicago, Illinois 60624
Cable: EICHI



THE TASK
BEFORE US NOW
--- IS TO BUILD
THE EARTH







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Betty C. Peseck

Martin G. Peseck

James E. Phillips

The Rev. Mr. James R. Smucker

Floyd Stanley

Theodore M. Swain

Ruth D. Wilson

September 19, 1973

Dear Colleague:

John Gardner, the founder of Common Cause, stated recently that the breakloose in human creativity that will carry us to a new level of development as a society will come only through a release of energy in people. I am convinced that he is right about what will release that energy, and that is what he calls "perceived challenge". Our challenge is to enable individuals to regain a sense of their own role in tackling the pressing social concerns of our day, and provide them with the tools to engage their energies in building the society of which they dream.

In the past 18 months the Ecumenical Institute has sponsored a series of meetings of business and professional men and women who see themselves broadly as "Guardians of the Spirit Movement". Our focus has been on thinking through the issues and laying out the strategies that will enable the Movement to address itself to the secular structures of our society.

The work of the 1973 Summer Research Assembly on the Parish Guild has brought new focus to our task for it has defined the practical structures for social reformulation. The work of the Guardians will build on this research, as well as on the results of our past meetings. In previous working sessions the Guardians have created such practical structures as an Investment Advisory Commission, a Development and In-Kind Regional Network and an Advisory Committee on legal matters.

Your experience and concern for society would be of great value to all of us in continuing this crucial visioning and planning. I hope you can join us in Chicago for the 5th Guardian Meeting, October 12 - 14, 1973. We start on Friday with dinner at 7:00 and finish up after lunch on Sunday. We will meet at the Kemper Building, 4750 North Sheridan Road and anticipate a great weekend of planning the future. We look forward to having you with us.

Grace and Peace,

Donald R. Moffett
for the Movement Guardians

GUARDIAN INVITATION TO OCTOBER 12-14 MEETING 1973

AREA CHICAGO		AREA SAN FRANCISCO	
<u>Chi/ Chicago</u> Len Dresslar Martin Pesek Ted Swain Bob Lamson Charles Livermore Robert Wiley Joseph Ayres Tom Hanna Andrew Burrows Ray Caruso Robert Cowsert Sheldon Hill Norm LaDuke George McBurney Don Moffett Jim Phillips Reinhard Plaut Clarke Robinson Albion Ward Rod Wilson David Wood Art Lies Dana Roberts W.A. Roling David Parshall John Vandewege Gil Sorber Todd Wheeler		<u>San Francisco</u> Jim Murphy Joe Guffy Bob Crane Ben Briggs Barney Etcheverry Karl Dolk Franklin Stark William Goodger Jon Thornson	
		<u>NEW San Francisco</u> Jess Mark John Wollenwebber Robert Elford Bob Prather Ron Schmickley Gordon Shepherd Mr. Van Hee Gunner Wetlesen	<u>NEW Los Angeles</u> Gary George Ray Moser Robert Ward Jim Ruthroff Chuck Mills Jack Baker Roger Spaulding Trussell R. Rhodes Dr. Richard West
		<u>Sacramento</u> David Swoap Russ Asay James Burnett	<u>Denver</u> Paul Hamilton Frank Greenburg Ron Slater Lee Sugg Don Elliot John Richardson Jim Kiser Dick Brooks James Overall John Singleton Bob Springs Frank Wherry Philip Flintzer Biff Kennedy Bill Allen
		<u>NEW Sacramento</u> Charles Drake	<u>NEW Denver</u> James Roper Frank Sargent Clarence Snelling
<u>Chi/Chicago NEW</u> Foster Stockwell Floyd Stanley Victor Axelrod Lou Richards David Schroll Tom Morris David Calhoun Scott Bushey Victor Dixon Roderich P. Dodds Harold Hensold Lawrence White		<u>San Jose</u> Ralph Morrison Don Loughry Stan Smith Carl Olsen Howard Davis Phil Sampson	<u>Phoenix</u> Bob Goodrich John Reed Rosendo Gutierrez George Welsh James Brooks Fred Emerson
		<u>Los Angeles</u> Ken Aescherbacher Richard West Richard Newcomer Larry Davis Delbert Elder Ben Baudo Willis Wingert Wm. DeFalla James Murphy James Reed Wm. Hayes Bob Brook	<u>NEW PH OENI</u> George Wheeler William Parks
			<u>Seattle</u> Frank Bennett Jim Taylor Orthos Huseby Bill Taylor Lowell Shaffstall
			<u>Harlan Jensen</u> James Worden David Veterone
			<u>NEW SEATTLE</u> Robert Foster Robert Nelson Rod Worden
			<u>Billings</u> Bruce Allison John Lipinski Robert Smith
			<u>NEW BOELLINGS</u> Charles White Dr. Charles Morledge
			<u>Rapid City</u> Don Hopkins Tad Gilmore

GUARDIAN INVITATION 00 OCTOBER 12-14- MEETING, 1973

AREA CHICAGO

AREA CHICAGO

Cleveland
Robert Ault
Robert Battershell
Larry Davis
Karl Hess
Tom Hoshiko
Ronald McQuigg
Oliver Hinkel
David Sedgley
George Sholtis
Ken Smith
Andy Batchelor
Jack Fooks
Stan Grueninger
James Lipscomb
Charles Pickney
Robert McWilliams
Robert Cromer
Jack Gilles
Mery Hess
Bill Schremph

New Cleveland
Hans Lenz
Tim Wagner
James Slotta
Tom Jorgensen
Mike & Judy Tippet
Rog Cobb
Gene Evans

Indianapolis
Bob Bain
John Hancock
Howard Burroughs
Tsueneo Innui
Clarence Monk
Donald Bayer
John Webster

New Indianapolis
Jack Womack - Tom Pinson
Mike Naylor -Clarence
Bill Reybold von Harten
Bill Branich Jr.
Claude Spillman
J. Pardee
Gary Gibson
Don Bayer
Jean Henry

Cincinnati
Gary Drown
Bill Schroeder
Ed Berg
James Fagenbush
Jay Antenen
Jim Armour
Don Delahunt
David Hunt
Vernon Hildebrandt
Charles Gribble .
.....Metcalf

New Cincinnati
Ed Born
Paul Early
Ken Lyon
Bill Austin
Ralph Metcalf
Ernie Wengler

Detroit

John Donnelly
Bob Reid

New Detroit

Martin Roberts
James Justin
Ron Gregg
Dick Miller
Bernard Donnelly
Steve Guittard
Richard Nichols
Victor Dixon

Kansas City
Paul Ertel
Peter Rinn
Richard Hunt
Walter Blood

New Kansas City
David Jackson

New Kansas City (cont)
Robert Wilson
Harry Hess
Robert Potter
Richard Hunt
Bill Norris
Dallas Zigenhorn

Minneapolis
Charles Curry
John Dettman
Ron Totarek
Tom Casewell
Ralph Brown
Steve Smith
William Butler
Sam Hanson
Louis Pierce
Ken Taylor
John Lewis
Kent Hove
Oscar Sperstad
Ralph Tippet
Jim Beede

New Minn.

Richard Brown
Lewis Tusken

St. Louis
Berkley Bedell
Dean Glattly
Phil Kerber
Bob St. Clair

Wichita
Jack Focht
Rusty Richards
Larry Jones
Charles Landrum
Jack Jones
Charles Pearson
John Fuller
Gary Moyer
F. R. Applegate
Wendall Godwin

Lincoln
Edwin Loutzenheizer
Hugh Wilkens

Chi/Milwaukee
Charles Drake
Bob Geise
John Sedlander
Ralph Housman
Harry Humphries
Bob Klug
Fred Gruner
Michael Larkin
Bob McClelland
George Moore
Gerald Neu
Burt Dyson
Verapn Willers
Tom Smeltzer
Don Fleischman
John Philosophos
Don Rholl
Harold Kuehn
Sheldon Wilcox
John Chamberlain

Chi/Madison
Sam Bowen
Tony Pavlick
Gilbert Emmett

Chi/Champaign
Todd Dawson
Jack Harlan

Chi/Peoria
Sidney Smart
Lloyd Bertholf
Robert Holder
John Morton
Jim Bateman
Wayne McGaughey
Richard Julian

GUARDIAN INVITATION TO OCTOBER 12=14 MEETING 1973

AREA NEW YORK

AREA HOUSTON

New York

Bill McLean
Kenneth Keith
Kim Jefferson
Roy Justensen
Alex Neill
Harold Norton
Richard Seacord
Edward Roberts
Harry Henriques
Carlton Osbourne
Gary Rauch
Bruce Hamilton
Patrick Walker
Richard Smyres
Neil Sinclair
Jim Kelbaugh
John Johnston
Ron Griffith

NEW New York

Phil Weber
Bob Arnold
Dick Ripley
Lee Cobb

Long Island

Richard Kaiser
Atsumu Matsuoka
Mrs. Alize Riley

New Haven

Allen Berrien
Stewart Stowell
Doug McCrea
Paul Evans

Boston

John Prize
Henry Jacoby
Earl Good
Walter Liggett
Irving Macomber

NEW Boston

Willard Robinson
Bob Lamprey

Manchester

Mendan MacDonald
Raymond Moore
John Muehlke

Portland

Harry Bliss

Rochester

Charles Botsford
Peter Viles
Charles Kroeger
Robert Brandenstein
Ralph Black
Ellsworth Wayne

NEW Rochester

Norman Lindblad
Harry Wilder

Washington D.C.

Paul Hickman
James Schalk
Andrew Wolfe
Philip Agee
Stanley Crow
Tom Snider
Dick Galbreath
Robert Bright
Hayward Riley
Louis Rigdon
Ed Jacobson
Robert Lundy
Dennis Stackhouse
A.J. Roper

NEW D.C.

Daniel Wells

Philadelphia

Blair Simon
Anthony Perratto
Frank Elliot
Robert Little

Pittsburg

Jim Mohn
John Harvey
Robert Salas
Robert Arrott
Mrs. Genevieve Boyd

Houston

Ford Nielsen
Craig Allen
Tom Smith
John Johnston
Robert Marlowe
John Turner
Dick Whanger
John Doughas
Dean Isaacs
John Chapman
Erwin Meier
Roy Smith
Fred Griswold
Len Griffeth
Ernie Stokley
Ben Ball
Glenn Miller

NEW HOUSTON

Howard Grimes
John Gracey

Miami

McGregor Smith
Robert Sherwood
Scott Stahr

NEW Miami

Mark Fugina
Hamilton Forman

Memphis

Dix Archer
Jerre Freeman

Atlanta

David Thomas
James Young
Charles Weltner

NEW Atlanta

Lyle Mitchell
Vernon Murre
James McQuown
Bill Bingham -Dennis
Dennis Rice Rice
Phil Eskridge
The Rev. Bill Willis

GUARDIAN INVITATION TO OCTOBER 12-14 MEETING 1973

AREA HOUSTON		OTHER THAN USA AREAS	
<u>New Orleans</u> Wayne Stracener Wm. Llewellyn Murlin Mayeur Roger Guissinger Dan Isherwood		<u>Area Montreal</u> <u>Montreal</u> James McBurney Ross Common	<u>AREA EUROPE</u> David Rebstock Charles Black Jan de Hahn
<u>NEW New Orleans</u> John Nelson Everett Gauthreaux Robert Farritor		<u>NEW Montreal</u> Rudi Barton Toronto	
<u>Oklahoma City</u> Gary Davis Del Stagner Ross Meyer Bill Scribner Jerry Tubbs Tom Whitsett		Douglas Gilmour Walter Scudds George Buch	<u>AREA HONG KONG</u> <u>Hong Kong</u> Herbert Minich
<u>NEW Oklahoma City</u> Paul Keesee Guymon Sanders		<u>AREA WINNEPEG</u> Winnepeg	
<u>Tulsa</u> Harley Galusha Bill Doenges Martin Fate Jim Chapin Kay Wilson		Rudy Barton <u>Vancouver</u> Jim Berger	<u>Manila</u> Don Quimby
<u>NEW Tulsa</u> Bob Swafford Roger Alexander H. J. Greene Lee Boyer Daryl Walker		<u>AREA CARACAS</u> <u>Caracas</u> Stanley Day Everett Bauman George Dykes Elton Earle Fred Eaton	
<u>Amarillo</u> Frank Morris Max Sherman Robin Green Guyon Sanders Glen Parkey		 <u>NEW Caracas-</u> Richard Whitehead Dennis Burke James Day	
- Tom <u>NEW Amarillo</u> - Hohstadt			

FIFTH GUARDIAN CONSULT
OCTOBER 12-14, 1973

THE THINK TANK TIME DESIGN

THE INSTITUTE OF CULTURAL AFFAIRS
QUARTER II, 1973-74

FRIDAY

SATURDAY

SUNDAY

A

I

THE SITUATION CONTEXT

THE
OPENING
PLENARY

B

THE THINK TANKS

THE TEAM WORK SESSIONS

II

TEAM
WORK

III

TEAM
WORK

IV

TEAM
WORK

V

THE PRACTICAL IMPLEMEN-TATION

C

THE
CLOSING
PLENARY

7

10 10 11:30

9

12 2

5 6

9 9 10:30 11

2

**FIFTH
GUARDIANS CONSULT**

The Think-Tanks

**Institute of Cultural Affairs
October, 1973**

GUARDIANS' MEETING THINK-TANKS

TITLE	ISSUE	PRACTICAL TASK	PRODUCT
GLOBAL GUILD NET	WHAT IN FACT IS THE GLOBAL GUILD NETWORK, AND HOW DOES IT NEED TO BE EXPANDED?	PROJECT SUMMER '73 GUILD NET RESEARCH 20 YEARS.	STATE OF GUILD NET, FUTURE VISION, METHODS TO DO IT
GUARDIANS	WHAT LONG-RANGE GLOBAL ROLE DO NORTH AMERICAN GUARDIANS PLAY AS A BUILDING FORCE?	DEFINE THE BUILDING ROLE OF THE GUARDIANS + PROJECT IT 20 YEARS.	15 GUARDIANS OPERATING PRINCIPLES
UPTOWN 5	WHAT LONG-RANGE ROLE DOES UPTOWN 5 PLAY AS A PRIMAL GUILD EXPERIMENT?	DEFINE UPTOWN 5 BUILDING ROLE + PROJECT IT 20 YEARS.	ANALYSIS OF UPTOWN 5 GUILD
MARKETING LENS	WHAT PRACTICAL TOOLS AND REPRESENTATIONS ARE NEEDED TO MARKET LENS?	DEVISE THE PRACTICES AND TOOLS OF LENS MARKETING.	MODEL FOR LENS MARKETING, 4x4 LECTURE, VISUAL A
LENS IMPACT	WHAT CONCRETE RESIDUE DOES LENS LEAVE WITH A CORPORATION?	THINK THROUGH THE SOCIOLOGICAL IMPACT OF LENS FOR CORPORATIONS.	LENS SOCIAL IMPACT CHART
GLOBAL ENDORSEMENT	HOW CAN WE ORGANIZE OUR 100 KEY CONTACTS TO USE THEM EFFECTIVELY?	BUILD A GEO-SOCIAL SCREEN THAT REFLECTS OUR TARGET CONTACTS + PLOT VARIOUS GROUPS THAT MIGHT BE HIT INDIVIDUALLY OR COLLECTIVELY.	ENDORSEMENT GESTALT + BATTLEPLAN
URBAN CIRCUITS	HOW MIGHT THE URBAN CIRCUIT MODEL BE USED AS A LONG-RANGE FUNDING DESIGN?	DEVISE THE PRACTICAL OPERATION OF THE URBAN CIRCUIT MODEL FOR THE QTR, + HOW TO OPEN NEW CIRCUMS.	MODEL FOR CIRCUIT DEVELOPMENT
GRASSROOTS UNDERGRINDING	HOW MIGHT THE GRASSROOTS SYSTEM OF MOVEMENT DEVELOPMENT BE EXPANDED ON THIS SIDE OF THE PRACTICUMS?	DEVELOP A STRATEGY OF GRASS-ROOTS SUPPORT STRENGTHENING AND EXPANSION.	GRASSROOTS SYSTEM EXPANSION MODEL + IMPLEMENT. PLAN
LOCAL FUNDING	WHAT IS THE LONG-RANGE FUNDING FOLLOWUP ON A CORPORATION SPONSORED LENS COURSE?	PLAN HOW CORPORATIONS WHO HAVE HAD LENS CAN SERVE THE MOVEMENT AS FUNDING SOURCES.	25 KEYS TO RELEASING LOCAL INSTITUTIONAL FUNDS + TIMELINE
SELECTED PROPOSALS	WHAT MAJOR PROPOSALS COULD GUARDIANS USE IN THEIR OWN LOCALS?	WRITE 4 NEW PROPOSALS AND A MARKETING PLAN FOR GUARDIANS TO USE.	PORTFOLIO OF PROPOSALS FOR MARKETING MODEL
BASIC BROCHURES	WHAT IS THE FORMAT AND TEXT NEEDED FOR AN IGA BROCHURE AND ANNUAL REPORT?	WRITE AND DESIGN AN IGA BROCHURE AND ANNUAL REPORT.	IGA BROCHURE + ANNUAL REPORT MODEL
FUTURE PROTECTIONS	HOW CAN THE MAJOR INSTITUTIONS WE NEED TO PERMUTE BE ORGANIZED + RELATED TO BY GUARDIANS?	RELATE KEY SOCIAL INSTITUTIONS TO SOCIAL PROCESSES, AND DESIGN A PERMANENT STRATEGY.	TRIANGLE ANALYSIS AND VISION STATEMENT

MARKETING — FUNDING — ACCREDITATION — GUILD

THE THINK-TANK ARENAS

P.1

Sector I	Sector II	Sector III	Sector IV
GUILD STRUCTURES	ICA ACCREDITATION	COMPREHENSIVE FINANCING	MARKETING INSTRUMENTS
Team 1	Team 4	Team 7	Team 10
GLOBAL NETWORK	LENS MARKETING	URBAN CIRCUITS	SPECIAL PROPOSALS
Team 2	Team 5	Team 8	Team 11
CONTINENTAL GUARDIANS	METHODS IMPACT	GRASSROOTS UNDERGIRDING	BASIC BROCHURES
Team 3	Team 6	Team 9	Team 12
LOCAL GUILD	INDIVIDUAL ENDORSEMENT	ICA FUNDING	INSTITUTIONAL PERMEATION

SECTOR I

THE GUILD STRUCTURE

P.2

THE CONTEXT

The time of researching the guild as a social dynamic is over. Now we need to create guilds locally, globally, and on a mediating basis. We will begin with those points at which the guilding dynamic is already present in the Movement, and explore how these structures can be used and expanded.

THE TEAM WORK

THE TEAMS	THE CONTEXT	THE TASK
Team 1 GLOBAL NETWORK	Guildsmen or awakened men are already invisibly related to each other in geographical and social lines, and in their vision of the future. That relationship needs to be made visible in the forms of the movement.	The guild network needs to be described as it now exists in practical, operating gatherings of the movement, such as councils, world-wide visits to movement nodes, course follow-up meetings. Following this description projections need to be made for the next five years and devise the steps that will be necessary to achieve the specific goals. Spell out globality present within and between guilds.
Team 2 CONTINENTAL GUARDIANS	There is a need to delineate how the Guardians are in fact a guilding experiment and how the guild system and network will take form.	The focus here is the nature of the movement engagement concretely in the social issues present in the national social structures of a continent and in movement activities. The delineation of the direct and indirect involvement in these issues focuses on North America with an eye for what might be done on any continent. This raises the question of what the implications are for formation of guardians in guilds.
Team 3 LOCAL GUILD	The practical operations of the local guild are now an immediate issue. What does day-to-day guilding look like?	The concrete shape of local demonstration signs needs to be imaginably dreamed for the next 20 years in practical forms: where, when, & how? How local guilders build guild activity into their daily life anywhere in the globe? What schedules, meeting formats, calendars, facilities would be appropriate? What PSU's and task forces would a guild do in a quarter? What values must be held in any of these?

Sector I

THE TASK

P.3

The task before the sector is to create the strategies and tactics that will give form to the global building dynamic, as network, system, and primal guilds.

THE TEAM WORK

THE PROCEDURES

MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Contextual lecturette on guild network, system, and primal. Use Summer '73. 2. Brainstorm Mvmt. forms which are now the guild net 3. Gestalt to create a picture for yourselves of network. 4. Articulate what the picture at present seems to be missing. 	<ol style="list-style-type: none"> 1. B'stm. what <u>full-fledged</u> guild net. would be comprised of (what brings globality to a group of colleagues?). 2. B'stm various tactics needed to move from present sit. to full network. 3. Gestalt tactics to 4 strat. 4. Write each strategy as a sentence 	<ol style="list-style-type: none"> 1. Using tactics b'stm. as grist dev. 4 steps to do each strategy. 2. Prioritize ea set of 4 step 3. Build 5 yr battleplan for actualizing the steps. 4. Prepare strategies, tactics and battleplan to take to Room E for production.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Contextual lecturette on guild network, system, and primal. Use Summer '73. 2. B'stm guilding functs. of Guardians in soc. & in mvmt. 3. B'stm key experiments to initiate guild system that guardians are doing, plann'g to do this yr, need to do. 4. Other ways G will bec guild <small>smar</small> 	<ol style="list-style-type: none"> 1. Gest all 3 b'stm lists to 4 action arenas of Guardians as a guild system. 2. Write ea arena as sent. 3. List data under ea role and b'stm for ea of 4 lists the tactics it will take to dev. the arena described. 4. Gest. the tactics into 4 & write strategy for ea arena. 	<ol style="list-style-type: none"> 1. Build 5-yr. battleplan for Guardians using the tactics list as grist. 2. Build 1-yr. battleplan. 3. Build 13-wk. plan for fall quarter. 4. Prepare your arenas, strategies, and battleplans to take to Room E. for production.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Cont. Lect. on guild net., system and primal. S '73. 2. B'stm what things a demonstration sign does in local comm: as whole, as cell, in task forces and in PSU's. 3. List what dem. guild will do internally. 4. B'stm functions existing dem. play in global guild creation. Gest to 4x4. 	<ol style="list-style-type: none"> 1. B'stm currently potential signs being initiated. Others needed? Where does mvt. need to create sign? When? How? 2. B'stm what guild look like if doing such a sign: mtg. times, formats, annual qtly events, guild hall fac., freq/cont. of cell. PSU/TF 3. Activities list, values hld 4. List st. implied gest to 4. 	<ol style="list-style-type: none"> 1. Get out 4 practical tactics per strategy. 2. Prioritize ea list of 4. 3. Build a 5-yr battleplan, one yr, Fall quarter. 4. Prepare functions, signs, values, strategies, tactics and battleplan to take to Room E for production.

P. 4

THE CONTEXT

Endorsement of any social body is comprised of a massive network of diverse forms of approval, support, and participation. The most clearly delineated tool we now have for ICA endorsement is the LENS course. We need to maximize its endorsement value, as well as to develop other endorsement - getting tools and strategy.

THE TEAM WORK

THE TEAMS	THE CONTEXT	THE TASK
Team 4 LENS MARKETING	In order to build on our initially successful experience of addressing secularly the deeps of man, we need to devise an effective marketing plan for LENS worldwide which will require 1. professionally prepared promotional material, 2. selected key business and professional contacts, & 3. a manpower model for calling including timelines for presentation and course particulars.	Create visual aids, such as a flip chart for LENS marketing presentations 4x4's of marketing pitches (as for a luncheon address, for instance), a manpower model for marketing calling, and a way of organizing marketing contacts.
Team 5 METHODS IMPACT	To build effective marketing strategies for using our courses & consultations, especially LENS, with groups, it is necessary to have a clear picture of the objective residue that our training and workshop methods leave with a group. How, for instance, does a management team benefit from LENS?	Create a full listing of our marketable methods, including but not limited to LENS, and lay out the types of impact which each has on a corporate audience
Team 6 INDIVIDUAL ENDORSE- MENT	Creating the new social vehicle requires a network of authorization for the ICA which, although perhaps leased in accreditation of the LENS course, extends beyond the course in its scope. We have previously listed influential individuals whose nod we will need. The task now is to organize these and plan how to gain their endorsement.	Build a geo-social screen that reflects our target contacts in the E-P-C sectors of society, and a battleplan for systematically acquiring the endorsement of these contacts over the next 12 months.

Sector II

THE TASK

P.5

This sector is responsible for creating the LENS marketing equipment, marketable methods description, and individual endorsement screen and battleplan needed to develop a system of authorization for the ICA.

TEAM WORK

PROCEDURES

MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. B'stm pract. tools for all dimensions of LENS marketing. 2. Gest. to 3 arenas: VISUAL MATERIALS, LENS PITCHES, & MARKETING MODELS. 3. Choose out of each of the 3 arenas the 2 items which are most crucial to be done today 4. Break gr. into 3 teams: 1 for each arena stated above. 	<ol style="list-style-type: none"> 1. Each team b'stm values their product needs to hold. 2. Each team b'stm specific content for both items. 3. Each team gestale their data 4. Each team break into two sub-sections to build your two marketing tools. 	<ol style="list-style-type: none"> 1. Gather back as whole gr. to report on 6 instruments. 2. Make recom. to sub-groups for final cleaning. 3. Ret. to sub-gr. Prepare the 6 items to be produced. 4. Take them to Room E for final production.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Review flow of LENS course. 2. B'stm methods used in course. 3. B'stm how these various methods are useful for bus. groups. What is their practical impact? 4. What impacts of LENS would a corporation be interested in? 	<ol style="list-style-type: none"> 1. Group data into 3 basic LENS arenas of impact. 2. B'stm meth. we use outside of LENS that are also marketable. 3. Add to this b'stm meth. we use but have not marketed. (e.g. corporateness bldg) 4. Gest. #2 & #3 to 3 types of methods. 	<ol style="list-style-type: none"> 1. Choose 3 crucial mark. meth. under ea. of 6 types (3 on LENS and 3 general. 2. Div. into 6 gr. & write a 1 par. pitch on ea. of 18 meth. to sell in a business context 3. Read pp. corporately & clean 4. Prepare paragraphs for production.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Share 100 key contact list. 2. B'stm other contact names not on list & add them on. 3. B'stm "types of people" eg businessmen, widows, etc. 4. Gest. to create "typological screen" of key contacts. <p>*During lunch, scribe copies contact names on 3x5 cards, one name per card.</p>	<ol style="list-style-type: none"> 1. Div. gr. into 3 sub-groups A. Geo. B. Soc. C. Typological 2. Proceed as follows: A. Plot list by urban circ. B. Plot by 2nd level soc. pro. C. Plot list by typology. 3. As scribes (2) altern. read names, sub-gr. indic. circ, process & type. 4. Scribe copy data on card. 	<ol style="list-style-type: none"> 1. B'stm meth. needed to approach contacts. 2. Choose ten major approaches 3. Select 10 most preferable names to approach this yr. & note meth. of approach for each. 4. Prep. approaches, preferred names & approaches to take to Room E for production.

In the light of the unprecedented expansion of the movement, the creation of ICA, the scheduling of global LENS courses, the guild experimentation, and projected guild consultations, it is necessary as never before to explore and expand funding possibilities. This issue will be dealt with by the expansion of an urban circuit model, strengthening the grassroots undergirding, and creating a long-range local funding model.

THE TEAM WORK

THE TEAMS	THE CONTEXT	THE TASK
Team 7 URBAN CIRCUITS	As the ICA moves into a diverse program of concerns, we need to turn our attention to the future to insure continuation and growth--to the possibilities of future funding in new areas of donors. Our job is to plan the usage of the present Urban Circuit model, to deal with current needs by providing wisdom on local as well as global funding sources, & the means of routinely nurturing & expanding.	Break open new frontiers for the circuit. To develop additional possibilities and explore alternative avenues that can be made viable through the wisdom & know-how of the guardians. It must be practical and realistic, so that it can be put into effect this quarter. Our model and rationale should include how guardians can actively participate in making new inroads to activate model immediately.
Team 8 GRASSROOTS UNDERGIRDING	Grassroots giving provides not only a way for local individuals to participate in global concerns, but also a regularized way for one to mark his participation in the movement. We need to devise a system of grassroots funding that is highly regularized and readily expandable.	Create a model for regular expansion and contexting of the grassroots giving program.
Team 9 ICA FUNDING	We need to communicate a vision so compelling to executives as well as workers (who have participated in LENS) that they would not only consider ICA a viable recipient or corporate funds, but also a focus of regular employee contributions.	Think through the role of the corporation after the LENS course. What would we expect of the participant in the way of funding support for ICA and what would we be able to expect in the way of support from the group itself. Design a practical model for engaging LENS grad groups in ICA support.

Sector III

THE TASK

P.7

The task of the sector is the creation of strategies that will capture the imagination of both the well-informed and uninitiated individuals. This might include such things as pulling together and disseminating stories that exemplify our current consensus, innovative methods of getting the individuals together, and practical methods of expanding participation of corporate local bodies in the funding of the Movement.

THE TEAM WORK

PROCEDURES

MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Present urban circuit model 2. If development calls, what should they bring? What is expected from them? 3. Brainstorm crucial steps for week's calling schedule. 4. Brainstorm contacts in ea. of four areas in U.S. by Econ, Political, Cultural. 	<ol style="list-style-type: none"> 1. List social process contact by spec. types. 2. Brainstorm questions for expanding of such a list. 3. Gestalt to 10 key questions, list spec. contacts. Brainstorm necessary steps for a call. 4. Strategies for activation 	<ol style="list-style-type: none"> 1. Gestalt to 4, strategies for 5 yrs., 1 yr., quarter 2. Brainstorm tactics. 3. Build 5-year, 1 year, quarter battleplans. 4. Prepare battleplans, steps for call, questions & contacts to present to Room E.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Context 2. Study existing grassroots system by numbers, percentage, location, etc. 3. Brainstorm values in expanding grassroots systems. 4. List issues to be considered in expanding the grassroots system. 	<ol style="list-style-type: none"> 1. Identify 4 major contrad. blocking system expansion. 2. Brainstorm 50 causes receiving grassroots support and gestalt to 4. 3. List generation and susten. of such support. 4. Brainstorm gestalt & prioritize top 10 of 50 methods 	<ol style="list-style-type: none"> 1. Set strategic objectives for 5 yr., 1 yr., fall qrtr. grassroots expansion. 2. List tactical stepf for reaching goals. 3. Identify role of develop., guardians, local movement in implementing tactics 4. Produce plenary report
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Context: the Issue 2. Brainstorm institutions supported by bus. groups. 3. Identify business benefits derived from this support. 4. List business needs that ICA might serve (research clearing, methods develop., etc.) 	<ol style="list-style-type: none"> 1. Identify modes of engagement in ICA work by business groups. 2. Gestalt to 4, brainstorm 25 crucial steps in ea. category to release support. 3. Identify major blocks encountered in implementation. 4. Select 25 steps overall. 	<ol style="list-style-type: none"> 1. Place these 25 on time/ln. 2. Identify cooperative roles for practical implementation. 3. List rec ommendations for practical implementation. 4. Prepare plenary report & take it to Room E to be produced

SECTOR IV

THE MARKETING INSTRUMENTS

A8

THE CONTEXT

The social vision of the movement has in the past tended to be articulated in a way that is oriented toward the church community. As we expand our audiences beyond these groups, it is necessary to create stories, formats, and tools which address wider audiences.

THE TEAM WORK

TEAMS	CONTEXT	TASK
Team 10 Special Proposals	Our comprehensive social change models need to be articulated as particular stories that any individual can grasp as something he could help to finance	Create the cover letter, pitches, and 4 additional proposals needed for guardians to seek financing for special movement programs from their friends, families, and associates.
Team 11 Basic Brochures	The movement needs clear and concise statements of what the ICA is, and an annual report to enable endorsement, recruitment, and funding. At the same time, Fifth City cannot be neglected as one of our most readily fundable projects. A statement of the impact of 5th City is thus also crucial.	Do the basic work toward creating a "What is the ICA?" and a "What is Fifth City?" brochure. Create the format for the ICA annual report.
Team 12 Institution Permeation	Social institutions and groupings are complex in themselves and in their relationships. We need a rational and consistent model and timeline for permeating social bodies	Identify the key social institutions which the movement needs to permeate, and organize them through the social processes. Build a strategy for doing this permeation.

Sector IV

THE TASK

29

This sector will build proposals, brochures, and an institutional permeation screen--all of these as tools to enable guardians to share their social vision with individuals and institutions.

THE TEAM WORK

THE PROCEDURES

MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Review existing proposals and brainstorm list of 50 additional fundable activities for which proposals could be written. 2. Consense on 4 priorities. 3. Study 9-paragraph form of proposals. 4. Conversation: What is the screen thru which secular society views these prog? 	<ol style="list-style-type: none"> 1. Brnstm. "1-liners" for use in proposals. 2. Break into 4 gps. & brnstm. content of ea. of 9 parag. for proposal grp. is writng. 3. Write the paragraphs. 4. Read aloud in sequence, checking for unity, overlap, and transitions. 	<ol style="list-style-type: none"> 1. Exchange proposals with other grp. & clean propos. 2. Create cover letter introducing the proposal. 3. Gather as team & build pitch 4x4 for presenting proposals. 4. Prepare plenary report.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Context. 2. Conversa. on "Brochures that have impacted you," listing & gestalting values. 3. Brnstm. & gest. images & content for brochures on ICA, 5th City & Annual Report. 4. Name 3 types of audiences receptive to each brochure & gift/insight each would receive. 	<ol style="list-style-type: none"> 1. Workshop goals for each document. 2. Design format of ICA & 5th City brochures. 3. Design Annual Report Format 4. Reflect on issues, listing red flags or pitfalls to be avoided & strong points to be included. 	<ol style="list-style-type: none"> 1. Break into 2 gps. & build 4x4 for content of brochures. 2. Compose content parag. for each brochure. 3. Create 14-pt. practical recommendations for quantity, distrib., use, etc. 4. Prepare plenary report.
MORNING	AFTERNOON	EVENING
<ol style="list-style-type: none"> 1. Context 2. Brnstm. list of 100+ instit. & clubs as potential resources of auth. or funding. 3. Gestalt into Service Clubs, Prof. Societies, Social Agencies, etc., note inter-rela. within category. 4. List key persons/contacts and their organization. 	<ol style="list-style-type: none"> 1. Plot on 2nd level Soc. Proc. triangle, noting clusters. 2. Plot on world map noting clusters. 3. Code grps. according to potential use of mv't. eg: funding, in-kind, auth. (of what), LENS, etc. 4. Prioritize: mv't need, accessibility, impact, soc. proc. openness. (1-5 value ea. cat.) 	<ol style="list-style-type: none"> 1. Record all data on 3x5 cards. 2. Design 4-point strategy for permeating top 10 institutions. 3. Record immediate next steps for each. 4. Prepare plenary report.

PRODUCTION NOTES

R10

The results of this consult will be collected and published for the closing plenary. These results will be extremely useful in charting practical futuristic directions for the movement. To enable this practical job, the following are recommended:

1. Assign a scribe to take notes and create an inclusive file of backup notes on your work.
2. Turn in legibly printed final drafts of your reports to Room E by 8:30 p.m. on Saturday night.
3. Turn in to Room E your backup notes folder, organized sequentially with items well marked, by 8:30 p.m. on Saturday night.
4. (Report form) Write a one page report on your team's work. This consists of three relatively brief paragraphs:
 - a) One paragraph on the accomplishments and task of the team.
 - b) One paragraph on the next steps required in the arena.
 - c) A list of the specific products of the consultation and their relative state of polish.

Special Note: Production equipment will be available during the entire consultation. Bring any special requests to Room E.

STRATEGIES	STEPS	TIMELINE				
Broaden the geographic base and increase the effectiveness and globality of the leadership of guild related movement forms.	1. Locate Guardian possibilities on global grid. 2. Systematically establish Guardian meetings in formulated continents. 3. Create international LENS faculty 4. Have Area sponsored global odyssey.	73-74	74-75	75-76	76-77	77-78
		200	400	800	1600	3200
		X				→
		56	x	x	x	x
			1st			→
Create and rehearse common guildsman story through visible signs which impact the globe.	1. Create LENS courses in every area. 2. Utilize existing institutions (e.g. Rotary) to sponsor LENS 3. Erect billboards with guild symbol around the globe in strategic places. 4. Develop a method of task accountability and pronouncement of possibility	3	6			→
		x	x	x	x	x
		3	9	54		→
		x				→
Establish viable global symbolic life to nurture guildsman.	1. Develop secular rituals which rehearse the common vision. 2. Develop a new and distinctive song which holds the common vision. 3. Design visual symbols as decor to hold thrust of guild. 4. Develop method of task accountability and pronouncement of possibility	x				→
		x				
		x	x2	x4	x6	x8
		x				→
Provide media embodying a resurgent style, imagery, and data that prospective and emerging guildsman can identify with.	1. LENS follow-up analysis and guild newsletter. 2. Quarterly guildsman journal. 3. Advertisements in secular periodicals. 4. T.V., radio sponsored documentary/selected cultural offerings.	x	x	x	x	x
			develop	publish	circulate	
		method establ	x	x	x	x
			x			→

Fifth Guardian Consult
Institute of Cultural Affairs

Team Number 1
Task Title: Creating Global Guild Network
Think Tank Report

Chicago
Oct. 14, 1973

Fifth Guardian Consult

Team Number 2

Chicago

Institute of Cultural Affairs

Task Title Continental Guardians

Oct. 14, 1973

Think Tank Report - Timelines

	1	2	3	4	5	6	7	8	9	10	11	12	13
Weekly Timeline Quarter Two 1973	Guardian Intentional Recruitment	-----	to infinity		Peda- gogy		Peda- gogy					Guardian Area Evaluation and Planning	
	Skills Inventory	--This	Quarter						6 Area Guardian Teams to Market LENS			400 Guardians	
	Mini- Guild (Finance, Legal, etc.)	--This	Quarter									Each Guardian Has 100 Ixtlan (To Spin)	
	Lens Marketing Materials Preparation	-----						Area Training in Marketing			Guardian Newsletter/ Report		
												Guardian Wearing of Symbol With Story Created	
Quarterly Timeline	-3- 6 Area Ped'y Sessions Reg'l Tng of 3 Mktg Teams Per Region Guardian Network Meet- ings w/Cabaret P.S. Methods/Spirit Methods Took Kit Metro Guardian Development				-4- 100 LENS P.O.'s 1 - Major Co. LENS 10,000 Grads (US) Pedagogy				-1- 100 Trained LENS Pedagogues (Guardians) Mini-LENS Models Global Odyssey (10 Guardians)				
Yearly Timeline	-2- 2 Major Co. LENS 20,000 LENS Grads Pedagogy NSV Course (5 Days) Global Odyssey (30 Guardians)			-3- 4 Major Co. LENS 40,000 Grads Saturday Convocation			-4- 16 Major Co. LENS 80,000 Grads			-5- 32 Major Co. LENS 160,000 Grads Common Business Model of Social Action Weekly Guardian Interchange Rpt			

Arena 1

The Guardians are the disciplined, trained and growing Corps of Guildsmen who commit their time, resources, and expertise to the Institute of Cultural Affairs as continental needs demand.

Strategy: Create a growing continental network of trained, disciplined Guardians under assignment.

- Tactics:
1. Attend area, LENS pedagogy for training and assignment--including training as pedagog's trainer.
 2. Establish guild meeting schedule with ad hoc meetings on other's turf. Agenda for guild meetings, and develop communications systems by guardians for guardians and covering, at a minimum:
Content - Relays
Media - Staging
Frequency - Scope of Contents.
 3. Combine intentional recruitment with self-conscious permeation.
 4. Develop skills inventory and map access to resources down to the micro level. Then assign tasks.
Accountability/absolution model, with critiques of both tactics and strategy.

Arena 2

The Guardians are a guild system utilizing movemental methodologies in their participation in secular structures to create within such structures a mindset of possibility.

Strategy: Guardians in the arena of social engineering will release participation and possibility in secular structures by introducing movemental methodologies.

- Tactics:
1. Provide Secular Training
 2. Introduce Problem-Solving Methodology
 3. Inject Secular Spirit Methods
 4. Create Network Interchange

Arena 3

The Guardians are a guild system utilizing "Establishment Authority" for injecting movemental spirit, wisdom and methodology into society.

Strategy: Guardians with their unique gift of "established authority" will launch a comprehensive model for changing society in the 20th Century.

- Tactics:
1. Promote LENS Marketing
 2. Implement Development
 3. Obtain Authorization
 4. Experiment with the "Mini-Guild"

Fifth Guardian Consult

Team Number 2

Chicago

Institute of Cultural Affairs

Task Title Continental Guardians

Oct. 14, 1973

Think Tank Report

Arena 4

The Guardians acting as a guild system have the methods and vision to motivate and sustain men and women in the task of building the earth.

Strategy: Motivate men and women to expend themselves unflaggingly to create a more human society.

Tactics:

1. Create New Images of Humanness.
2. Catalyze Global Consciousness.
3. Sustain the Spirit Deeps.
4. Celebrate the Human Journey.

Team Two took the Guardians on a jazardous journey from the snug harbor of sustaining the Movement out into the open seas of being the Guild on the North American continent. On the long passage down the estuary it stopped frequently to bring aboard more and more guildsmen with the skills required for the adventure ahead. It trained the old Guardians and the new recruits as well in the arts of marketing, pedagogy, and development. It equipped this larger crew with LENS marketing materials packages, with guru grist in the form of 100 yarns to spin from the core of the Movement, and with the essential myth to match the symbol worn by each Guardian. It practiced its communications to insure that each Guardian could be reached, and would respond, anywhere on the continent. Heading into the open seas of concrete involvement, the Guardians now knew themselves to be the guild.

Since this was an imaginal journey, the next step is to hoist the anchor. If, after a few turns of the capstan, we find we need more hands, we will have to scout for more talent. Instead of booze and a blackjack to entice them on board, we will use LENS and leverage. The new recruits will be expended by our development techniques and expanded by our global Odyssey.

The team developed a crude tactical system and the skeleton of a time line to convert the Guardians to the Guild. By the end of five years the guild will influence the affairs of at least sixteen major corporations through the power of 160,000 LENS graduates.

Arena 1 - Globality interchange: A communications network to sustain the vision of the New Social Vehicle which would provide a report of the miracles occurring in local communities across the globe.

Arena 2 - Missional Symbolism: a guild would stand self conscious to the myth, style symbolic dynamic, rite essential to humanness and provide with in its time and space designs symbols of global commonality (ie. global grid and guild symbol) and would forge out story and symbol for its local community and itself. Minimal secular form fo covenant, assignment, and accountability/absolution would be required for its regular functioning.

Arena 3 - Spirit Methodologies: within the construct of its meeting the guild would use methodologies which allow secular man to deal with the depth dynamics of humanness in a corporate context (ie. news conversations, spirit conversations, song conversations, secular solitary office, movie conversations, singing cabaret, art form methodology, etc) and would stand present to the necessity of developing the roles of the prior and guru.

Arena 4 - Common Memory and Consensus Building - to develop the common memory of a global network of guilds a study construct would be developed and utilized by local guilds. Such study would train the local guildsman in intellectual methods (ie. workshopping, PSU, seminars, etc.) and expose them to common secular images (ie. Ronin and Ixtlan) which provide the basic motivity to sustain them in the task. Without these parochialism cannot be avoided nor the local task sustained.

The task of a Guild in the Twentieth Century is to create changes in the community which enable men and women to live in a spirit of hopefulness and joy and to participate in the decisions which determine their future. this will be done by retelling the story of the community, past, and future, thus focusing the imagination of its inhabitants on its special unique place in history. The Guild must have clarity on the practical givens; that is, understanding the community's power structure by problematting and acting as a catalyst in local service agencies. In such a way as to make them truly caring organizations. It will also seek ways of enabling any person to use his skills for the betterment of society. The signs so these changes will be "miracle happenings", individual testimonials and a spirit of collegiality which will stand as a record for future guilds to use as models. The internal life of the Guild will involve the spirit nurture and training in the methodologies which enable effective leadership in any group. Fundamental to this training is the possibility of altering the generally accepted restraints of time and space in such a way as to break loose a new awareness of being.

a) Our opening conversation broke open the crucial role of the guild in creating social change at the local level. We gestalted lists from the total body on the Guild's tasks, initiatory steps, the internal life of the Guild, functions of Guildsman, ongoing activities in the world pointing to the Guild dynamic and concrete signs needed in the next 20 years. A set of 4 strategies, 16 tactics, and 64 subtactics was created to implement the creating of the demonstration signs. Demonstration signs already in being and projected for the future were enumerated in 4 broad areas. Finally a battle plan for 5 years, 1 year, and quarter II 1973 was produced.

- b) The next steps required in the arena of the Local Guild:
1. intensify and fleshout team 3 products
 2. Establish a guild regulation centrum as conjunct to LCP regulation centrum.
 3. Create quarter II local Guild manual in the 84 metro's with Religious Houses around the globe(to be used by metro cadres, LCP, and Guardians)
 4. Disseminate "Uptown 5" miracle stories.
 5. Intensify "Uptown 5" in Chicago
 6. "One Day Convocations" scheduled.
 7. Uptown 5 Continental consults
 8. Decide relationship to existing and emerging LCP
 9. Centrum create Guild training quarter manual by January. and set up continental or area leadership training.
 10. Market 100 LENS courses in Quarter III, 1973.
 11. Start 10 demonstration guilds in 10 strategic cities by the beginning of Quarter 4, 1973.
 12. Use Fall Quarter LCP manual for the EPX and Guild Study (S"73)


- c) Products:
1. 4x4x4 on Local Guild
 2. 5yr/1yr/1qtr T/L on the above
 3. 4x4 on Crucial signs for every local ecumenical parish (with regard to the local guild)

1. What are the tasks of the local guild in the community?
2. What are the first 5 thinkgs a local guild would do in beginning in the community?
3. What would the elements of the guild's internal life be that would sustain them and keep them from collapsing into parochial doing?
4. List five functions guildsmen would be trained to do, e.g. teach LENS.
5. What activities in the world today suggest the emergence of the guilding dynamic?
6. What are the concrete signs needed in the next 5 years to build the guilding dynamic into a self-conscious social form?

TEAM 3


LOCAL GUILD TIMELINE

GUARDIANS
OCT '73

	YR 1	YR 2	YR 3	YR 4	YR 5									
5 YEAR	UPTOWN 5 IMAGE & PROCESS LAUNCH GUILD	EPX (GUILD) VISIBLE  Coordinated Agencies	EXTENDED ORDER GUILD HALL TEMPLE OPERATING STAGES 80 AGENCIES OPERABLE	INTENSIFY COMMUNITY AS GLOBAL DEMONS. (a'la 5th CITY)	Prepare & BRING OFF REDUPLICATION (FLIP)									
1 YEAR	QRT 2 (FALL)	QRT 3	QRT 4	QRT 1 (SUM)										
	COMMUNITY ANALYSIS LENS & F/U EPX STUDY GUILD "BEGUN"	FORMAL TRAINING FOR GORE	IMAGINAL SIGNS	GLOBAL EVALUATION (S'74)										
	UPTOWN 5 PROCESS & IMAGE													
1st QTR.	1WK	2	3	4	5	6	7	8	9	10	11	12	13	
	LENS MARKETING - SET-UP							→	LENS	LENS Follow UP	1st GUILD MTG	CREATE & DISSEM. COMMUNITY SYMBOL & MYTH	C A B A R E T	MINOR MIRACLE
	ANALYSIS OF COMMUNITY							→						
	STUDY S'73 EPX (GUILD)							→						

Crucial Signs for Every Local Ecumenical Parish

task force 3

Signs of the Emerging Guild	Signal Projects	Miracles	Human Motivity	Establishment Nod.
	5th City	Postage Stamp Park	LENS	there are 64 Ecum. Parishes in Wash.D.C.
	Baltimore neighbor-hoods and city fair	Nader's Raiders → Auto Safety Stand.	Earthday	Common Cause
	Illinois Community Mental Health Proj.	Little Village Chic.	Toronto: school/industry cooperation to prevent drop-out	Bucks County Prison System
	Paw Paw Illinois Renewal Project	Streets of Mowanjum	F.I.S.H. 	IBM puts employee on full pay for social involvement for year.
Where the Parish must create signs	Signal Projects	Miracles	Human Motivity	Establishment Nod
	Suburban	Presidential Cabinet goes to LENS	13 week University	Industry endorsement of LENS
	return of industry to inner city.	Convocation for 50 thousand on soldiers' field	Cabaret troop on professional circuit	Business finances Demonstration Project
	rural community with global awareness.	Neighborhood survey of physical needs	LENS discourses on headset of DCIO	Corporation assigns men to learn to teach LENS
	Dr. Citizen viable Life Style.	Guild symbol Billboards.	Myth and Symbol for every community	Ecumenical Parish Funded by Church.

Four Strategies 16 Tactics, and 64 SubTactics For Beginning a Guild To Transform a Local Community as a sign to Globe

Community Consciousness		Community Space		Community Time		Community Decision	
Community Symbol and Myth	Symbolic Grid	Community Delegation and Grid Community to Status	Identify Community	Comprehensive Global Community Plan	Contract/S.O.	LENS	LENS F/U
	Imaginal Name		locate Nodes		Trends		Establish SC Guild
	Signifying Story		locate Major Thoroughfares		Methods Training		Related to global
	Motivating Vision		Decide Prime Communities		Surveys		Guild Network
Community Miracle Series	Bill boards	Symbolize key Node	Study Community & locate key node	Community Calendar to Coordinate Key Events	Establish Node	PSU's For Signs	build common consensus
	Fix potholes		Symbolize (paint, etc)		Mail announcement of service		Vocational w/s
	Car Park Café		Intentional Visits		Visit key Agencies		Methods Training
	Paint/Redo Shack		Guild Hall		Institutionalize (city)		Community Resource signs
Community Commun'n Network	Tracts	Catalyze Pride for Community Space	Malls	Community Year	secularize liturgical year	Civil and Ecclesiastical Establishment Cultivation	Focus Power of Community Leaders
	Newsletter		Parks		Imaginal Symbol		Begin EPX 4 churches
	TV		Art Display		Print Distribute		Authorization
	RADIO		Clean up Miracle		Context at groups		Recruit LENS/PLC/ITM
Community Celebrations Design	Butterton City Fair	Demonstration Signal	Dem. H.S.	Community time Design	Week 1/WK 2	Checklist & co-ord'n of lay Care Agencies	LOCATE KEY CARE AGENCIES
	Uptown Community Fair		Pre-School		13 WK QTR		Compile list of services
	Community Parade		Elders Home		DAY 1/DAY 2		Develop Index system
	Community Cribnet		Health Center		3 DAY WK 2		Publish Checklist

Fifth Guardian Consult

Team Number 4

Chicago

Institute of Cultural Affairs

Task Title LENS Marketing

Oct. 14, 1973

Think Tank Report

Team 4 created two manuals of guidelines related to the total LENS marketing task as well as a LENS pitch construct and a flip chart pitch artform.

Additional work is required to add more detail and illustrations to the LENS pitch. Also the flip chart art form should be reviewed and duplicated professionally if suitable.

Flip chart: Review for overall imaginal impact and duplicated if suitable

Back-up support packet: Compile packet and distribute to regions

LENS pitch: Add more detail/illustrations

ICA story: Team 11's work to be included in LENS pitch

Manuals: Edit and duplicate

LENS Marketing

The Six LENS Market Instruments	Flip Chart Construct	Visual Materials
	Back-up Support Packet	
	LENS Pitch Construct	Pitch
	ICA Story Construct	
	Manual for Selection & Training of LENS Salesmen	Market Plan
	Manual for Identifying, Qualifying and Contacting Prospects	

Team 4 LENS Marketing
Sector II: ICA Accreditation

Fifth Guardians Consult
October 12-14, 1974

Values to be held by Flip Chart:

1. The flip chart has a depth address, speaking to felt needs through imaginal impact.
2. The flip chart is broadly applicable, being universal in concept and secular in content.
3. The flip chart is of high quality, pointing to the sophistication and competence of the ICA.

Brainstorm of Flip Chart Content:

1. Guild symbol
2. ICA logo
3. LENS and "Living Effectively...."
4. World Grid
5. Earthrise photo
6. Photographs taken at LENS
7. LENS quotes
8. LENS symbols
9. Social process triangles
10. Imaginal Time Design
11. Endorsements
12. Turner prints
13. Photo of spiral nebula
14. Photos of people in different life phases

The Design of the Flip Chart						
The Introduction		The Motivational Context		The Seminar Description		The Conclusion
ICA	LENS	The Times	The Needs	The Seminar Design	The Tangible Benefits	LENS

Values to be held by Supporting Material:

1. The supporting material is substantial, consisting of edge writings that are windows to the depths of the issues addressed by LENS.
2. The supporting material is comprehensive yet particular, being comprised of a variety of items that can be drawn upon as necessary.
3. The supporting material given to the customer is of value to him, remaining with him and being read and used.

Brainstorm of Supporting Material Content:

1. Copies of endorsements
2. List of Guardians, by profession, titled "Sustaining members of the ICA"
3. LENS global schedule leaflet
4. High quality reprint of excerpts from talk to Bombay businessmen
5. Listing of faculty and their credentials
7. Invitation
8. Photographs with quotes

Five Values on Giving The Pitch

1. The salesman himself has had LENS and knows the product he is selling and can use personal experiences.
2. He will have researched the company and the one to be visited beforehand and calls by appointment.
3. Spend most time in pitch on LENS itself and very little on who you are (identifying yourselves).
4. In the pitch: a-be sincere, have a great product to sell; b-be brief and to the point, don't lecture; c-use visual aids (but only a few) and tell success stories; d-leave time in a half-hour pitch for his questions; e-leave him with something in his hands.
5. Have an alternate plan for any "no" to your first proposal or allow the door to be left open for any needed return call.

LENS PITCH

<u>Intro & Identifict'n</u>	<u>Need & Crs. Objectv.</u>	<u>Course Descript'n</u>	<u>Practics & Closing</u>
On Stage - Intro- duce Self Give name	State Your Object'vs After Econ-Global Controlling Cmty. I'm here for two reasons	Course Content and Design See brochure for crs. outline (spin on phasialty, etc.)	Lay Out Demand (Participat'n/Money) I want your partici- pation or some of your trusted men and money
Introduce ICA Not for profit org. Estab. in 84 cit's 50 - N.A./34 Over- seas	Spin on Needs/Im- balances of Times "See Mathews lect. on Future Labor Problems"	LENS brochure Go through brochure	His Questions I'm finished - do you have any questn.
Present Credentials /Business Card Rsch. funded in part by Ford/Rockefeller Future crse. plans (Oct/Nov)	Illustrations of Resurgence "Equal justice & Oppor. for minorit's Companies becoming aware of soc. respon	Practical methods Show manual	Resolution/Committ- ment What kink of a com- mittment can you make
Quick History Spin Taught 75 times Based on 20 yrs rsch 10 yrs. practical experim. in cmty. reformulation	Why we created LENS In response to above (all) we created LENS-to give man a way to obj. view/ move on soc - to show dyn going on or where man does	Course Results and Witnessing Parti. will take a- way: 1. Sense of accompl. 2. Reservoir of prac. methods 3. New motivation Use witnessng. ltrs.	Souvineir and Open Door Example: Hunter/ Warrior card Leave w/ yes or an open door

care and is ready to
move

MANUAL OF GUIDELINES FOR SELECTING AND TRAINING LENS SALESMEN

I. Recruitment

A. Values

1. We require people whose imagination is struck by the possibilities for the release of human creativity found in LENS, and who are willing to share the responsibility for the task.
2. We must provide for calling teams that are:
 - a. Balanced (inexperienced with experienced)
 - b. Comfortable in (or acceptable to) the spectrum of the target community

B. Methods

1. Initial contact candidates will come from those persons friendly to the movement including:
 - a. A LENS graduate
 - b. Guardians
 - c. RS-1 graduates
 - d. Order
2. Identify target communities in which salesmen are needed (see prospect list) and select candidates from the above groups.
3. Approach candidates:
 - a. Pitch LENS
 - b. Ask for help (I.E. ask him to share responsibility)

II. Training

A. Values:

1. One session (on the job training as alternative)
2. Experience LENS methodology
3. Emphasize truthfulness
4. In on the job training, use teams balanced for experience.

B. Training Session Outline

1. Pitch LENS
2. Brainstorm questions and answers
3. Role play

4. Teach tools

- a. Pitch materials (including sample letters)
- b. salesmen image
- c. assignment and reporting procedures (including feedback to local colleagues who provided contact)

III. Tools

A. Salesmen:

1. LENS pitches
2. Background materials
3. Flip charts and visual aides
4. Results from brainstorming of questions and answers
5. Reporting forms
6. Guild symbol pin, calling cards

B. Leader:

1. List of items needed for training session
2. List of salesman available for assignment
3. Prospect list
4. 4 x 4

MANUAL OF GUIDELINES FOR IDENTIFYING, QUALIFYING AND CONTACTING
PROSPECTIVE BUYERS FOR LENS

- I. Holding the Strategic Values
- II. Identifying the Prospective Buyers
- III. Qualifying the Identified Prospects
- IV. Contacting the Qualified Targets
- V. An Imaginal Overview

I. HOLDING THE STRATEGIC VALUES

- A. LENS is not a course or seminar. LENS is an event! Its course structure is only the vehicle whereby the happening happens.

Therefore, we are not out in the first instance to sell a course. We're out to open the eyes of contemporary men to the possibility of authentically engaging in the complex, scientific, urban, global, secular society which is the stuff of his life.

Finally, however, the focussing of the awakening which modern man is only dimly experiencing will not happen in an integrated way without something as comprehensive, futuristic and missional as LENS. So, we're out to sell LENS as the means to the ultimate end.

- B. LENS is for secular man. Having lost the symbolic "handles" to his inner depths, living mobilely at the surface of life and at arms-length with his fellowman, we must contact our future guildsmen-colleagues in the idiom and images that impact on his life in the here and now. The time for "other world" words is later.
- C. LENS is for contemporary mankind: male and female, young adult and elder, and multiple representatives from a common corporate enterprise. The modern executive and his wife are a missional family in their sense of the term. Today's businessman or woman knows the power of corporateness not always creatively. Modern marketing managers are alert to the full age range of their market -- if only to exploit. We cannot be less comprehensive in our vision of who our prospects are and how LENS can transform that which they already know or do.
- D. Finally, LENS is the first step in a new journey for secular man in his new world. Since social engagement (grounded in rekindled motivation born of contextual re-education) is a key ultimate objective, LENS should not be sold as a way to improve parochial productivity or narrow ends.

The present social action program of the prospective corporate entity is a good preliminary clue to what the climate of receptivity to LENS might be. An initial "attention grabber" could be something as simple (and profound) as: "Mr. Prospect, we'd like to talk to you about ways to derive more value from your corporate contribution (or community social responsibility) program!"

Remember there'll be follow-up to do. Knowing where that follow-up is aimed in the strategic context for sales tactics. "Satisfied customers" are the best endorsers for other qualified leads -- and after the first buyers of additional "products."

II. Identifying the Prospective Buyers

Ultimately, every human institution is a prospective buyer for LENS. Thus, identifying buyers is really pointing to the practical issue of where to start. Once LENS courses are held in a locale, referred leads will come from "satisfied" buyers.

To "get the ball rolling," prospects will need to be identified on the pragmatic basis of making sales. The following tactics can prove helpful in doing this:

1. Use of personal contacts in service, social and professional organizations. For example: Kiwanis, Golf and Country Club, Local Bar Association.
2. Use RS-1 grad lists to identify contacts within business, political, and cultural organizations. (Primary emphasis on business because of the thrust of the sales brochure.)
3. Enlist movement clergy to establish contacts of key members of their congregations.

LENS course follow-up should include obtaining referrals and endorsements from LENS grads. This becomes a pyramiding source of qualifiable prospective buyers (as well, incidentally, as a source of Guildsmen and/or LENS salesmen).

Well "qualified" (i.e., receptive) initial prospects is the key to breaking open a geographical area or major polar dynamic of the social process. Ingenuity, initiative and the "hunter-warrior" style are the key to this.

LENS itself will create much of the continuing momentum as we move into the referred lead phase.

III. Qualifying the Identified Prospects"

First, group all the organizations listed in the first step into economic, political and cultural catagories. List all pertinent information (that you have immediately available) concerning the organization next to the organization name.

Second, use the following prioritizing criteria to evaluate which organizations to contact first: large multinational companies with good follow-on potential, organizations with movement contacts already established, organizations that will give geographical spread to the Guild network, and organizations that give sociological breadth to the Guild network.

After prioritizing the list of organizations, double check their record and attitude toward social responsibility.

Finally, prepare a set of file cards on all high priority organizations to be called on with pertinent data and contact name listed on the card.

IV. Contacting the Qualified Target

The "contact" is the action pole of the sale. Identifying the prospects ~~is~~ the KNOW, qualifying ("praying" over the prospect list) in the BE, contacting is the DO
 "Nothing happens til a sale is made" is as true for ICA and LENS as it is for GM!

The contact involves two tactical objectives:

1. Getting an appointment
2. Making the sales promotion.

A 4 x 4 of "joggers" for constructing your own appointment model follows. Alternative sample "LENS Pitches" are contained in a companion document.

Securing the Appointment			
Initiate	ICA	LENS	Appointment
Talking with several companies (firms, organizations, etc.)	Research & Training Organization for Business, Politics and Education	Practical Methods Applicable to Any Big Problem	Fatal Alternative for Date
Mr. "X" Suggested I talk to you	Understanding the Social Complex	Experience in Corporate Problem Solving Technique	Fatal Alternative for Time
We'd like to spend half-hour	Teaching Effective Methods Tested Around World	Experience in Corporate Problem Solving Technique	Thanx, I'll be bringing a colleague with me and will see you then
Close: If "yes", go to appointment. If more info asked, go probably to ICA	Close: If "yes", to to appoinem't. If more info asked, to LENS	Close: If "yes", go to appointm't. If not yes, see below.	Confirm appointm't 1-2 days before.

The above 4'x 4 can be used either for a telephone contact for appointment, or a "drop-in" visit (if appropriate). Be wary of being led into a discussion of the course (making the sales pitch) which will "pull the plug" on the appointed date.

Interpretation of some terms in above 4 x 4:

Close - asking for the appointment

Fatal Alternative - don't ask for the prospect to name a date/time that would be best. Instead give him a fatal alternative: "Would Monday p.m. or Tuesday a.m. be better?" or "Would you prefer it before (or after) lunch or could I meet you somewhere for lunch where we could talk with a minimum of

Fifth Guardian Consult

Team Number 4

Chicago

Institute of Cultural Affairs

Task Title LENS Marketing - Page 11

Oct. 14, 1973

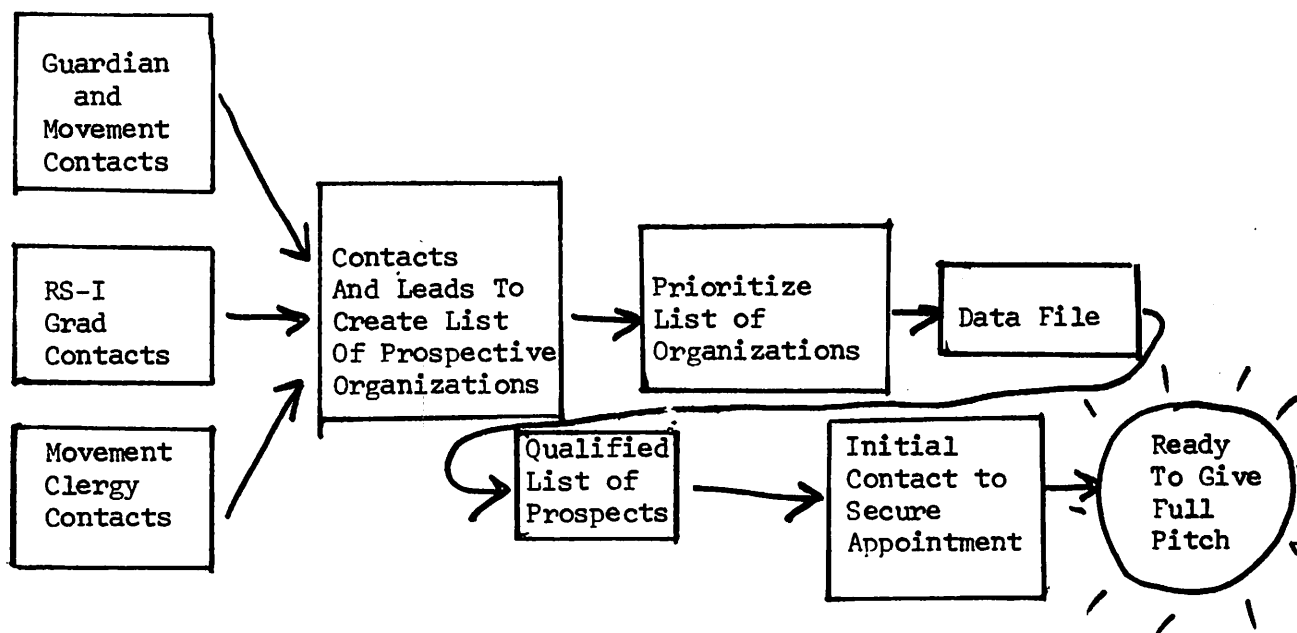
Think Tank Report

interruption?"

Never take "no" for a final answer. If his schedule is too jammed, lose that battle to come back another day to win the war. Be tactical. Leave the door open for another call. It's a long march.

V. IMAGINAL OVERVIEW

The following imaginal flow diagram shows the sequence of events required to contact prospective organizations in order to give them the full LENS pitch.



*In referred lead phase of LENS penetration, keep referring contact informed of progress (1) as courtesy, and (2) as possible booster call for closing with a YES.

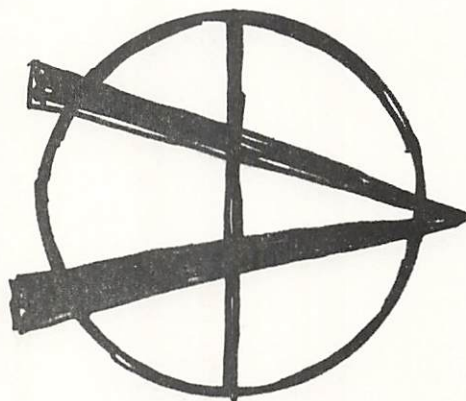
CONTACT STATUS LIST			
App't Made	Contact Made	Yes	Call Back

LENS
MARKETING
FLIP CHART

THRU

I
C
A

LENS

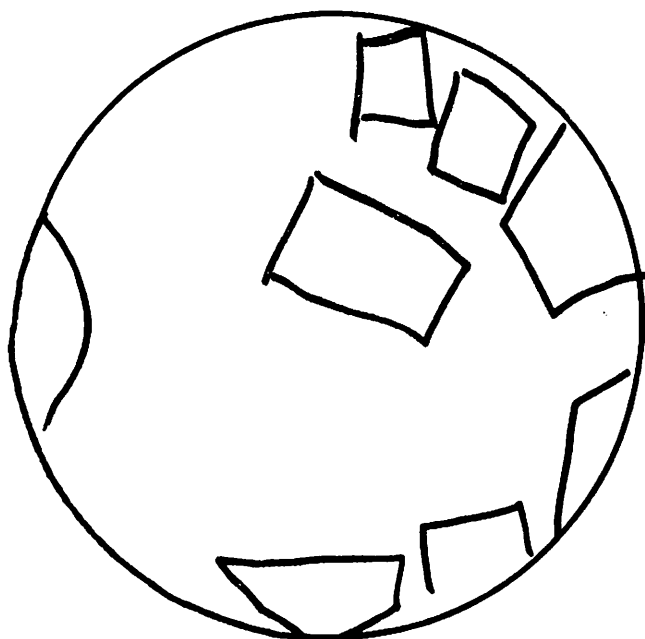


LIVING
EFFECTIVELY

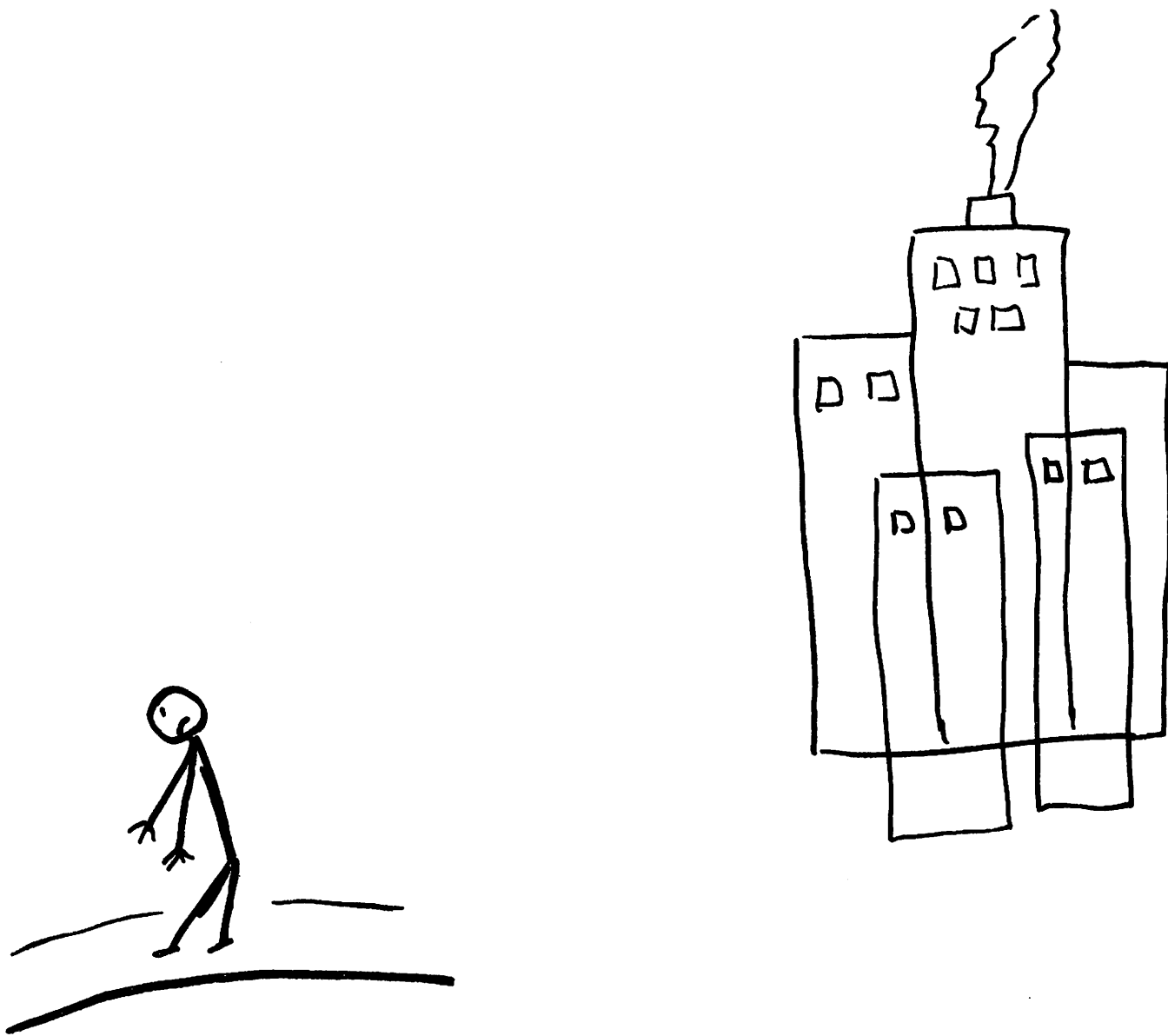
IN THE

NEW

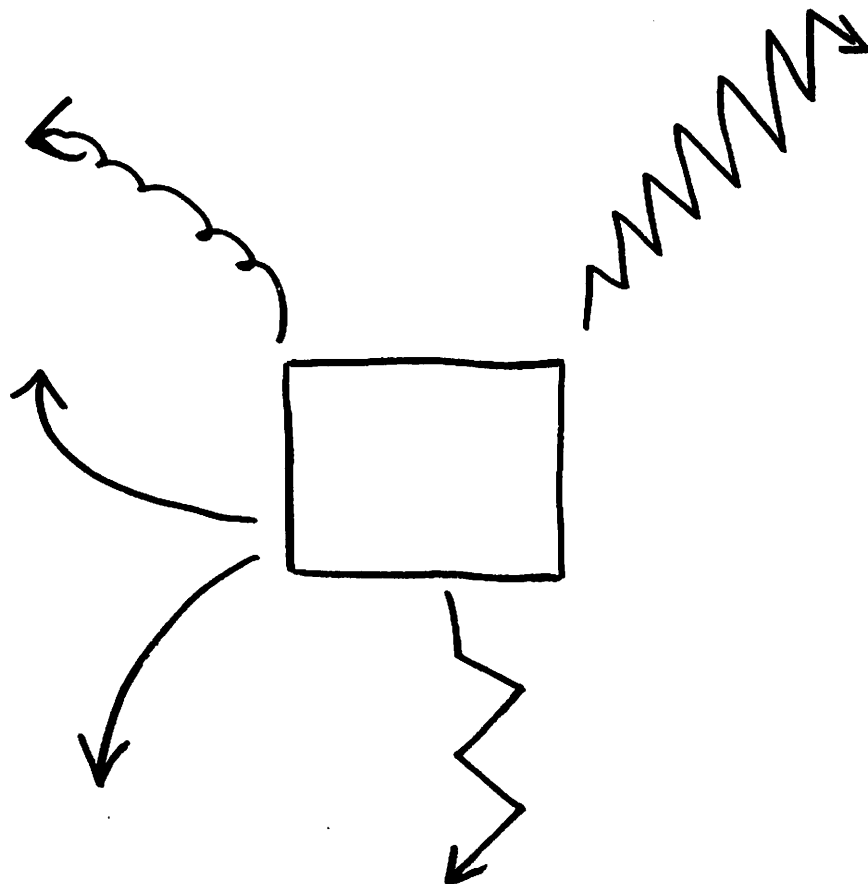
SOCIETY



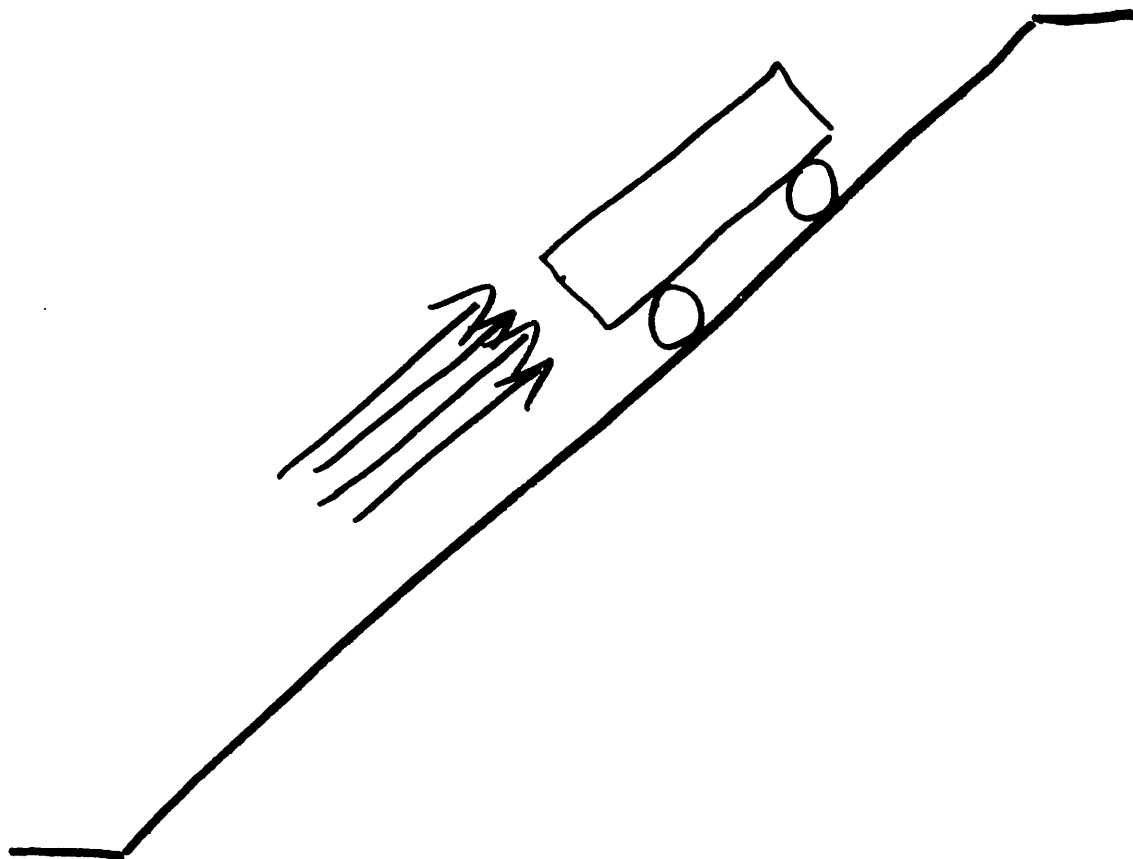
GLOBAL



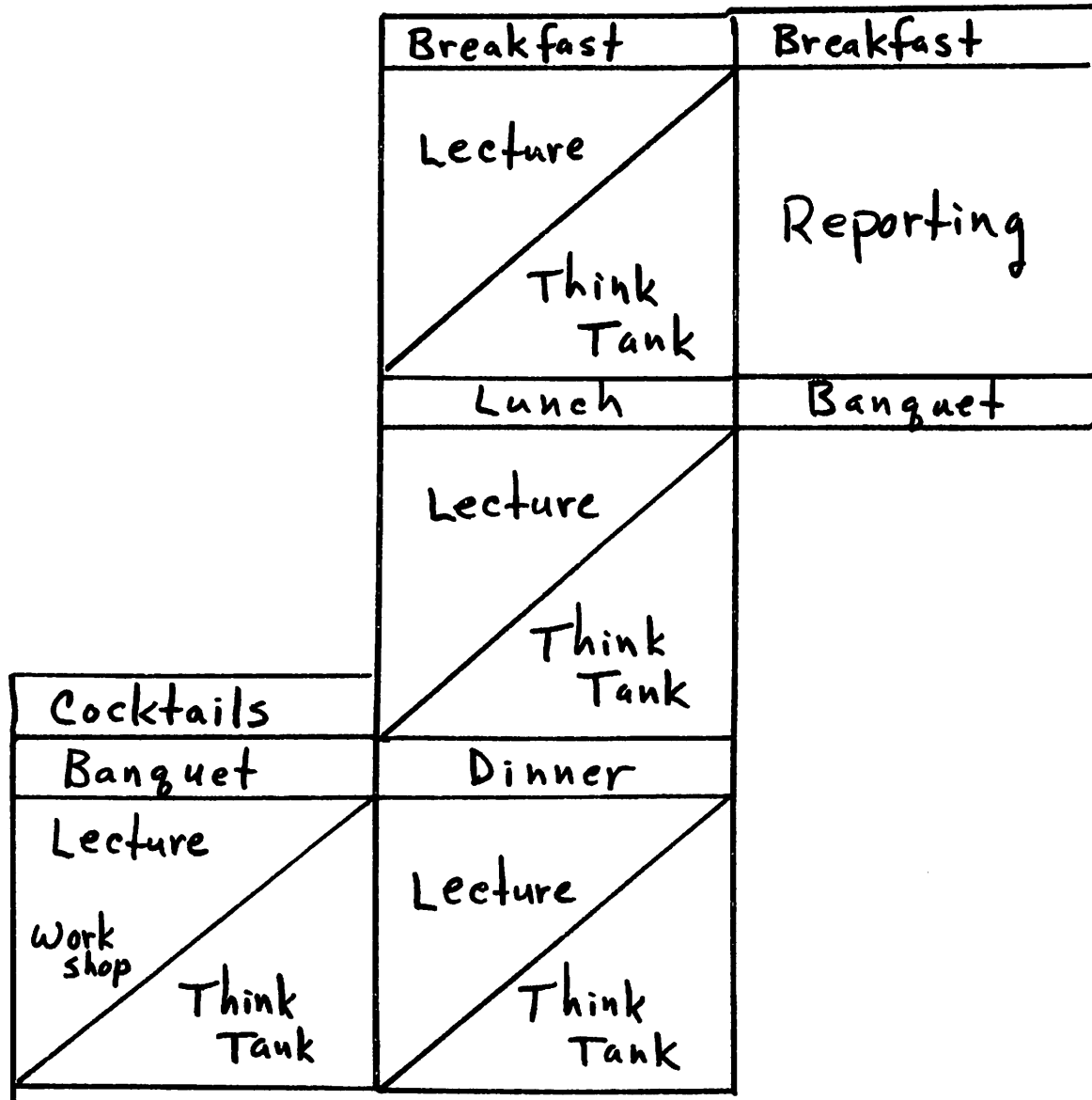
CUT OFF



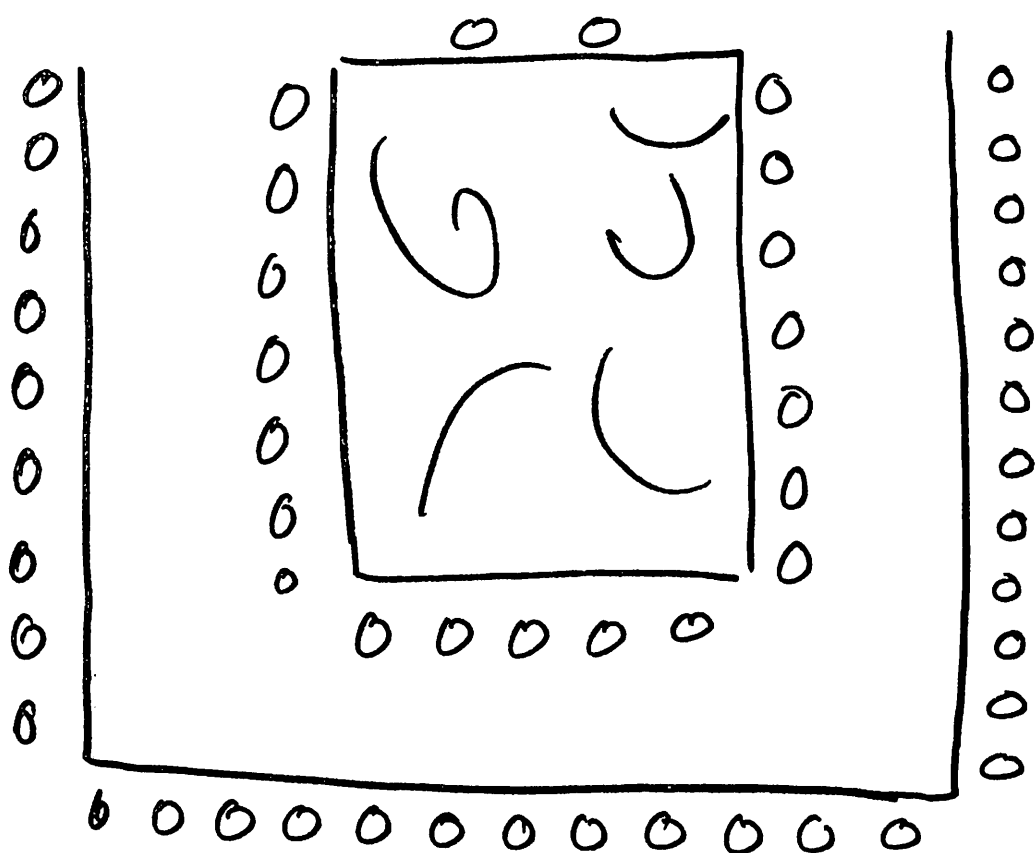
NO TEAM
METHODS



LENS



TIME DESIGN



MEAL

CONVERSATION

(photo to be used here)

Photo of

Think

Tanks

Photo of
CORPORATE
PROPOSAL
WRITING

Etc.

TEACHING
PREPARA-
TION

Attending a course. The first step is to take the course. The schedule for this quarter will indicate where and when the courses are available to you.

Home Preparation. The second step is work you can do as individuals. The men should start working on the economic lecture and the women on the political lecture. Both should then master the Think Tank manual. Chart it until you grasp and can remember the flow of each session. You can be on a teaching team if you do these two things.

Lens Pedagogy Seminars. The third step is attending a teaching demonstration and training session. This quarter two seminars will be held at Centrum in Chicago.

P.O. a course. This is the last step. As a participant observer you may play a small teaching role. The major intent should be to get on top of every detail relative to the orchestration of the course.

PEDAGOGY
COURSES

The two pedagogy seminars to be held at Centrum in Chicago are on weekends 5 and 7 which are November 9-11 and November 23-25.

They will begin on Friday evening at 7:00 p.m. and go through Sunday noon.

TEACHING
AVAILA-
BILITY

It would be helpful to know when you could be available for teaching during the coming year. For many this will be tentative. The data will, however, help to create an initial picture of teacher availability.

I can be available for teaching in North America on _____ weekends in January-February and/or April-May. (Circle the month.)

I can be available for a teaching trip of _____ weeks in January-February and/or April-May. (Circle the month.)

LENS ENDORSEMENT

One of the most valuable credentials for the marketing of LENS is the compilation of endorsement letters from graduates of the seminar. The Guardians could be special help in this arena by supplying such a letter on their business letterhead stationery, addressed to ICA, Attn.: LENS Post, 4750 N. Sheridan Road, Chicago, Illinois 60640.

Gulf Oil Company - U.S.

PLANNING & ECONOMICS

J. L. Schweitzer
MANAGER
Ben C. Ball, Jr.
MANAGER, PLANNING

P. O. Box 2100
Houston, Texas 77001

August 15, 1973

Several months have passed now since that exciting weekend I participated in the LENS seminar, which has given me an opportunity to reflect on it and to try out some of the methods on practical problems here at Gulf. I've had many management seminars, all the way from Harvard to Stanford, and none have been so authentic and versatile. We have applied the techniques I learned at LENS to problems ranging from refinery feasibility studies to dealing effectively with the relationship between the trade imbalance and the energy crisis. In addition, we are able, now, to follow "adversary proceedings" less and less, and are progressing toward real utilization of the wisdom of the various groups involved in particular issues. As a result of my experiences since LENS, I would recommend it not just for "Planners", but for those people genuinely concerned about the future.

On September 1, I will be moving to Pittsburgh as Director of Planning for Gulf's world-wide operations. I am looking forward to using LENS methods in that position, and I'll let you know the results.

Be sure to give me a call if you get to Pittsburgh. It would be good to see you again.

Sincerely,



Ben C. Ball, Jr.

SAMPLE
LETTER



ICA: CHICAGO

LENS SCHEDULE

QUARTER II, 1973-74

WEEK		1	2	3	4	5	6	7	8	9	10
DATE REK	WK	OCT 8-14	OCT. 15-21	OCT. 22-28	OCT. 29 NOV. 4	NOV. 5-11	NOV. 12-18	NOV. 19-25	NOV. 26 DEC. 2	DEC. 3-9	DEC. 10-16
TREK I	I							BOMBAY	BOMBAY		
	II		BANGKOK	SINGAPORE	RANGOON	DELHI	BOMBAY		CALCUTTA	NAIROBI	
TREK II	I									TOKYO	
	II		KWAJALEIN	AGANA	TAIPEI	HONG KONG	KOBE	SEOUL	TOKYO	FUKUOKA	
TREK III	I									DAVAO	MANILA
	II			BRISBANE	DARWIN	PERTH	ADELAIDE	MELBOURNE	SYDNEY	BACOLOD	MANILA
TREK IV	I										
	II					BRUSSELS	GLASGOW	LONDON	PARIS		
TREK V	I								CLEVELAND		
	II		LOS ANGELES	HOUSTON	HALIFAX	PITTSBURGH	CHAMPAIGN	BILLINGS	DETROIT		
TREK VI	I				HOUSTON						
	II			NEW YORK	OKLA CITY	SAN FRAN	ST. LOUIS		BOSTON		
TREK VII	I										
	II		WHITEWATER	CHICAGO	DENVER		CHICAGO	PEORIA	WICHITA	OKLA CITY	
TREK VIII	I										
	II		CHICAGO	MINNEAPO	PHILADEL	AMARILLO	MILWAUKEE	KANS CITY	ANCHORAGE		
TREK IX	I										
	II							CARACAS	HONOLULU		

LEADERSHIP MOTIVATIONAL SKILLS

Effective leadership skills for motivating the collective mind to solve the common problems was never more necessary. The emerging global understanding of humanness illustrated by "the global village" and/or "space ship earth" images demands development of more effective leadership methods to deal with the complexity of today's world. This leadership must develop corporate methods to facilitate human motivity.

Comprehensive contexting enables the collective mind to visualize the individual assignments in relation to the comprehensive objectives. It builds common understanding which then enables solutions to emerge. Comprehensive contexting enables accountability to the group. Each individual is motivated to complete the task due to his understanding of the objectives. The common images developed in the context facilitates communication in the group. Therefore, the solution to the common problems is arrived at more efficiently. I am sure you would agree that developing leadership skills is a crucial motivating factor in accomplishing any task.

Everyman tells himself a story that defines his existence in relation to every other man. These stories give significance to his role in the social process. This motivates him to act in concert with others to solve common social problems. Out of these stories the common vision is held for the group. Reflecting on past experiences through stories suggests the dream for the future. Man's dreams are communicated and held by our common stories that enable decision through intuition. A common global story that includes the gifts of every man must emerge.

Consensus building forces a creative response. Decisions reached by consensus motivate greater participation by each member of the group. Skilled leadership will intuit what is needed to build a constructive consensus. Thus decisions are arrived at sooner. Couldn't your organization benefit by better decisions and more effective use of time?

Skillful contextual re-education must be comprehensive and global in scope. All the stories of all the people must be held in a common global vision that enables global consensus building. Your participation is necessary at this time to begin this crucial task.

BASIC PROBLEM SOLVING

Man finds himself in a difficult time when individual analysis is inadequate to deal with the complex issues of today. Included would be the techniques of screening analysis, skills in model building and a validation process. Basic problem solving methods allow man to deal comprehensively and cooperatively with his need to delineate the significance of his knowledge and to develop viable new directions.

The screening and analysis process provides a way of viewing the issue in perspective of the overall social processes. Unless we have a method of understanding the interrelationships of the functioning of society, we have no way of standing present to more than the immediacies of blocks in our operations. The screening analysis method applied here unifies the motivity of the group as it gives focus to the concerns of the corporate body and allows an appropriation of the rationality that these methods provide. Once a man has been able to order his concerns he is ready to move in a positive way toward an effective creative response.

The use of time is an important aspect of any managerial function. Model building provides the most effective avenues for reaching decisions in problem solving. The wisdom of many persons are melted into a corporate consensus. It involves the techniques of brainstorming data and wisdom, gestalting this wisdom into major categories, and finally corporate writing of solutions and proposals. It saves valuable time and leads to more effective and intensified solutions.

Corporate writing demonstrates the power of the problem solving method, and represents a validating context for actual action. Specific applications arise out of reviewing and sharing the insights derived from the overall methodology. Proposals deal with focused direction on how to resolve problems most effectively.

The issue of recapturing a man's image of deciding his own future through the ways he responds to the problems he faces seems one worth exploring. Not only for his own personal motivity but to elicit his responsibility for his larger community here (your company) it would seem to be a priority project to give men a way to sift, order and redesign the tactics for dealing with the complex issues we all face.

DEVELOPING CORPORATE SKILLS

LENS provides methods that sustain vocational responsibility for both the immediate objective as well as the long range goals of the organization. This can be accomplished through methods that develop team leadership and the willing participation in a common task; create new forms for holding a person accountable for the work, yet releasing him to new levels of creativity; and building methods to hold before everyone the common purpose and goals of the corporation. Through use of the methods made clear in the course people are nurtured and cared for structurally within the organization.

The need for team leadership is the need to share collective wisdom of a sizeable group with all participants. In the LENS course the student experiments with leadership and participation in the work of the team. Brainstorming is also one of the methods employed in the think tank sessions. Individual benefit is derived from retention of the subject matter covered in the course and from the acquired skill of ability to work with the team.

The second method that LENS provides by way of caring for people is through developing creative ways for holding the individual and the group accountable for their particular tasks. Many employees are reluctant to admit failure or risk being wrong, so little motivation ordinarily gets provided. Accountability can come in the form of periodic progress meeting, reports, and evaluations. Few projects are achieved without setbacks and wasted motion. Other methods are needed to free one from this guilt over the past and to induce him to turn to the possibilities of the future. Attendance at LENS is a step toward being able to reorganize the employee care already present.

One LENS has set the stage, management will be persuaded that a cohesive vision among department heads is a beneficial part of the learning process. This vision will be toward a common set of goals. With teamwork in one such area, more harmonious work on other company projects can result. Further, the company can enjoy the assurance that it is in step with the rapidly developing "New Society". This helps to hold personnel. The means to create this result will become clear during the teaching of the course by highly skilled pedagogues. The commonality of vision will be held up several times as the course is presented. Experience has shown that certain students will want to go on to further study and bring the course's benefits to others, either within the company or on outside.

Traditional forms of engaging and maintaining people in responsible vocations have become ineffective. Realizing corporate goals can be accomplished through developing team situations that bring out the gifts of many people. Ways of checking progress toward goals are necessary, as well as allowing progress to follow criticism. Finally, there is hope for responsible effort only when the objectives and goals are expansive enough to seize a person's imagination, and yet concrete enough to be seen clearly.

CREATIVE RATIONAL METHODS

One of the objective results of the LENS training and workshop technique is in the arena of analysis and rational methods. These are looked at in three general areas, Imaginal Education, curriculum building, and research processes. This 20th century analysis and rational approach allows any management team to deal with the increasing information explosion of our day.

Because of the collapse of the conventional education, there is a distinct need for more imaginal tools to make education more relative. Learning takes place more effectively when creative high-impact methods are used. The use of grids, charts, art form conversations, music and models are used intentionally for highest impact. Imaginal education used by ICA helps any group get on top of materials quickly and more efficiently. The ICA system has so much power that groups quickly learn to decide and move as one. Imaginal education in as effective way of dealing with any educational needs.

There is a great need in industry today to organize facts, concepts and information into a meaningful method of communication with society. ICA methods of organizing material are innovative in using charts and outlines (4 x 4's), brainstorming and gestalt technique, geo-social gridding, large member research assemblies, art form conversations and week end seminars. When material is presented in an intentional manner much time and energy is saved, employees are motivated to learn more quickly, are more open to new ideas and improve in morale. Industry, the armed services and government all teach a vast amount of material and ideas continually and the LENS method of presenting those materials are sorely needed.

There is a great demand in society today to generate research processes that will help solve the very complex problem facing the world today. Effective research methods allow a corporate group to assimilate large complex bodies of material, to come up with contradictions, with ways to unblock these contradictions, and to turn them into strategic objectives and tactics for solution. In order to survive, industry must learn some better methods of rationally ordering our approach in dealing with sometimes overwhelming problems.

ICA methods orders a rationale approach. Present day society is going through an information explosion where the data available is and creates new question crying for answers. LENS methods of analysis offer a new form of ordering research and research,

ORGANIZING AND SUSTAINING GROUPS

Organizing and sustaining groups require specific planning. Spatial designs and temporal organization are aids for individuals in that planning. Celebrations are needed to keep these individuals as sustaining groups. The intentional planning of the space, time and celebration design for a group are key methods for organizing and sustaining group activities.

Most businessmen encounter a use for new ways to create group-oriented celebrations. The ICA has developed the cabaret method which allows people to actually participate in song, humor, dance, etc. Ecclesiola allows a group to use the meal as an occasion for celebrating by acknowledging the significant events in the life of a group. Designs such as these create the situations where people become conscious of themselves as a group, and discover ways to engage actively in group participation.

Since most schedules these days seem always "Jammed", sometimes confused, and tiring just to look at there seems to be a general need for a way for people to "design" their time. ICA time designs utilize comprehensive organization of time through daily, weekly, and quarterly graphic designs. These graphic approaches functionally allow simple and clear scheduling forms for particular events.

Most meetings and seminars these days begin without adequate attention having been given to what kind of room set-up is most helpful, and what kind of decor focuses, rather than distracts, a group's attention. ICA spatial design methods allow an individual or group to "set the stage" in the most helpful way—to encourage the effective functioning of any group.

Although it seems almost in awe to point out that groups require a quantity of space to function in, time to function, and some way to enjoy their functioning, it is just that level of simplicity from which designs methods begin in approaching the issues of effectively organizing and sustaining groups of people. Simplicity is the key to powerful, eye-catching interest-arousing designs which anticipate all the needs of people as they endeavor to work together. It is methods which create that kind of effective simplicity that are offered by the programs and staff of the ICA.

JOURNEY IN CONSCIOUSNESS

Ungirding all of the methods previously discussed, the key to releasing man's creativity is through occasioning and nurturing his journey in consciousness. This allows him to come to terms with who he is and what he is about as he lives the life of which he finds himself a part. The methods to accomplish this are the Odyssey, Solitary/Corporate Methods and Rites/Rituals.

Man participates in his social fabric through a variety of social activities and tasks which often lack meaning of him. The Odyssey method is a course through which the individual is given the tools to intensify and intentionalize his journey into consciousness. These tools are life methods which release the universal significance of all his expenditure. Through the depth reflection allowed by these methods man is given the possibility of redefining his vocational engagement a significant. This tool for delineating the significance of every activity releases new motivation and disciplined engagement. The training of every man in odyssey methods releases the full significance of his engagement and creates renewed participation in his social functioning.

Man is struggling with his individuality in the midst of all of the corporate situations he finds himself in. The solitary office is a method whereby he can redesign his time and space to allow his aloneness to be significant and meaningful even in the midst of others he may be with. Corporate methods honor his individual wisdom as well as expose him to the power of corporate work. Recapturing what it means to be the solitary one is a gift that releases man's burst of creativity in every situation. Corporate methods order that creativity into a common thrust. These methods are the key to unleashing man's given greatness.

Man has always needed to mark his journey through life as significant events occurred or as he passed through the life phases. The power of rites honors the significance of man's achievements of rituals in every occasion creates a commonness of purpose and embraces the individual in the structure of a corporate body. Allowing the emergence of individuality in the midst of the power of a corporate body enhances both the significance of man and the creativity of collective wisdom. Life is continually exposed, prompting greatness to explode amidst even the nitty gritty. Rites and rituals finally reappropriate what we have always known, that is, life is good.

Through a variety of methods including the Odyssey, Solitary and Corporate offices and rites and rituals, man is enabled to reappropriate the full significance of his nitty gritty activities. These methods allow the restructuring of space and time and the marking of the unique events which make up each man's history. Thus creativity is released and man is re-motivated to significant participation in social processes through his vocational engagement.

Fifth Guardian Consult

Team Number 6

Chicago

Institute of Cultural Affairs

Task Title Individual Endorsement

Oct. 14, 1973

Think Tank Report Form

ACCOMPLISHMENTS AND TASK

A list of 177 key individuals was created and ten of them selected as the first to be contacted, eliminating persons who had already been contacted by the movement. All 177 persons were plotted relative to:

- a) Their urban circuits.
- b) Their typology.
- c) Their placement within the second level of the social process triangles.

Finally, ten methods of contacting these key persons were developed and listed.

REQUIRED NEXT STEPS

The next steps required in the arena of Individual Endorsement would be to:

- a) Approach Guardians who may be able to make personal contact with one or more of the selected list of Ten Key Contacts.
- b) Analyze the List of Ten to determine who needs to be seen first in relation to their availability, access for contact, and their "Whistle-Point" status.
- c) Build a battleplan, selecting tactics from the list of Ten Approaches.
- d) Arrange with the "Contact Guardian" to set up appointment.

SPECIFIC PRODUCTS

paragraph C

The ten major approaches needed in soliciting authorization are:

1. Get mutual friend to set up appointment.
2. Ask person to give a speech
3. Call or write and ask directly for appointment.
4. Ask person to be a guest at special event.
5. Get peer or customer to make appointment.
6. Get pretty girl to make the call.
7. Ask people on list to contact other people on Key Contact List for appointments or approaches for appointments.
8. Research contact's background to determine his interests to allow selection of area of mutual concern for discussion.
9. Make call without appointment.
10. Cultivate a secondary contact, ie; secretary or vice president.

The Ten Key Contacts we will approach for authorization this year are:

1. Kenneth Boulding, Economist
2. Ernest May, Director of Institute of Politics; Dean of College of Arts and Sciences, Harvard University
3. Buckminster Fuller
4. Father Hesburgh, President of Notre Dame
5. Leonard Woodcock, President of UAW
6. Dr. Frank Stanton, Former President of CBS
7. Margaret Meade, Anthropologist
8. Robert McNamara, President of World Bank
9. Shirley Chisholm, Congressman
10. Dr. Malcolm Moos, Pres. Univ. of Minn.; Future Dir. of Center for Dem. Institutions

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Task Title URBAN CIRCUITS

Oct. 14, 1973

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Page 1

ACCOMPLISHMENTS AND TASK

TASK: To build a model for effective involvement of guardians in each urban circuit area to maximize broad financial support for the spirit movement.

ACCOMPLISHMENTS: 1) Constructed model for a Guardians' Urban Circuit Manual to actively engage Guardians in development calling.

2) compiled geographic distribution map of Guardians in order to aid in determining the 144 urban circuits.

REQUIRED NEXT STEPS

Guardians' Urban Circuit Manual- A model to enable Guardians' participation in breaking open wider frontiers of funding through activation of additional donors.

SPECIFIC PRODUCTS

	INDEX	(Page)
Cover Page		1.
Guardians' Procedure Checklist		2.
Donor Categories		3.
Criteria for Selection and Prioritizing potential donors		4.
Donor Data Sheet		5.
Urban Circuit Summary		6.
Appointment Call "Pitch"		7.
Current Programmatic Needs		8.

GUARDIANS' PROCEDURE CHECKLIST

Week 1	Week 2	Week 3	Week 4	Week 5
Pre-planning	Data Gathering	Making App'ts	Making Calls	Follow-up

-2-

DONOR CATEGORIES WORKSHEET

--	--	--	--	--	--

-3-

CRITERIA FOR SELECTION AND PRIORITIZING POTENTIAL DONORS

-4-

DONOR DATA SHEET

Name _____

Address _____

-5-

Report on call

URBAN CIRCUIT SUMMARY REPORT

-6-

APPOINTMENT CALL PITCH

-7-

CURRENT PROGRAMATIC NEEDS

I.

II.

III.

-8-

ANCHORAGE

SASKATOON

SEATTLE

WINNIP

BILLINGS

PORTLAND

RAPID CITY

SACRAMENTO

SAN FRANCISCO

DENVER

SAN JOSE

LINCOLN

KANSAS CI

WICHITA

LOS ANGELES

TULSA

PHOENIX

OKLAHOMA CITY

AMARILLO

HOUST

TEAM 7 URBAN CIRCUITS

EACH DOT REPRESENTS ONE
GUARDIAN (27 CHICAGO GUARDIANS
OMITTED) CITY NAMES
DENOTE RELIGIOUS HOUSES

OCT. 13, 1973

URBAN CIRCUIT GUARDIAN DISTRIBUTION

EG

MINNEAPOLIS

MADISON

MILWAUKEE

ROCKFORD

CHAMPAIGN

CHICAGO

INDIANAPOLIS

CINCINNATI

ST. LOUIS

MEMPHIS

NEW ORLEANS

ATLANTA

OTTAWA

MONTREAL

TORONTO

MANCHESTER

BOSTON

NEW HAVEN

NEW YORK

GARDEN CITY

PHILADELPHIA

BALTIMORE

WASHINGTON

RICHMOND

DETROIT

CLEVELAND

PITTSBURGH

ON

MIAMI

GRASSROOTS UNDERGIRDING NURTURE

CONTRADICTION: The contradiction relative to nurture/communication is that there is no ongoing comprehensive nurture model involving positive grads who are not involved in working metro structures as manifested by RS-1 grad memories becoming dim and clouded, decisional commitment absent, involvement void, grad contact is lost, formulation troops shrink and those left are faced with overburdening task, incomplete use of available talent and resources, and PLC possibilities and other recruitment possibilities are lost.

STRATEGIC OBJECTIVES

1 RS-1 Follow-up model for old and new grads.

2 Covenanted metro-Cadre/team.

3 Contexted (metro-polis-region) Development Coordinator.

4 Centrum Communications Net.

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Institute of Cultural Affairs

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Think Tank Report

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GRASSROOTS UNDERGIRDING

LOCAL ACCOUNTABILITY

CONTRADICTION: The present centralization of mevemental fund raising structures has not enabled full grassroot participation, resulting in a low priority for Development in the Region, Low % of grassroots pledging, inactive grads not contacted, active grads insufficiently engaged in development.

STRATEGIC OBJECTIVES

Create Regional and Metro Development task forces composed of Guardian, LCX rep., R.H. rep., and Active grad rep.

Creation of a fully trained, skilled, Local Development catalyst network.

Quarterly interchange of Development data with Centrum.

Intentionalize Local Development accountability structures.

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GRASSROOTS UNDERGIRDING CENTRUM OPERATIONS

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CONTRADICTION: Lack of a comprehensive and coordinated model for centrum and local roles in movemental grassroots development resulting in a) only 800 current regular pledgers out of 5,000 sometime pledgers and a total of over 80,000 grads; b) incorrect or duplicate mailings; c) no guidance for local ongoing grassroots development role; and d) no feed-back concerning present and former givers with respect to their concerns or suggestions, including additional funding possibilities.

STRATEGIC OBJECTIVES

1. Create an Areal Practicum type training session model for North America to train Regional and Metro grassroots development leadership and Institute Local Network

2. Create standardized movement-wide data-holding forms for Regional and Metro development leadership which holds all recurrent giver and follow-up information for use by centrum and local leadership.

3. Local grassroots development net obtains from givers and colleagues lists of potential friends and groups for a general appeal mailing from centrum.

4. Launch a continent-wide annual and quarterly common grassroots development event to visit new grad potential givers and evaluate present givers with each receiving and annual visitation.

GRASSROOTS UNDERGIRDING JOURNEY

CONTRADICTION: Existing images and systems are inadequate to enable sacrificial giving of the masses in support of the movement resulting in, multiple mailings, givers lost in shuffle and termination of gifts.

STRATEGIC OBJECTIVES

- | | | | |
|---|--|---|--|
| 1 To identify the structurally engaged of the movement and journey regular givers to sacrificial givers, and non-givers and occasional givers to be regular givers. | 2 To systematically process current course Grads in order to journey those who give money to be regular givers, and to initiate giving for the non-givers. | 3 To identify all previous givers, appealing to recent givers for immediate gifts, and reestablish contact with old givers. | 4 To identify the old non-giving grads and reestablish contact, and to categorize the impacted masses to test selected mass mailing appeals. |
|---|--|---|--|

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GRASSROOTS UNDERGIRDING CENTRUM OPERATIONS

AREAL DEVELOPMENT TRAINING	STANDARDIZED DATA FORMS	EXPANDED DEVELOPMENT BASE	CONTACT GIVERS PERIODICALLY
<p>1. Assemble materials list for training sessions and local leadership.</p> <p>2. Analyze scope of grass roots development potential troop needs and availability.</p> <p>3. Designate its regional and metro leadership and the timeline and dates of the North American training session.</p> <p>4. Designate the format and procedures for the training session and follow up.</p>	<p>5. Centrum gathers and evaluates existing data holding forms.</p> <p>6. Brainstrom all exchange data helpful to Metro, Region and Centrum and prepare common forms for training session.</p> <p>7. Centrum supply monthly report of contributors to Regional and Metro development leadership.</p> <p>8. Create quarterly input forms for reporting to centrum data on new and regular donors.</p>	<p>9. Establish a screen for identifying potential new givers and funding sources.</p> <p>10. Build way of holding and responding to suggested sources of funding</p> <p>11. Ascertain history of former pledgers to determine if local visits are needed</p> <p>12. Define and prepare materials and letters to send to former and potential givers.</p>	<p>13. Select quarterly and annual canvas dates.</p> <p>14. Analyze patterns of donor participation to discern warning signs of dropping out.</p> <p>15. Design the review, evaluation and visitation procedures for givers, former givers and potential givers.</p> <p>16. Design annual event for Metro/Regional givers.</p>

TIMELINE

QUARTER TWO	QUARTER THREE	QUARTER FOUR
<p>Numbers 1, 2, 3, 4, 5, 6,</p> <p>8, 11, 13, 14, 15</p>	<p>7, 9, 10, 12</p>	<p>16</p>

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TACTICS			
STRUCTURALLY ENGAGED	CURRENT COURSE GRADS	PREVIOUS GIVERS	OLD NON GIVERS
1. Secure names and addresses of the structurally engaged movement colleagues from Religious Houses. 2. Identify giving record of all structurally engaged and classify by journey. 3. Establish "sacrificial" gift" images for imaginal package. 4. Create images, stories and methods for regular giving.	5. Establish systems for prompt receipt of data on all current course participants. 6. Employ thank you letters to journey givers to be regular givers. 7. Establish regular mail contact with non-givers to invite initial giving. 8. Establish tracking system to follow journey of all current course grads.	9. Secure cleaned print-outs of all previous givers. 10. Make regular mailings to recent givers to re-establish giving and encourage regular giving. 11. Design forceful seasonal themes for mailings. 12. Initiate seasonal campaign mailings to old givers to re-establish giving relationships.	13/ Secure cleaned print-out of non-giving old course participants. 14. Re-establish contact with mailing of highly imaginal E.I. Annual Report. 15/ Categorize the unimpacted masses and secure mailing lists for 3 key audiences. 16. Perform test mail campaign on 3 test lists with careful record keeping and effectiveness evaluation.
TIMELINE			
QUARTER TWO	QUARTER THREE	QUARTER FOUR	
Numbers 1, 2, 3, 4, 5, 6, 9, 11, 14	7, 8, 10, 12, 13, 15	16	

GRASSROOTS UNDERGIRDING NURTURE

RS-1 FOLLOWUP MODEL	CADRE/ COVENANTED METRO TEAM	CONTEXTED DEVELOPMENT COORDINATOR	CENTRUM COMMUNICATIONS NET
Initiating tactics: 1. Train and recruit metro teachers. 2. Build followup meeting construct with timeline; review past models. 3. Build recruitment model which uses personal contact and pastor participation. 4. Design and implement a grad journey chart data system.	Initiating tactics: 5. Metro workshop to fill key leadership roles. 6. Leader consensus for "all time is assigned time". 7. Battleplan with Religious House for assignment rationale and priority. 8. Leaders become visible signs in the community.	Initiating tactics: 9. Select coordinator. 10. Arrange Development Practicum with Centrum. 11. Arrange for trip to Centrum to assure coordinator familiarity with system. 12. Involve coordinator in Metro Cadre.	Initiating tactics: 13. Make a report of all successful tactics to all Development Coordinators. 14. Monthly phone accountability for Coordinators. 15. Catalogue all needed Development materials. 16. Commonize Coordinator contact dates.

TIMELINE

QUARTER TWO	QUARTER THREE	QUARTER FOUR
Numbers: 1, 2, 3, 4, 5, 6, 7, 15, 16	9, 10, 11, 12, 13, 14	8, 13, 14

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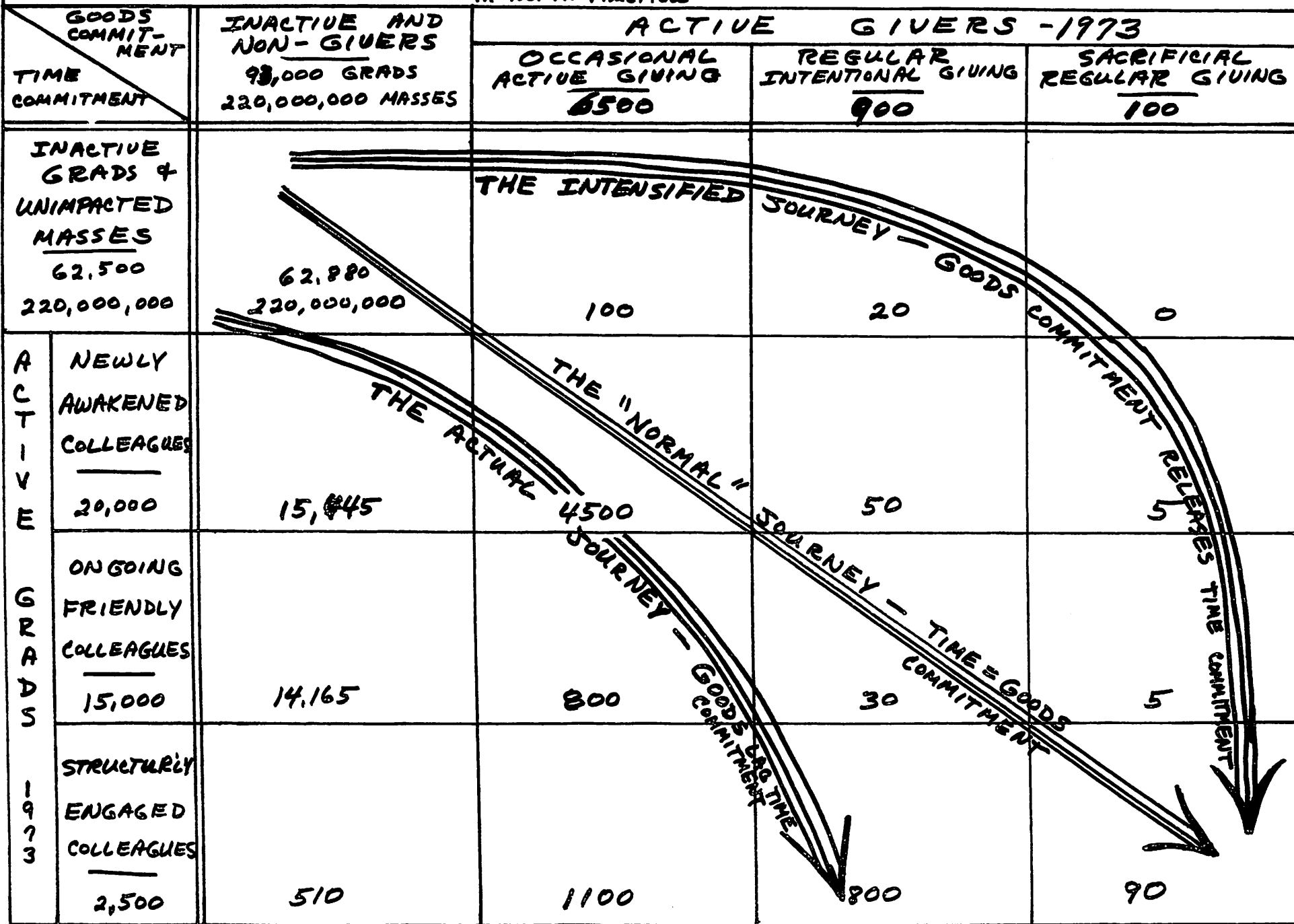
GRASSROOTS UNDERGIRDING ACCOUNTABILITY

LOCAL TASK FORCE	DEVELOPMENT CATALYST	DATA INTERCHANGE	LOCAL ACCOUNTABILITY
1. Identify and assign task force personnel.	5. Assign Centrum personnel to train local catalysts.	9. Update from Centrum on current givers.	13. Centrum to mail quarterly balance sheet to all grass-root givers.
2. Hold Practicum in each region on an annual basis to review old pledges and open new ones.	6. Prepare curriculum.	10. Identify active grads who are not current donors.	14. Immediate thank you from Centrum on receipt of any gift.
3. Hold Grassroot Development Blitz immediately following Practicum for 1 week.	7. Matching Centrum personnel with local catalyst in a team concept.	11. Edge report on global development actualization.	15. First time gifts followed by personal thank you from local catalyst.
4. Publish projections.	8. Review and analyze catalyst activities by regional task force.	12. Analysis of new LENS and RS-1 grads and report to Centrum.	16. Quarterly pledge accountability.

TIMELINE

QUARTER TWO	QUARTER THREE	QUARTER FOUR
Numbers 1, 5, 6, 2, 9, 10, 11, 12, 4, 14	3, 7, 8, 13, 15, 16	

THE JOURNEY TO GRASSROOTS SACRIFICIAL REGULAR GIVING in North America



1. The task of the ICA Funding Team was to consider how business organizations might provide funding support to ICA following the participation of its representatives in LENS. The process of obtaining such support involves a journey of each business from initial endorsement of promotion and authorization of ICA and LENS, to contributing material resources, then releasing employees for significant participation and, ultimately, engaging fully in a demonstration project. Twenty-five crucial steps to implementing this journey were stated and placed on a two year timeline.
2. To undergird the fiscal support of ICA, three further steps are required. First, short range models and materials will be developed. These include promotion materials, pitch model of benefits to the corporations, a common ICA story, and models for company analysis and socio analysis. Second, data needs will be identified and an exchange system will be established. Third, a twenty year timeline for global needs and funding will be established; this will identify the anticipated journey of what ICA will become. It is clear that with corporate funding, we must engage models that will succeed - it would require much longer to recover from a failure with a corporation than with individuals.
3. This report consists of the following two documents:
 - (a) A model consisting of twenty-five implementation steps with a two year timeline.
 - (b) A list of recommendations for practical implementation of the model.

In addition to these documents the back-up notes consist of brainstorm lists of ways that ICA might serve business organizations, ways that business can engage in ICA work, including a gestalt into four primary arenas of business engagement, twenty-five steps to implement each of these four arenas and the major blocks which can be anticipated in implementation of these steps.

YEAR 1

QUARTER I			QUARTER II			QUARTER III			QUARTER IV		
LENS FOLLOW-UP			SPONSORSHIP VISIT			INITIAL DONATION			COMPANY ENGAGEMENT		
O	N	D	J	F	M	A	M	J	J	A	S
1. LENS course evaluation			7. Select the visitation team			14. Design the appropriate proposals			19. Visit project		
2/3. Identify key persons and analyze them			8. Develop contacts inside and outside of the company			15. Report success stories			20. Third visit: personnel proposal		
4. Revise analysis of companies made before LENS course			9. Build the visitation model			16. Guardian visits			21. Guild formation		
5. Identify specific needs of ICA and develop ICA story			10. Prepare specific pitches			17. Second visit: material resources pitch					
6. Create journey model for each corporation			11. Prepare pre-visit materials & drop off			18. "Cabaret" happening for the company					
			12. Decide timing of visit and pre-arrangements								
			13. First visit for sponsorship and authorization								

YEAR 2

22. P.R. material
23. Executive model building
24. Community base
25. Fourth visit - project engagement.

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Institute of Cultural Affairs

Team Number 9
Task Title ICA FUNDING
Think Tank Report

Chicago
Oct. 14, 1973

Think Tank Report

TWENTY -FIVE STEPS

1. Evaluate all LENS participants.
2. Identify the key persons in the business organization.
3. Analyze the key persons (passion, interests, fears, guilts).
4. Revise analysis of business organization which was done prior to LENS.
5. Identify specific needs of ICA and develop the story.
6. Create journey model for corporation participation.
7. Select the visitation team and train them.
8. Develop contacts inside and outside business organizations (grad nurture).
9. Build the visitation model (aids, multiple visits, etc.).
10. Prepare the pitch (team, other donors, specific proposal).
11. Prepare the pre-visit material and drop them off prior to visit.
12. Timing of the visit and pre-arrangement.
13. First visit for sponsorship of LENS (along with other LENS prospects and long term vision for the business organization).
14. Design specific proposals (sponsor LENS).
15. Report success stories (Guardians and LENS course reports).
16. Guardian visits (breakfast, luncheons, etc.).
17. Second visit for "material resources" pitch.
18. Have a "cabaret" happening for the business organization.
19. Arrange a visit to a demonstration project.
20. Proposal for the release of manpower with the back-up models for functioning in employee's absence.
21. On-going LENS sponsorship with creation of the Guild.
22. Careful P.R. material in relation to demonstration project proposal.
23. Involve key executives in demonstration project model building.
24. Preparation of the proposal with broad community base, government support, and other sources in funding.
25. Pitch proposal for project engagement.

RECOMMENDATIONS

We recommend:

1. that after every LENS course the LENS teaching team evaluate and report on the prime business organizations for ICA support
2. that a core local group made up of the House, Guardians and Development team take responsibility for implementing the practical model for engaging the target grad groups in ICA support.
3. that a global central clearing house be established for authorizing contact with any business organization and acting as a back-up system.

FIFTH GUARDIAN'S CONSULT
OCTOBER 12-14, 1973

Task Force 9
QUESTIONNAIRE

ECUMENICAL INSTITUTE
QUARTER II, 1973-74

Dear Respondent,

ICA Funding (Team 9) needs your help in compiling a basic data bank for future ICA development work. We also need some aids for our work in this weekend's planning.

So, please fill out this questionnaire as completely as is possible. Thank you.

1. NAME OF YOUR EMPLOYER _____
2. PARENT COMPANY (if any) _____
3. What field of business is your employer/parent company engaged in? _____

4. Is your company a multi-national concern? _____
5. Has your company provided any support for the E.I. or the ICA in the past? _____
6. If yes, what type of support (funds, in-kind, etc.) has your company provided and to what specific program (5th City, ITI, etc.)?
_____ (type of support)
_____ (program it was provided for)
7. What story to your company produced that support? _____

8. What other companies do you know of that have provided support to the E.I. or the ICA? _____

9. What companies, including your own, do you know of that have groups of people with Movement contacts?

10. What are your suggestions on how to get businesses to support the ICA? (story, brochures, proposals, etc.)

11. Who are the key prospects for LENS from your company or companies you know?

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Fifth Guardian Consult

Team Number 10

Chicago

Institute of Cultural Affairs

Task Title Special Proposals

Oct. 14, 1973

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Page 1

PITCHES FOR ICA SPECIAL PROPOSALS

Identification & Authorization	His Needs and Concerns	Proposal Program	His Participation
Personal Introduction	Personal Needs	What it is	Demonstrate Urgency
Relationship to ICA	Employees and Business	How it Operates	Paint Role of His Integrity
The ICA Itself	Global World	Benefits to Society & Him	Specific Amount of Money

Fifth Guardian Consult

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Institute of Cultural Affairs

Task Title Special Proposals

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Page 2

5TH CITY COVER LETTER

The enclosed proposal is submitted for your careful consideration and action. We believe it represents a truly innovative social service for the renewal of local communities which will give them a renewed identity and purpose and allow them to be filled with human possibility instead of despair.

The plans in this proposal are proven plans, having been tested in several locations around the world for a period of more than ten years.

It is our belief that you, as a concerned person, will want to play a part in their further development by a contribution of funds which will make their further development possible.

5TH CITY PROPOSAL

There are hopeful signs within society that point to acts of concern for helping others. To act in the public interest is on the increase throughout the world and is seen in most groups of people. Businesses are allowing supervisors leaves of absence for twelve months on full pay to work with public agencies. On campus, administration, faculty and students are engaging in new groups, equipping the educated man to become part of society beyond the areas of given rules or profession. Churches are no longer giving funds to pay special people to do social reform but are sending the same funds to areas where they can be used by local citizens. This same idea is seen in service clubs, neighborhood groups, local political groups, and in the Federal Government. Several city programs in past years have shown us these people are willing and able to take care of themselves.

Federal, state and city programs to dying neighborhoods have been stopped or cut back sharply because of high costs and the failure of officials at all levels of government to agree on common ways of solving city problems. The 1960's Kennedy administration and the later War on Poverty aroused the hope of local people that programs could be built to assist them in solving their own problems. Relying on the government to restore the community programs will not work due to the current confusion of our political structures. Private citizens and private groups with commitment and concern for the world must now pick up the leadership roles. The question is how to work with the slum areas of the city in a way that helps the residents themselves to learn the ways for solving their own problems. How can people who want to help by giving their time and money do so with some knowledge that their commitment is not wasted on do-goodism, dreaming and fancy projects that never have any real impact on the city problems?

When we look at poverty areas today, we see that the large government programs of past years have failed, and all the work of many small groups has not made any difference. It seems there has been no way of really rebuilding a neighborhood so that each person participates fully in the life and structures of the community. The problem has not been lack of good intentions, hard work, or even money. Rather, the difficulty has been the lack of a vision of possibility combined with a total program of community change, created and carried out by the people of the community itself.

5th City Replication means taking a proven model of community development (reformulation) to 20 areas throughout the world. 5th City is a neighborhood of 5000 people on the West Side of Chicago in a black ghetto. From the beginning in 1962 to the present time the residents of the community have created a self-help program designed to deal with all the problems experienced by all age levels in a way that gets at the root causes of the problem. The work has centered around building social structures to meet the economic, political and cultural needs with special emphasis on education, life style and the creation of an image of self-respect. The community's leaders have always known that they worked for more than just themselves; they worked so that others might have a dream of what is possible for any community. Now is the time to take 5th City to the rest of the world.

5th City Proposal - 2

The work in 5th City began in 1962 when a group of concerned citizens moved into the ghetto area on the West Side of Chicago in order to help create anew the community. At that time there were no social agencies beyond minimal city services to help people. The residents began by identifying more than 5000 problems, some big and some small. Then they began to build the programs and social structures which could remedy the problems. Over the years they worked long hours with many disappointments as well as many successes. It is significant that during the riots of 1968 the people discovered that they had indeed become a new community. Today there are 20 social agencies in full operation providing services to the residents. There are 20 full-time staff from the neighborhood itself who work for a small salary and serve as the 5th City Board of Managers. A preschool, one of the top ten in the U.S. according to O.E.O., serves more than 200 children. 109 units of housing have been rehabilitated, with another 56 ready to go. A small shopping center is half done, and the loan funds came from Chicago banks. A health outpost and a credit union are available, as well as many other programs. All of these were planned and carried out by the community residents themselves. Most important, 5th City has a new story to tell itself about what it means to be a human being in the 1970's and what it means to give your life in serving other men.

The methods of 5th City replication are based on taking the skilled people and methods of the ten year old 5th City in Chicago to other cities of the world. The program is set in motion by invitation only. The staff people assigned to a new 5th City Project work with the local people to gain their trust and respect. Then they teach the local leadership how to use the methods and techniques of community development in that neighborhood area. The staff brings with them the awareness of what will work and what will not work. The staff and local leadership of the city make a study of all the local problems in every area of political, economic and cultural life. Together they make a long-range plan for attacking the problems in a step-by-step approach. Together the local residents see in their work an effort on behalf of every slum and ghetto of the world which promises a new day and a new society for every person on the face of the earth.

An anticipated result of 5th City replication is the training of 10,000 persons within 20 strategic cities of the globe. These persons would be disciplined, effective leaders and trainers of other individuals and groups. The creation of this pool of grassroots leadership is a response to one of the most crucial needs of the 20th Century: effective local leadership. It is our experience over ten years in 84 sites of community training that committed individuals are the single greatest asset to social change. The method of training which motivates leadership on behalf of the world would, from our experience, produce a significant number of newly trained leaders who would move to other cities to expand the network of global leadership. Through the strategic placement of the 5th City Projects, every cultural group on the earth would have direct knowledge and awareness of his own capacity to respond in the midst of his own local community.

5th City Proposal - 3

The Institute of Cultural Affairs has clearly demonstrated the success of its 5th City Project in Chicago. In addition, it has shown the feasibility of replication by beginning the expansion of 5th City to the neighborhood just to the north, and by beginning a similar project in Uptown, a northside community in Chicago. Mowanjum, an Australian aboriginal community, has used 5th City methods with great success for three years in a rural area, and as a result we have been invited to expand to another aboriginal community at Oombulgurri. Other cities such as Hong Kong and Bombay already have begun similar activities. The Institute of Cultural Affairs has a global network of training centers located in 83 major cities in 20 different areas of the world. Each training center has staff who are skilled in using the community reformulation methods developed in 5th City. We have the expertise, a proven model, and, most important, a sense of the critical nature of our present age which makes replication of 5th City a realistic undertaking.

The Institute of Cultural Affairs has to date expended _____ in the development of 5th City. Federal and state agencies have expended _____. Institute staff members operate on a principle of self-support. This means that your contributions will go directly to the program replication of 5th City in Calcutta, Oombulgurri and other cities. The _____ Program in _____ is now ready to start, but money is needed. We'd like to ask you to donate \$ _____. Such an investment represents confidence in an exciting future for local and global community. Your contribution to this project allows you to participate in this significant venture in depth community renewal.

LENS Scholarship Proposal

Today's community is faced with multiple problems. Not the least of these is how all the members can be engaged in a meaningful association regardless of social, economic or ethnic backgrounds or differences. There is a mood in these communities which tends to separate engagement of all sectors in the decisions that affect their lives. This has become apparent by student demonstrations, minority pressures, labor demands, and political engagement of minorities. What seems to be needed are the practical tools that can enable all local men to participate constructively.

In spite of the hopeful trend toward men of all classes joining together, the fact is that there is a lack of tools and methods. The fact is that there is much dissention and tension in most communities. In the 60's demonstrations and riots produced turmoil. In the 70's the atmosphere has cooled and is replaced by a searching for solutions, but with cynicism in most quarters. Nevertheless, man is aware of the need for all to participate in the social process. What has occurred? Local man today seems to be saying that he won't settle for inauthentic participation in the social order. He is determined to be an authentic human. On the vocational level he is demanding that his job and education have a dignified and meaningful place in the community. With blue collar workers this shows up in high absenteeism, etc. With white collar workers this is apparent in rapid changes of jobs. Even top management and the professions are not immune from like problems. Cutting across all levels is that vague uneasiness that his participation in society through his job is not meaningful or authentic. Man needs an overall vision or view of how society operates so he can understand that he can plug in effectively.

LENS ("Living Effectively in the New Society") is a weekend seminar designed to enable local man to discover how to deeply, meaningfully and corporately engage himself in society. The seminar methodology provides the participant with a screen which permits an objective view of the social process in all its interacting cultural, economic and political aspects. The participant is exposed to new techniques for spotting underlying problems which dehumanize local man across the globe. He learns how to make creative decisions and to corporately arrive at consensus within a group structure, thus honoring the wisdom of all members. He comes to understand the valid role of each age group -- elders, youth and middleaged -- can play in the social process. Each participant learns helpful techniques of corporate writing and works on practical document preparation as well as methods of determining workable strategies for problem solving. In short, LENS is a viable experience in living effectively and collegially in the new society.

Twenty years in the making, the LENS course has been offered across the globe. It has been presented in suburban, rural and inner city communities. The results of LENS experience have been validated by people from all strata of economic life, ethnic backgrounds and cultural experience. (Several endorsements by former LENS participants are attached.)

LENS Scholarship Proposal - 2

The LENS course gives each person an image or picture of society that he can use to make sense out of the confusion of conflicting social forces. For example, the economic forces in our time govern about every aspect of life. The participant, through this course, begins to see how that fact can be used to empower the weaker political and cultural forces and, therefore, give life back its balance and wholeness. The course does this with a variety of lecturettes and work sessions that enable participants to understand social dynamics in their own individual lives. One of the most helpful features of the course is that a broad cross-section of society is present so that a variety of experience is available to the whole group. Through the give and take of dialog over life experiences, LENS participants really experience living in a new society.

It is expected that many thousands of persons will participate in this course over the next few months. These people will see the first glimmering light of possibility as the methods they take home with them open up new avenues of social participation. It is this light that will begin to spread over all of society in order to free up the paralysis that holds individuals in apathy and cynicism. It is under the guidance of this light that every society will find its authentic role in the world. It is our experience that committed individuals who carry that guidance with them are necessary for authentic social change. It is for that purpose that the LENS course was created.

The LENS seminar provides participants with a valuable method to order the conflicting social forces of our day. Economic, political and cultural dynamics are examined and evaluated. Through lectures, workshops, think-tanks and conversations, plus additional methods, LENS enables participants to understand the above social dynamics in their own individual lives and in the larger society. LENS proves to be most profitable when there is a large cross-section of people present to exchange ideas and experiences. In this regard, the depth needs and cares of every man and the resultant recognition that a group of people can work corporately toward the same world, make this weekend seminar an experience in living in a new society.

Graduates of LENS, aware of new possibilities for corporate work and equipped with proven, effective methodologies, will go back into society prepared to be catalysts for transforming the world. Today's world, full of exciting challenges, calls for men in every neighborhood block to pick up the task of redirecting society. With a new insight into human motivation, the LENS grad will hold the key to releasing people to live meaningful and fulfilling lives. Participants representative of all socio-economic groups are essential in carrying out the overwhelming task of creating a new world for every man. With a large group of LENS grad colleagues who have bridged the gap between ethnic and economic differences, participants will also be able as a group to move into society. Local man, through a corporate group, will again see hope, possibility and responsibility in directing the world.

LENS Scholarship Proposal - 3

Present plans call for the LENS seminar to be given throughout the world during the next two years. There is a universal feeling of concern which gives this possibility. Groundwork for presentation methods has been laid through courses offered by the Institute of Cultural Affairs over the past 20 years. During the past ten years an average of 16,000 people a year have been reached. The fall of 1973 has scheduled 64 LENS seminars across the globe. Course follow-ups are scheduled as needed in order to help LENS grads to implement problem-solving techniques in their individual communities. The ICA faculty's expertise has been derived from a wealth of experience in community reformulation experiments in all types of local communities with varying social problems.

The LENS seminar is for all groups of people within a community. Representatives from a cross-section of area residents are necessary if LENS is to effectively provide the tools that will expand individuals from their current state of malaise to a new vision of their role in society. A responsible program means that a large audience must be reached and that groups from your particular community be present at the course. In many instances, of course, the \$70.00 tuition fee is beyond the financial capabilities of a registrant. Scholarships for prospective participants who could not otherwise afford to attend are thus being sought from concerned community leaders such as yourself. We are asking that you invest in the future of your community through sponsoring a group of ten grassroots representatives from this geographical area. Your financial enablement is vital to allowing the selected ten participants a new vision of their role in society and their responsibility to this community.

Fifth Guardian Consult

Team Number 10

Chicago

Institute of Cultural Affairs

Task Title SPECIAL PROPOSALS

Oct. 14, 1973

Think Tank Report

Page 9

Community Convocations Cover Letter

Dear _____:

I am enclosing a proposal which I recommend to your attention. It is a means by which corporateness and a true sense of community can be created, fostered and nourished.

I am sending this in advance of our meeting on _____ in order that we may quickly get down to the crucial matter of money at that time.

I invite your questions either in advance of our meeting and will discuss the proposal in full.

Cordially yours,

COMMUNITY CONVOCATIONS PROPOSAL

A bubbling of hope and excitement is beginning to appear in local communities throughout the world in our decade. Not only is local man, more than ever before bursting with awareness of conditions facing himself, his community, his nation and the entire world, but also, he senses himself as a citizen of the globe; he and his community are inseparably related to every other man and every other community, be they Spanish or African, Russian or Chinese. In addition, local man is finding himself with more and more leisure time, what he sees as "free time", time to enjoy himself, time to celebrate. Weekly treks to the lake, jaunts to the football games and back-packing through the mountains, however, are leaving man's thirst for meaningful community celebration unquenched. The one-day convocation is designed to dazzle man with a new possibility for this true community engagement and celebration.

The attempts of local man to celebrate as a community have been frustrated for several reasons over the past years. Whereas not too long ago man could joyfully participate in a barn party following the harvest, man today finds himself with no harvest to celebrate. His repeated unsuccessful attempts to create human justice in the community have burned him out. Though he has searched, he has been unable to locate a means for effective engagement. Unequipped with adequate methods and tools to create change local man has lost sight of the gifts and possibilities of the community. Why, indeed, should he celebrate?

The one day convocation will reveal to man a new possibility for community celebration by providing a viable method for significant engagement in the local setting. Man will again recognize he can only truly celebrate that which he has decided to be. He can rejoice in the particular gifts and challenges of his community only after deciding to be responsible for its direction. The alternative revealed through the convocation will additionally provide man with a way to live out his relatedness to every other man. No longer will his attempts be isolated thrusts, ineffective in changing the course of the world. Convocation happenings conducted all over the world will create a new day for all men in our time... a time when men can again experience a meaningful life, a creative life, a fulfilled life and an authentic sense of joy and celebration.

The one-day convocation uses social methods set within a style of community celebration to allow man to experience a global resurgence of hope in his own local community. The concerned citizens solicit the permission of local authorities and invite a skilled team to guide them in producing the event. On a Saturday morning the gathered residents reflect on the mood of resurgence across the globe and relate it to the heritage of the community. In the afternoon a workshop results in the creation of a 14 point program based on that community's journey and possibilities. Finally, in the evening a great celebration involves the whole community planned and performed by the members themselves. This event becomes the first step in the process of recovering the local neighborhood as a structure for caring for people who live there.

COMMUNITY CONVOCATIONS PROPOSAL -- PAGE TWO

This community convocations is the most recent format in a continuing experiment with community celebrations. For the last ten years on the west side of Chicago in 5th City Community festival has been an instrument for producing broad local participation. These evening events grew out of twenty years of experience with imaginal education (i.e. expanding the imagination with the use of art forms, stories, drama, paintings and poetry). In the last three years, summer research programs have included experiments with 1,000 people in formal celebration such as a Grand Ball or the light opera Desert Song. The socially aware variety show or cabaret like those which flourished during the war years in Europe has been used successfully in the Uptown area of Chicago this summer to stimulate community identity. Now it is possible to create a one day experience of human community which faces both the real situation and celebrates the possibilities within it.

The basic method is one of creative expression by a group of people of their affirmation of that community. The convocation team employs methods of corporate reflection and planning in allowing the decision and leadership to come from the community itself. The work shop method results in an objective description of the town or neighborhood--its gifts and struggles. As the global mood of resurgence is grounded in the participants awareness, a story of destiny and greatness emerges rather than the depreciating story out of which most communities live. Thus the Saturday evening celebration becomes a self-conscious decision to embrace the future of that local community. Having rehearsed the heritage and destiny of their community, residents are able to face the long process of solving the problems that affect them.

An anticipated result of the one-day convocation would be that a local community has an occasion for knowing itself as a body of people dealing together, not fleeing individually away from, the life and death issues that mark this 20th century. People would be refreshed to discover the reservoir of talented leadership within their own boundaries which in turn, would release them from participating in life mainly as spectators, to shaping deliberately the form of their life together. The day would be that time for celebrating and symbolizing the community's best story about itself, thereby offering a reason for pride of place so necessary for maintaining public facilities such as parks and schools. It would leave a 14 point community-created program of future resolves as well as experience with methods which could be used in planning neighborhood festivals or taking part as a community in Bi-Centennial festivities planned for this nation's birthdate. The one-day convocation was created for the purpose of enabling communities to taste the authentic delight of celebrating their corporate identity.

Twenty years of experience as an intentional community, uniquely qualifies the ICA staff to conduct one-day convocations, and to prepare and recommend follow-up procedures for the event. Since the beginning of organization in 1952, celebration has been a key element and sustaining dynamic in the ICA community life. The ICA staff is composed of individuals skilled as practical social analysts, trained in

COMMUNITY CONVOCATIONS PROPOSAL -- PAGE THREE

the methods of social and community research. In addition, they utilize corporate methods which have, over 20 years, been revised, adapted and have proven themselves as effective catalysts for engaging local man. ICA staff members are adept in the exciting and highly effective method of Imaginal Education techniques, another process which captivates the involvement of the entire person. ICA people are the people who are experienced both in community dynamic and group methods to catalyze the one-day convocation, the launching of the new day in our time.

Summer Research Assemblies of the ICA over the past three years have utilized the work of 800-1,000 people in creating the methods and supplementary programs related to the one-day convocation. Signal communities have been established in 49 locations across this continent where staff and supporting structures are available to provide ongoing help. Presently being created is a Guild structure for this specific purpose of enabling a local community to move together on resolving contradictions within its bounds. All this has required heavy investments in staff time and travel. Your contribution of \$5,000.00 will enable the funding of one-day convocations plus follow-up programs in four selected cities of this nation over an 8-week period. Travel and materials costs will be paid from this amount. Such an investment in this vehicle for participation in civilization-building represents confidence in an exciting national and global future.

Fifth Guardian Consult

Team Number 10

Chicago

Institute of Cultural Affairs

Task Title Special Proposals

Oct. 14, 1973

Think Tank Report

Page 13

CONTINENTAL INTERNATIONAL TRAINING INSTITUTE
COVER LETTER

Dear _____:

I am more hopeful about the future than ever before. An exciting possibility for training concerned leaders of all nations within the United States is planned for March, 1973. The International Training Institute is a three-week, in residence happening in the lives of 100 people. March will be the first time the Institute has been taught in North America.

In the midst of a divided world, I'm sure you will see how this effort promises profound hope for the future both here and abroad.

I am really excited about getting together with you soon to share the goals, methods and amazing results of the International Training Institute.

Cordially,

CONTINENTAL INTERNATIONAL TRAINING INSTITUTE PROPOSAL

Earth day celebrations of recent years and the rash of international community festivals have revealed a new mood of increasing concern for the whole globe along with a search after local identity. Although the local situation is where concern is acted out, it is not enough to be concerned with the renewal of one community. Men are painfully realizing that any part of the world is related to and affects the rest of the world. For example, citizens of Baton Rouge, Louisiana, are clear that unless factories in Ohio and all along the Mississippi River control pollutants they cannot effectively deal with water pollution in their own city. Or, we become aware that a war in the Middle East affects business and politics everywhere. This consciousness of globality creates the possibility of a new understanding of humanness itself.

Men today are often overcome by the complexity of what it means to live in one world related to every other community in the globe. Local problems are so bound up with global problems that the average citizen is bewildered as to how to solve them. He often is driven to simple, yet usually ineffective solutions. For example, we have seen that the one-to-one approach of encounter groups and family counseling services have failed to stem the social trends of increasing individual and family breakdowns. Neighborhood vigilante groups organized to stamp out the drug trade in their communities fail as well because they cannot cut off global sources of supply or significantly change the social attitudes which have encouraged the use of drugs.

Discontent by man points to his not knowing where he stands. Values as previously understood and accepted are being rejected. The problem is not understanding values. In truth it has become clear that to associate any major problem with a particular group or local community is as foolish as saying, "Your side of the boat is leaking." Citizens are needed who wish to participate in and understand what it means to be a local citizen on a global level. The key to wide-ranging social renewal is well-trained leaders who have a long-range commitment to the well being of their local and global community.

In response to invitations from community leaders across the globe, the Institute of Cultural Affairs designed the three-week International Training Institute. The ITI is a course and experience in corporate living that provides community leaders with practical ways to motivate their neighbors and methods to deal creatively with the overwhelming problems of a local community through a global, rather than a parochial, perspective. It enables the participants to analyze the basic structures and ways any body of people relates to others. For example, schools, hospitals, factories, social agencies and churches. This analysis allows the participants to see within their own local community and nation the underlying problems and, more importantly, the method of creating a future plan and story of what their community can be. They are then able to develop goals, strategies and tactics through which a community can step by step find a resolution to the major problems confronting it. The ITI thus enables leaders of local communities to see the possibility of real, creative and effective methods of awakening, training and sustaining large groups of people within their geographic setting.

CONTINENTAL INTERNATIONAL TRAINING INSTITUTE PROPOSAL - 2

Our world is becoming increasingly aware of the great cultural contributions each group of people has to share with all the others. All of us experience the tragedies that occur when cultural differences are considered undesirable or dangerous. Israel, Arab, Northern Ireland, South Africa are well known examples. The International Training Institute brings together people of various cultures, denominations, nationalities, and ethnic backgrounds. Together they explore both the values of their differences and the common hopes behind them. The participant can thus develop a new understanding of global citizenship, discover new possibilities for the renewal of his own community on behalf of all mankind. Thus far, the International Training Institute has been taught outside the continental United States. From the number of international businessmen in the major metropolitan centers of the U.S., the comprehensive location of embassies in North America, the steadily increasing rate of theological and graduate study in this country and the professional exchange of scientists, doctors, urban planners, technicians and educators, it is abundantly clear that American cities are international centers as much as Caracas or Hong Kong. For example, several white American, Protestant denominations have pastors or associate pastors from Manila, Hong Kong or other Asian cities. The mass at the National Catholic Shrine in D.C. is celebrated in five languages on a regular basis. Global culture has penetrated the entire earth. The International Training Institute taught to American churchmen and secular leaders along with leaders of other countries offers a critically needed framework for exposing American leadership to the reality of a global world.

The ITI curriculum consists of the core training in and practice of problem-solving methods, which have evolved from a solid base of tested theory. In addition, the diverse fields of science, philosophy, sociology, anthropology, psychology, history and art are pulled together into a general overview of the wisdom of our time, and practical methods are taught which enable the graduate to by-pass mere symptoms and go straight to the heart of the basic problems of our time.

Within the ITI itself each participant is trained in a variety of social methods, and then given an opportunity to apply them. When the participants go back to their own communities, they demonstrate a new type of local leadership well trained in the skills needed for developing solid long-range programs of community development. In addition, they have a basic knowledge of the key interdisciplinary (economic, political and cultural) images which will enable participants to go beyond individual interests and relate local needs to global resources. Their increased sensitivity to depth cultural gifts provides them with a common basis for bridging cultural differences and enabling local care.

The ITI faculty is composed of highly trained members of the ICA. It encompasses a broad range of disciplines: the social and natural sciences, education, theology, philosophy and history. The ITI staff has had practical experience in community development methods and brings a high level of teaching skill to the course. The global interrelatedness of our time is made evident by having a multi-racial faculty.

Fifth Guardian Consult

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Page 16

CONTINENTAL INTERNATIONAL TRAINING INSTITUTE PROPOSAL - 3

In principle, the cost of the ITI is covered by participant fees. In practice, there are many participants who cannot possibly pay their way and need such training urgently, in particular, leadership in the inner city communities. There are leaders in inner cities who are dedicated to reversing the decay of their community but do not have the money to pay for the necessary training. It would be futile to train suburban leaders without at the same time renewing the inner city, for the problems of inner city are migrating out to the suburbs in the form of increased crime rates and drug abuse. Your contribution of \$2,000 would sponsor ten inner city leaders to an ITI. Such an investment represents confidence in an exciting future for the globe as shown through renewal of its local communities.

Fifth Guardian Consult

Team Number 11

Chicago

Institute of Cultural Affairs

Task Title BASIC BROCHURES

Oct. 14, 1973

Think Tank Report Form

Page 1

ACCOMPLISHMENTS AND TASK

The basic brochures accomplished the following during the Guardians Weekend on basic brochures: designed and completed 18 page layout on 5th City brochure, created 18 page format for ICA Annual Report, and developed model for ICA Brochure.

REQUIRED NEXT STEPS

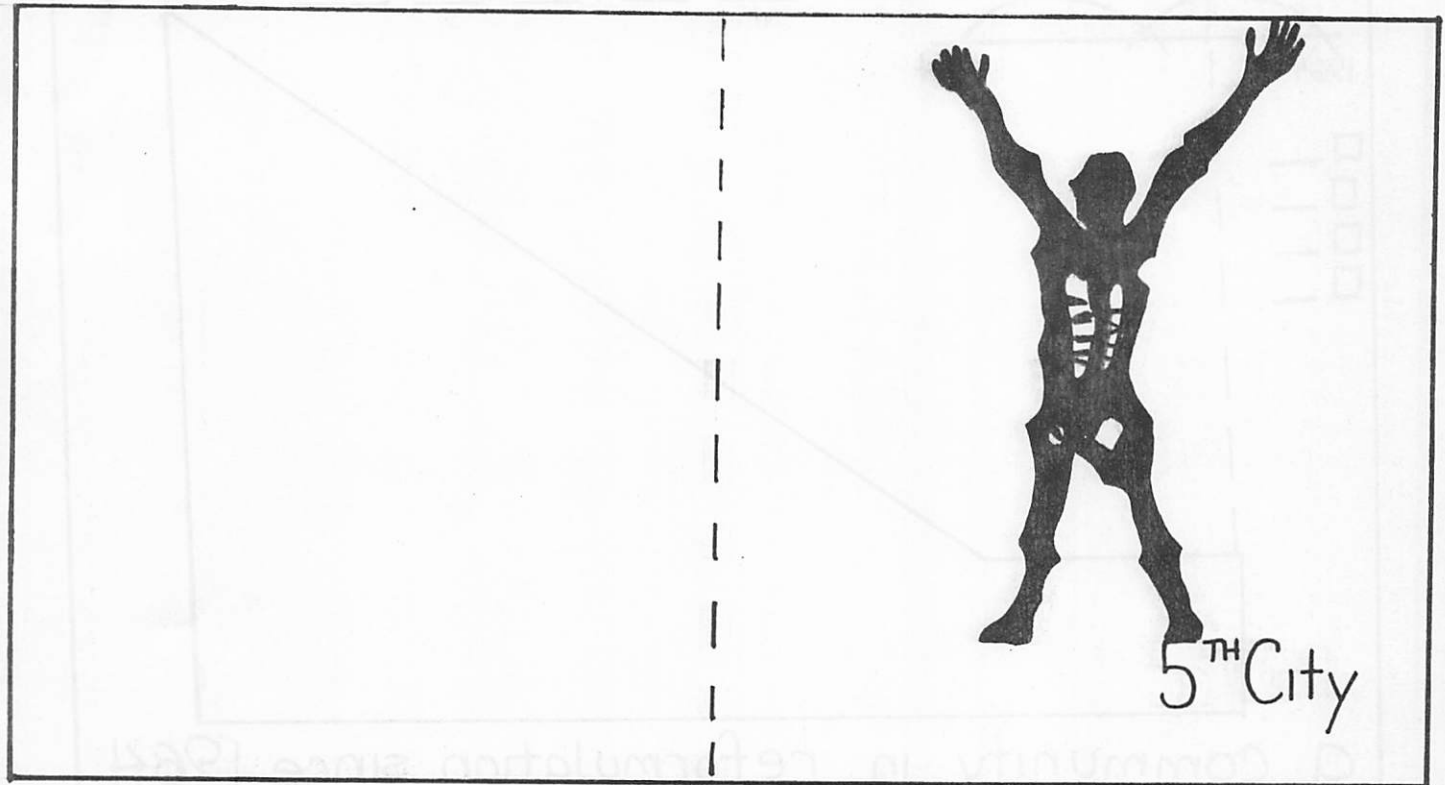
There are 14 steps required to complete the brochures, and those are detailed on pages following.

SPECIFIC PRODUCTS

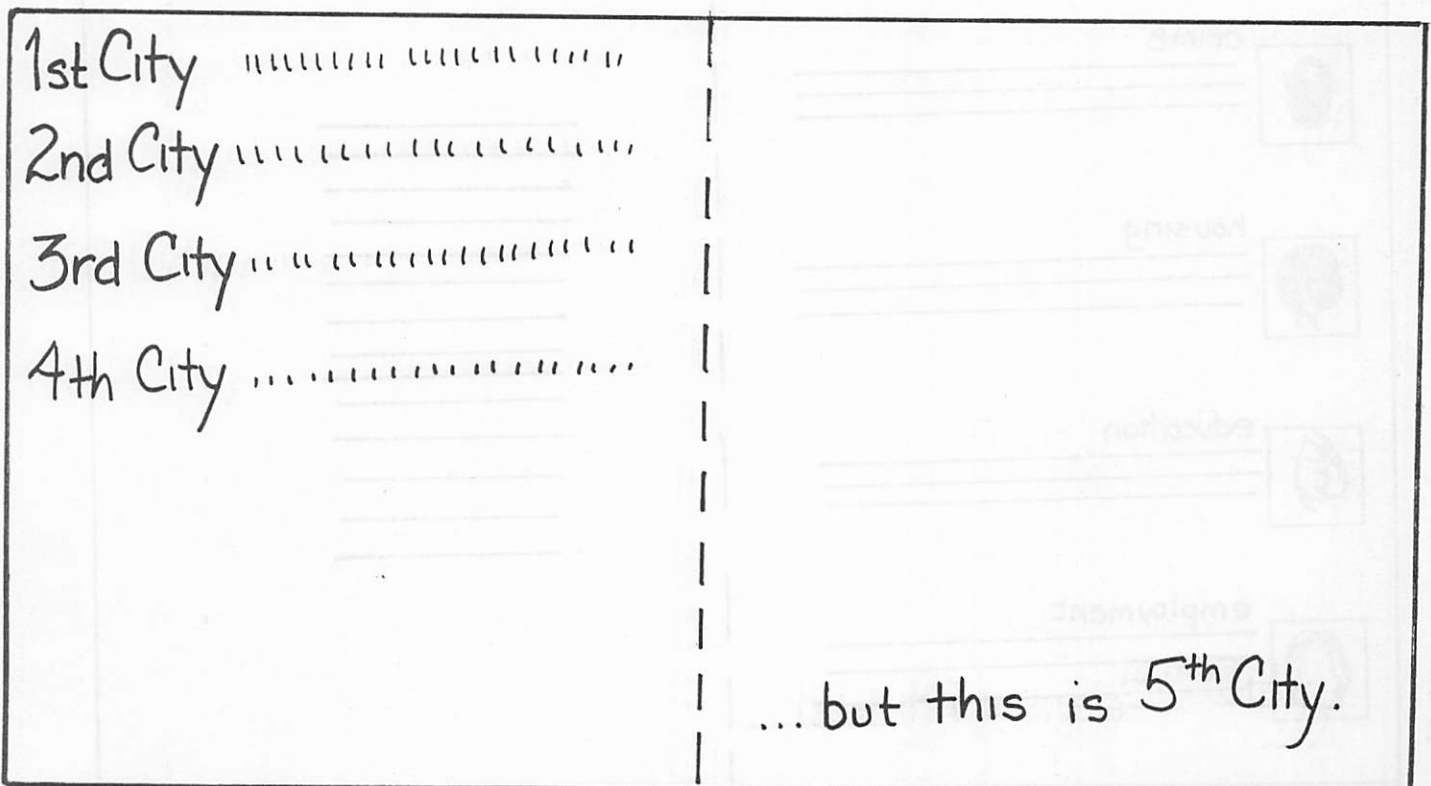
The three products which team 11 produced are attached.

14 STEPS TO COMPLETE BASIC BROCHURES

1. Schedule PSU and Build Model
2. PSU to finish content design assuming International operations, and to write directions for ICA brochure.
3. Outside source for design and copy
4. Complete layout
5. Approval procedures defined
6. Test layout
7. Design envelopes
8. Accumulate photos and statistics
9. Secure details on treasurer's office, ICA officers and sponsors.
10. Check with marketing and production for quantity.
11. Create distribution model
 - a. time period
 - b. quantity
 - c. audience
 - d. method (hand-out and mail)
12. Test proposed brochure in Chicago Metro (revise if necessary)
13. Final production
14. Distribute

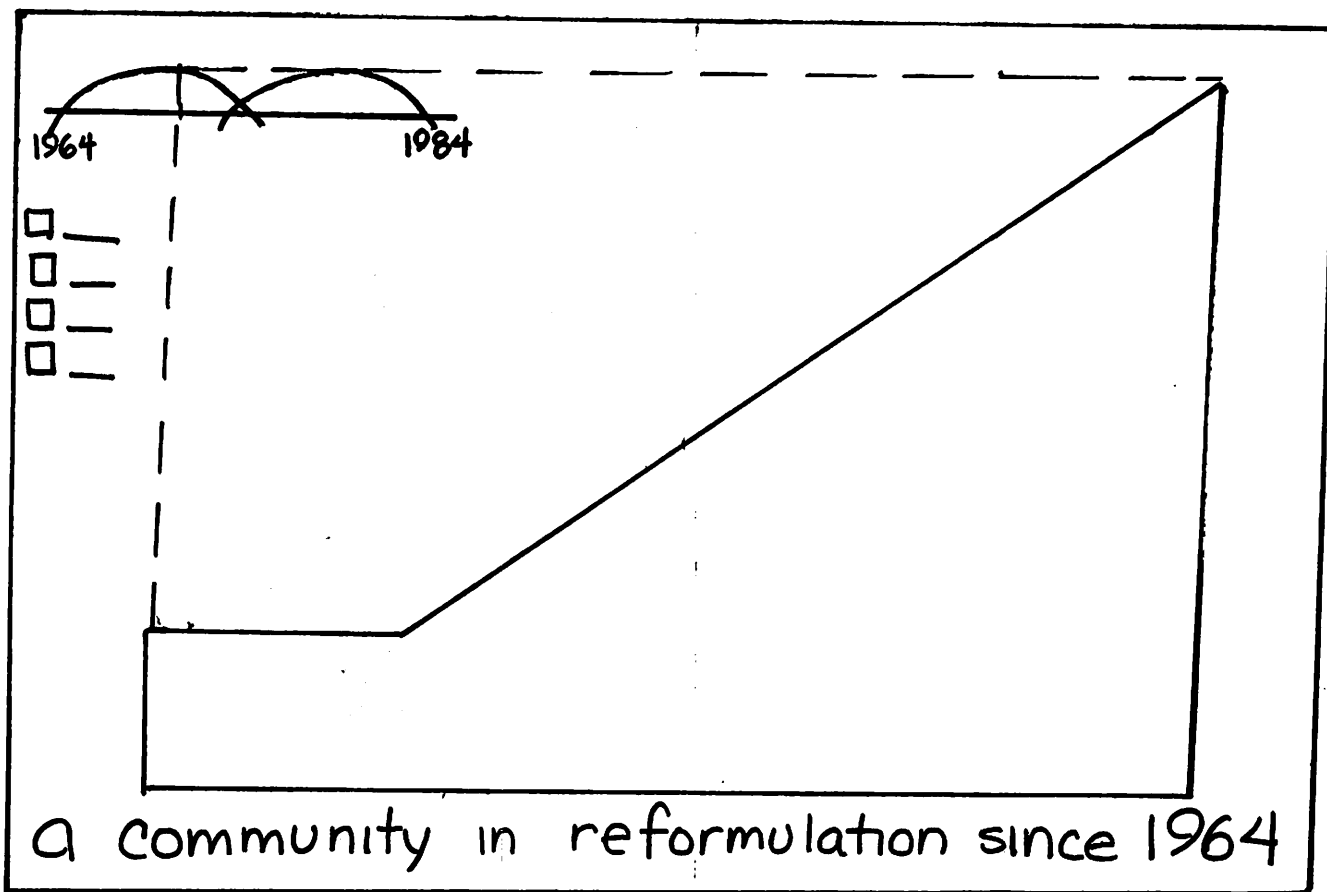


COVER PAGE



inside page

page one



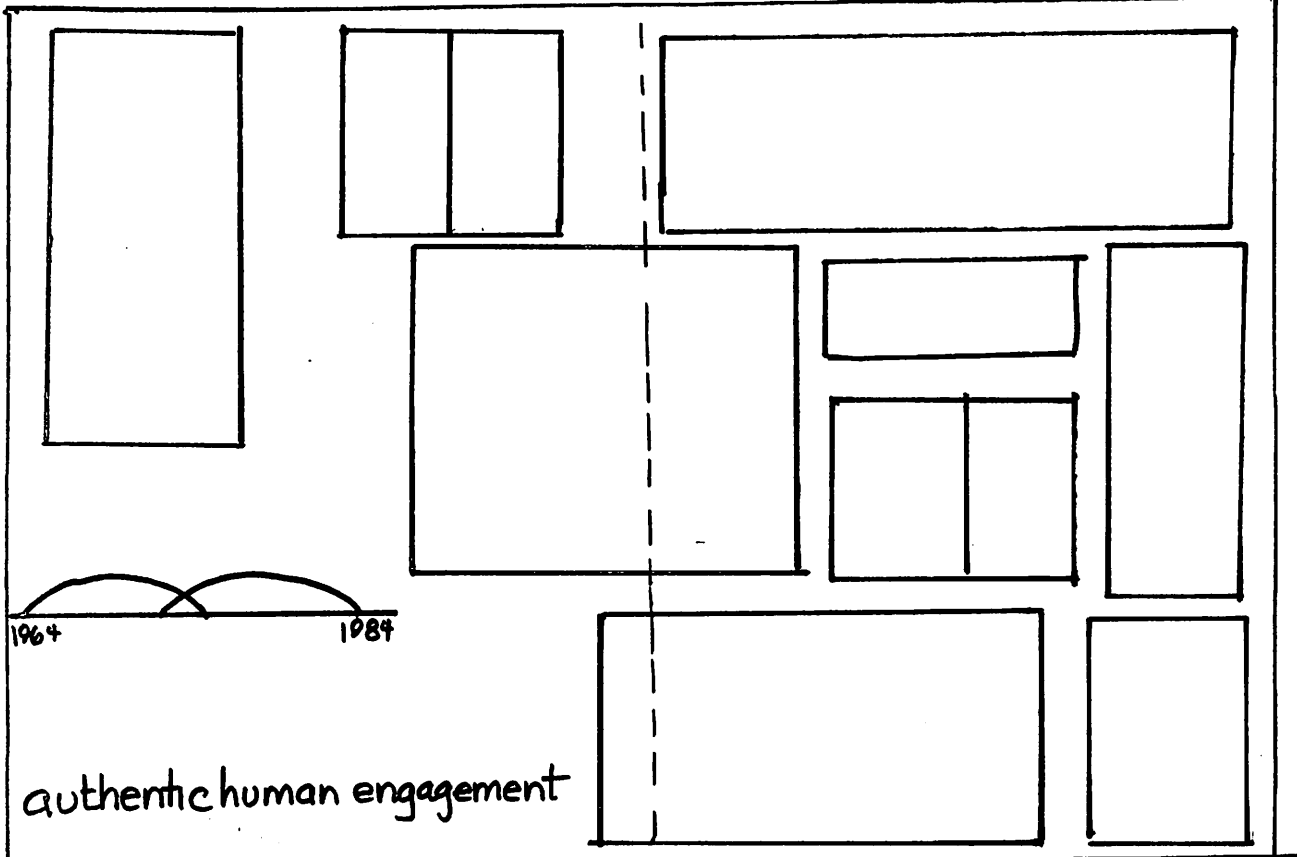
PAGE TWO

PAGE THREE

	<p>crime</p> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
	<p>housing</p> <hr/> <hr/> <hr/>	
	<p>education</p> <hr/> <hr/> <hr/>	
	<p>employment</p> <hr/> <hr/> <hr/>	

PAGE FOUR

PAGE FIVE



PAGE SIX

PAGE SEVEN

economic	education	symbol	style	political
(PICTURE)	(PICTURE)	(PICTURE)	(PICTURE)	(PICTURE)

PAGE EIGHT

PAGE NINE

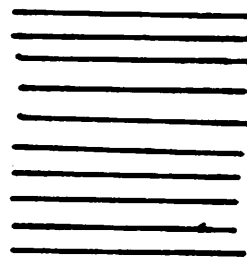
5th City
5th City
5th City
5th City

...but what for?

PAGE TEN

PAGE ELEVEN

(montage ink sketch of global figures)



...for the sake of the globe.

PAGE TWELVE

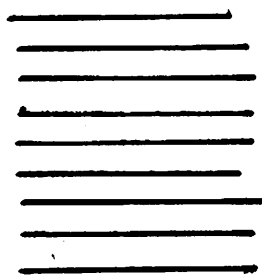
PAGE THIRTEEN

5th City
5th City
5th City
5th City

.... but what now?

PAGE FOURTEEN

PAGE FIFTEEN



... expansion.

PAGE SIXTEEN

PAGE SEVENTEEN

ICA ANNUAL REPORT
(Holding Chart) - Team 11

Clarifying Introduction

ICA STORY

ACCOUNT TO THE WORLD

Staff Recognition

Past Pres Fut. Accom.

Finances Endorsements

Cover (contrast riots
and 5th celebration)
ICA (discrete)

Past

Page 4 & 5 context-
res. & demon. 20 yr.
5th City demon. global
(+ pictures & captions)

Page 11

Intro. to financial statemts.

Page (2) 16-17
LENS teachers
(on site)

Inside Cover
Index and sponsors

Page 12

Statements of:
financial position
income, expenditures
changes in financial position
Notes to financial statements

Page (inside back
cover
ICA contacts
(intern'l
addresses)

First Page
Highlights (pictures)
Symbolic staff ldrshp.
(pictures)

Present

Page 6 & 7
Context - LENS, NSV
Charts (imbalances)

Page 13

Opinion of independent accnts.
Summary of investments

Curriculum
Schedule

Second Page
Context - JWM
(with pictures)
"successful launch"

JWM
circle
houses

Endorsements

Third Page
Kemper bldg.
(inside pictures)

Summer research
Attendance
& Subject Matter

Page 14

contribution to funding needs
support of LENS course recrt.
contrast before/after LENS
witnesses
recommendations to ICA
objectives
industrial involvement recog.

Page 15

4 letters (Ben Ball)

Future

Page 8 & 9
Guild establ., redup.
5th City model (places)
20-yr. time/line

Accomplishments

Page 10
Course description
Courses taught this yr/
next yr.

Chicago

Oct. 14, 1973
Page 8

Team Number 11

Task Title BASIC BROCHURES

Think Tank Report

Fifth Guardian Consult

Institute of Cultural Affairs

ICA BROCHURE

EO

Excite and motivate reader to participate through recruitment, funding and endorsement.

EO

Define ICA

CONTENT IDEAS FOR PARAGRAPHS AND IMAGES

FUTURE	HISTORY	STRATEGIES	CALL TO ACTION
New World	Fifth City	Guild Dynamic	Money
Problems of old world	20 Years	LENS	LENS
Primal Community	Uptown 5	Replication	Signature/Stamp
Total Participation	Statistical Info.	Curriculum/Program	
Creativity		Cabaret	
Human Motivity			

Fifth Guardian Consult

Team Number 12

Chicago

Institute of Cultural Affairs

Task Title Institution Permeation

Oct. 14, 1973

Think Tank Report

ACCOMPLISHMENTS AND TASK

The task of Team 12 was to identify the key social institutions which the movement needs to permeate and to organize them through the social processes and build a preliminary strategy for doing this permeation.

REQUIRED NEXT STEPS

After identifying the organizations the team listed the next steps in this arena:

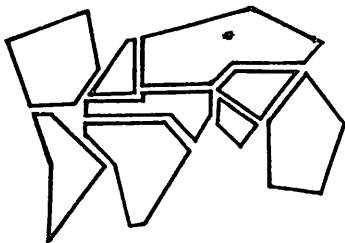
1. To have another group check the comprehensiveness of our work by doing the same procedure emphasizing the initial brainstorm, checking the 28 chosen groups, looking over the selection to 10, particularly the priority screen and the local-global screen.
2. To research immediate contacts in the top 10 institutions chosen.
3. To do this same task on other continents with the guardians there.

SPECIFIC PRODUCTS

Products of the consultation included a list of 121 institutions which were evaluated according to the categories (1) Funding (2) Course Sponsor (3) In-Kind (4) Endorsement (5) Social Sign and (6) Globality. These 121 institutions were ranked by considering: (1) Openness (2) Impact upon Society (3) Social Process (4) Movement Need and (5) Accessibility. From this ranking, the highest 28 were discussed further, and the 10 key institutions were identified. Those institutions were:

World Council of Churches	IBM
Rotary International	AT&T
Congress of U.S.	TIME-LIFE, Inc
League of Women Voters	American Bar Association
Polaroid	U.S. Dept of H.E.W.

A 4-point preliminary strategy for permeating these institutions were produced. A list of key contacts was provided by circulating questionnaires to other participants of the Guardian Consult.



LENS CONTACTS

GUARDIANS

OCTOBER 1973

NAME:

ADDRESS:

PHONE

Home:

Office:

Relative to INSTITUTION PERMEATION Team 12 needs your WISDOM.

Institutions in such categories as major business, government, health, communications, transportation, professional associations, education, service clubs, church, agriculture, and grassroots social change agents have personnel around the globe. Who are the people in, what for you are the most strategic institutions, who could be contacts? What is the route for contact? What is that contact's value to the Institute of Cultural Affairs--money, LENS sponsorship, authorization of _____, in-kind contribution of _____, etc.

NAME/ORGN./POSITION	ADDRESS/PHONE	DATA/ACCESS PERSON	VALUE TO ICA

Fifth Guardian Consult
October 12-14, 1973

Ecumenical Institute
Fall Quarter 1973

PROGRESS REPORT ON IMPLEMENTATION OF
THE FOURTH GUARDIAN CONSULT

Sector One	SECTOR TOTALS		Sector Two	SECTOR TOTALS		Sector Three	SECTOR TOTALS		Sector Four	SECTOR TOTALS	
FISCAL AFFAIRS	Completed	26	ECONOMIC DEVELOPMENT	Completed	39	GLOBAL PROCEDURES	Completed	29	CIVIL RELATIONS	Completed	27
	In Process	30		In Process	64		In Process	17		In Process	8
	Not Started	65		Not Started	55		Not Started	92		Not Started	73
Team A FACILITY PROCUREMENT Key Events <ul style="list-style-type: none">- Real estate grid of Uptown- Incorporated non-profit corporation- Investigated "FHA" re-financing of Lakeside			Team D DEVELOPMENT PRACTICUM Key Events <ul style="list-style-type: none">- Set 4-year global budget- Began network of Regional Development Coordinators- Establish Development events in regions			Team G OVERSEAS SUPPORT Key Events <ul style="list-style-type: none">- Catalogued skills of Order members- Houses have appropriate guest rooms- Developed travel contacts			Team J LEGAL GROUNDING Key Events <ul style="list-style-type: none">- Designed materials showing I.C.A. name- Acquired house as gift- Began exploration of tax deductions for movement expenses		
Team B INVESTMENT DESIGN Key Events <ul style="list-style-type: none">- Fiscal Commission established- Initiated investment plan- Used Kemper story for real estate development			Team E CAPITAL FUNDING Key Events <ul style="list-style-type: none">- Prepared illustrative brochures for Uptown and LENS- Incorporated I.C.A.- Developed 9-paragraph proposal form			Team H INTERNATIONAL DEVELOPMENT Key Events <ul style="list-style-type: none">- Development Practicums overseas- Begun international authorization contacts- Indigenous guardians in training			Team K SECULAR PERMEATION Key Events <ul style="list-style-type: none">- All LENS teams with guardians- Experimentation with LENS cost guidelines- Guardian development pitch at LENS		
Team C FUTURE PROJECTS Key Events <ul style="list-style-type: none">- Developed high quality brochures- PSU on Guardian sojourn/ intern guidelines- Initiated use of Guardian interns for movement tasks			Team F IN-KIND INTENSIFICATION Key Events <ul style="list-style-type: none">- Compiled list of gifts and donors- Created development warboard- In-kind gift acknowledgment model developed			Team I GLOBAL DEPLOYMENT Key Events <ul style="list-style-type: none">- Contacted gov't agencies on visa entry requiremnts- Determined length of stay permitted under various visas- Order person employed by Canadian Consulate			Team L CONSULTANT NETWORK Key Events <ul style="list-style-type: none">- Guardian questionnaire prepared- Designed computerized guardian data bank- Assumption of LENS recruitment by guardians		

NOW HEAR THIS!

NOTICES AND ANNOUNCEMENTS

1. The Guild Pin This is the year of the Guild. It is the time of resurgence: of total global concern, of meaningful personal integrity and of significant human fulfillment. Hence, it is the time of building the forms of the Guild. This year, we appropriate the Turn Symbol as the garb of the Guildsman, much as the Cross is the garb for the Religious. The Turn Symbol superimposes the wedgeblade--the symbol of the People of God in history--on the Globe, marking a division between the Pro-establishment and the Dis-establishment of society. Between the two stand the structural revolutionary--the Trans-establishment--standing in both camps simultaneously, we symbolize our covenant to be this Trans-establishment corporate body of creators of the New Society.
2. Guardian Commissions This last quarter the Fiscal Commission of 15 guardians met four times to deal with the investment of funds. This next quarter a legal commission and an insurance commission will be called together. These are informal groups moving toward a more permanent organizing and creative use of the guardians' experience, wisdom, and dedication.
3. Automobiles Needed A list of crucial in-kind needs is being handed out. Help in this area is important. Special attention ought to be given to automobiles. Here at Centrum we need eight cars of any kind immediately. Large station wagons would be particularly helpful. In addition, every one of the fifty Religious Houses in North America needs at least one car. When you buy a used car think of us. Approach your friends or your firms. There is a tax write-off! We can pick them up on our teaching trips.
4. Kemper Renovation Construction work on the renovation of the Kemper facilities was initiated early in May, 1973. At this time the plumbing construction, the corridor fire doors and enclosures and miscellaneous code improvements are completed to city standards. The electrical construction is in progress. We are currently working to obtain the interior walls for the housing and program modules. Mr. B. F. Hauserman of E. F. Hauserman Co, is personally introducing us to five steel companies in the Cleveland area to obtain in-kind gifts of steel or cash contributions for the completion of the renovation by the first of January, 1974 within the budget of \$200,000.

TEACHING
PREPARA-
TION

Attending a course. The first step is to take the course. The schedule for this quarter will indicate where and when the courses are available to you.

Home Preparation. The second step is work you can do as individuals. The men should start working on the economic lecture and the women on the political lecture. Both should then master the Think Tank manual. Chart it until you grasp and can remember the flow of each session. You can be on a teaching team if you do these two things.

Lens Pedagogy Seminars. The third step is attending a teaching demonstration and training session. This quarter two seminars will be held at Centrum in Chicago.

P.O. a course. This is the last step. As a participant observer you may play a small teaching role. The major intent should be to get on top of every detail relative to the orchestration of the course.

PEDAGOGY
COURSES

The two pedagogy seminars to be held at Centrum in Chicago are on weekends 5 and 7 which are November 9-11 and November 23-25.

They will begin on Friday evening at 7:00 p.m. and go through Sunday noon.

TEACHING
AVAILA-
BILITY

It would be helpful to know when you could be available for teaching during the coming year. For many this will be tentative. The data will, however, help to create an initial picture of teacher availability.

I can be available for teaching in North America on _____ weekends in January-February and/or April-May. (Circle the month.)

I can be available for a teaching trip of _____ weeks in January-February and/or April-May. (Circle the month.)

CONTINENTAL COURSE SCHEDULE

area	Winnipeg			San Francisco								Houston							Chic			
region	ANCHORAGE	SASKATTON	WINNIPEG	SAN FRANCISCO	SAN JOSE	SACRAMENTO	SEATTLE	LOS ANGELES	PHOENIX	BILLINGS	DENVER	RAPID CITY	AMARILLO	OKLAHOMA CITY	TULSA	HOUSTON	NEW ORLEANS	MEMPHIS	ATLANTA	MIAMI	WICHITA	INCOIN
1 Oct. 8-14				RSI CSI ₂					PED		RSI PED					RSI		PLC				
2 Oct. 15-21	RSI								RSI		RSI CSI	RSI			RSI	RSI	PLC	PLC				RSI
3 Oct. 22-28	PLC	PLC RSI PLC		PLC RSI PED	RSI		RSI RSI		PLC		RSI	ODY					RSI		RSI		PLC	
4 Oct. 29-Nov. 4				RSI				PLC		PLC RSI						RSI RSI	RSI	RSI RSI			RSI	RSI
5 Nov. 5-11		RSI				RSI	PLC RSI				PLC RSI				LENS		RSI RSI	RSI		RSI	PLC RSI	RSI
6 Nov. 12-18	CSI ₂		PLC RSI	RSI				RSI	RSI	RSI RSI				PLC	RSI	RSI RSI CSI CSI ₂		RSI ₂		PLC	RSI RSI	RSI
7 Nov. 19-25		RSI CSI	RSI CSI ₂	RSI RSI ₂ ODY	RSI ODY	ODY		ODY			ODY	LENS		ODY	ODY	ODY	ODY				ODY	RSI
8 Nov. 26-Dec. 2				RSI		RSI RSI		RSI RSI	RSI RSI ₂		CSI ₂	RSI	RSI	RSI	RSI	PLC RSI RSI ₂	RSI		ODY		RSI	RSI RSI ₂ LENS

ago

New York

Montreal

KANSAS CITY	MINNEAPOLIS	ST. LOUIS	PEORIA	MADISON	ROCKFORD	CHAMPAIGN	MILWAUKEE	CHICAGO	INDIANAPOLIS	CINCINNATI	DETROIT	CLEVELAND	PITTSBURGH	ROCHESTER	RICHMOND	WASHINGTON	BALTIMORE	PHILADELPHIA	NEW YORK	GARDEN CITY	NEW HAVEN	MANCHESTER	BOSTON	PORTLAND	TORONTO	OTTAWA	MONTREAL
RSI	RSI RSI	RSI						RSI	PLC		ODV	RSI		RSI	RSI CSIII ₂			PLC	RSI	PLC							
	RSI	PLC	RSI				RSI	RSI				PLC RSI ACC	RSI RSI ACC	RSI		PLC RSI		PLC RSI CSI	RSI	PLC				RSI			
RSI		RSI PLC PED		LENS		RSI		PLC RSI PED	RSI PED	ODV	CSIII ₂	RSI	RSI ODV	RSI	RSI	RSI				PLC			RSI			RSI PED	
	LENS	RSI RSI RSIII ₂		RSI CSIII ₂	ODV	RSI	RSI RSI PED	PLC RSI LCC	RSI LCC	LCC	CSIII ₂		PLC	RSI	PLC		RSI		PLC RSI		PLC		PLC		RSI		
RSI	PLC RSI			ACC	ACC	ACC LCC	ACC LCC	RSI	RSI	RSI	PLC RSI	ODV	RSI	RSI		RSI		LENS	RSI CSI	RSI	RSI RSI	RSI		ODV	ACC		
	RSI PLC		RSI		ODV		PLC RSI CSIII ₂	RSI ODV	PLC RSI	RSI PED			LENS PLC RSI RSI ACC	PLC RSI	RSI RSI RSI RSI ACC			PLC	PLC	PLC			RSI ACC	PLC RSI LCC	PLC RSI	PLC	
	RSI						LENS	LENS	LENS										LENS							RSI RSI	
LENS		RSI ODV		RSI ODV					ODV	TRER	RSI	RSI		ODV	ACC	LCC TRER	LCC	LCC TRER	LCC	LCC	LCC		TRER			RSI ODV	
		RSI			RSI		RSI	RSI	RSI	RSI							RSI	RSI	RSI							ODV	ODV
CSIII ₂	RSI RSI LCC				RSI		RSI	RSI	CSIII ₂			LENS	LENS												ODV	ODV	

GLOBAL MOBILE CENTRUM

Chicago: Development

[illegible]

RELIGIOUS HOUSE ADDRESSES

10/2/73

AREA LONDON

Glasgow

Bristol

Manchester

118 Mandale Rd.

Thornaby on Tees

Teeside

Yorkshire, England

phone: Stockton-on-

Tees 64907

London

80 Westbury Rd.

New Malden

London, England

KT 35 AS

phone: 01-949-4215

AREA PARIS

Paris

4 Rue Roquepine

Paris 6, France

phone: 265-7165

AREA BRUSSELS

149 Ave. Brugmann

1060 Bruxelles

Belgium

phone: 312-455-261

AREA FRANKFORT

American Express Co.

6 Frankfurt am Main

West Germany Steinweg 5

AREA NAIROBI

P. O. Box 27218

Nairobi, Kenya

phone: 60328

60738

AREA BOMBAY

13 Sankli Street

Byculla,

Bombay 8 B. C. India

Phone: 37-37-41

AREA DELHI

C 1/40 Safdar Jang

Development Area

Hauz Khas

New Delhi, India 110016

phone: 311331 (emergency)

AREA MADRAS

Hyderabad

1-2-382 Domalguda

Hyderabad, India

500029

phone: 62194

AREA SINGAPORE

Kuala Lumpur*

Kjell Knutson

20-B Jalan Lingtang

Seremban

Negri Sembelan

Malaysia

phone: 51-302

cable: EIKUL

Singapore*

35 Poole Rd.

Singapore 15,

Singapore

phone: 446-719

Jakarta*

Batjang III/10

Kekajoran Blok D

Jakarta

phone: 73490

AREA HONG KONG

Hong Kong

Shum Oi Church

Woh Chai Street

Shek Kip Mei

Kowloon, Hong Kong

phone: 790986

cable: HKSHUMOI

Kaohsiung

256 Chang Ming Street

Kaohsiung 800

Taiwan

Republic of China

phone: 29-95-61

Manila

1416 Felipe Agoncillo

Ermita

Manila, Philippines

phone: 58-55-68

cable: EIMANILA

Taipei

#52 Hsin Sheng South

Section 3, Taipei

Taiwan

Republic of China 106

Cebu

c/o David Dichupa

Magsaysay Village

La Paz, Iloilo

Republic of the Philippines

phone: 7-33-54

Davao

PO Box 244

Davao City

Republic of the Philippines

phone: 7-33-54

AREA TOKYO

Seoul*

129 Nokbun-Dong

Sudaemoon-Ku

Seoul, Korea

phone: KWOK 38-0430

Fukuoka

12-88 Sakurazaka 3-Chome

Chuo-Ku

Fukuoka-shi (ken)

Japan 810

phone: 092-73-3167

Osaka

9-3 Uenodori 8-Chome

Nada-Ku

Kobe T 657, Japan

phone: 861-0240

cable: EIOSAKOBE, Kobe

Tokyo

Seikokai Shingakuin

12-31 Yaga 1 Chome

Setagaya, Tokyo

158 Japan

phone: (03)702-2798

cable: EINEASIA

10/2/73

AREA TOKYO (cont.)

Sendai
Moriai Aza
Shimuzu 2-7
Fukushima-shi 960
Japan
phone: (0245)-(34)-7137
cable: EISENFUKUSHIMA

AREA SYDNEY

Perth
56 Walcott
Mt. Lawley, Perth
W. Australia 6050 Aust.
phone: 67-2573

Darwin*
Box 2764
Darwin NT
Australia

Adelaide
67 Molesworth
North Adelaide
South Australia
5006 Australia
phone: 67-2573

Melbourne
50-52 Albion St.
South Yarra
Victoria 3141 Aust.
phone: 267-2871

Sydney
Box 211
Paddington NWS 2021
Australia
phone: 31-4067
cable: EISYD

Brisbane
113 Vulture St.
P.O. Box 17, West End
Brisbane
Queensland 4101
Australia

AREA SUVA

Majuro
Box 341
Majuro, Marshall Is.
Trust Territory 96960

Apia
c/o Methodist High School
P.O. Box 1146
Apia, Western Samoa

AREA SAN FRANCISCO

San Francisco
242 10th Ave.
San Francisco, Cal. 94118
415/752-5380

San Jose
102 S. 14th St.
San Jose, Cal. 95112
408/295-0060

Sacramento
2615 P Street
Sacramento. Cal. 95816
916/451-1194 & 455-1879

Seattle
2706 Harvard Ave. E.
Seattle, Wash. 98102
206/322-2425

Los Angeles
2436 28th St.
Santa Monica, Cal. 90405
213/396-7425 & 870-6197

Phoenix
2206 W. Monroe
Phoenix, Az. 85009
602/255-7522

Billings
1240 N. 30th St.
Billings, Mt. 59101
406/252-3072

Denver
1741 Gaylord
Denver, Co. 80206
303/399-5222 & 399-0205

Rapid City
621 East Boulevard N.
Rapid City, S.D. 57701
605/343-5611

AREA WINNIPEG

Anchorage
Star Route A Box 81C
Anchorage, Ak. 99507
907/344-0574

Saskatoon
348 2nd Avenue S.
Saskatoon, Sask.
Canada S7K 1L1
306/653-3663

Winnipeg
40 East Gate
Winnipeg, Manitoba
Canada R3C 2C1
204/775-6752 & 722-3254

AREA HOUSTON

Amarillo
508 S. Buchanan
Amarillo, Tx. 79101
806/372-2226

Oklahoma City
1415 N. Hudson Ave.
Oklahoma City, Ok. 73103
405/236-5529

Tulsa
116 E. 16th St.
Tulsa, Ok. 74119
918/585-1300 & 582-1415

Houston
1234 Neyland Ave.
Houston, Tx. 77022
713/697-4738

New Orleans
1925 Milan
New Orleans, La. 70115
504/895-2810

Memphis
3228 Highland Park Pl.
Memphis, Tn. 38111
901/323-1578 & 324-2987

Atlanta
226 E. Lake Drive SE
Atlanta, Ga. 30317
404/377-0669

10/2/73

AREA HOUSTON (cont.)

Miami
2010 N. Bayshore Drive
Miami, Fl 33137
305/573-7594

AREA CHICAGO

Wichita
1604 Fairmount
Wichita Ks 67214
316/682-7587

Lincoln
2128 B Street
Lincoln, Nb 68502
402/477-2007

Kansas City
3623 Locust
Kansas City, Mo 64109
816/931-6765

Minneapolis
2302 Blaisdell
Minneapolis, Mn 55404
612/871-7244

St. Louis
1840 Hogan
St. Louis, Mo 63106
314/241-6915

Peoria
1107 N. University Ave.
Peoria, Il 61606
309/676-6444

Madison
1944 E. Washington
Madison, Wi 53704
608/249-7364

Rockford
2430 S. Main St.
Rockford, Il 61102
815/963-7175

Champaign
1607 N. McKinley
Champaign, Il 61820
217/356-2700

Milwaukee
819 N. Marshall
Milwaukee, Wi 53202
414/271-1168

Chicago
410 S. Trumbull
Chicago, Il 60624
312/722-3444

Indianapolis
3148 N. Pennsylvania
Indianapolis, In 46205
317/925-9297

Cincinnati
501 Garrard
Covington, Ky 41011
606/291-4894

Detroit
60 Avalon
Highland Park, Mi 48203
313/866-3443

Cleveland
1626 Magnolia Drive
Cleveland, Oh 44106
216/421-8545

AREA NEW YORK
Pittsburgh
3442 Perryville Ave.
Pittsburgh, Pa 15214
412/231-8131

Rochester
53 Lakeview Pk.
Rochester, NY 14613
716/647-1656

Richmond
2205 Monument Ave.
Richmond, Va 23220
804/353-3163

Washington
150 Rhode Island Ave. NE
Washington, D.C 20002
202/832-0007

Baltimore
106 E. West St.
Baltimore, Md 21230
301/385-0316

Philadelphia
3725 Chestnut St.
Philadelphia, Pa. 19104
215/382-0421

New York
49 Claremont
New York, NY 10027
212/666-8330

Garden City
741 Remsens Lane R.R.1
Oyster Bay, NY 11771
516/922-1726

New Haven
230 W. Hazel
New Haven, Ct 06511
203/624-5998

Manchester
70 Kelley St.
Manchester, NH 03102
603/668-0010

Boston
27 Dartmouth
Boston, Ma 02116
617/262-7890

Portland
105 North St.
Portland Me. 04101
207/772-7720

AREA MONTREAL
Toronto
275 Broadview
Toronto, Ontario
Canada
416/461-0769 & 0760

Ottawa
447 Daly
Ottawa Ontario
Canada
613/745-6068

Montreal
938 Rue St. Maurice
Montreal, Quebec
Canada
514/878-9441

AREA CARACAS
United Christian Church
Apartado 60320
Caracas 106
Venezuela
phone:91-2569

FIFTH GUARDIAN CONSULT
OCTOBER 12-14, 1973

ECUMENICAL INSTITUTE
QUARTER II, 1973

IN-KIND REPORT TO GUARDIANS

CONTEXT

The business community has demonstrated over the past year that it will provide free of charge the food, paper products, building materials, and operating services and supplies that are needed for the movement to continue its work. All that is required is our decision to tap the multitude of resources available to us. The contacts and wisdom of the guardians have been and will continue to be vital to developing our network of regular and occasional donors. There is no reason why six months from now our food budget should not be cut at least 50%, our paper budget by 90%, and our building supplies budget by 100%

RECENT
SIGNAL
GIFTS

QUANTITY	DONOR AND ITEM	VALUE
120 lbs daily	Augusta Bakery - Bread and Pastries	\$50/day
140 lbs daily	A.R.A. - Hamburgers, Hot Dogs, Sandwiches, Pastries, etc.	\$75/day
103 cases	Quaker Natural Cereal	\$1500
Truckload	General Mills - Cereals & Mixes	\$2000
500 lbs monthly	Lawrence Fisheries - Chicken Giblets	\$175/month
6000	Green Giant - Salisbury Steaks	\$3000
400 cases	John Sexton Co. - Bean Soup Chili Con Carne	\$4200
One Section	General Felt Co. - Red Carpet 90' x 12' For Worship Hall	\$500
500	U.S. Navy Mattresses	\$2500
2	Schilke Music Co. - Trumpets	
1	Schilke Music Co. - Trombone	\$1000
Infinite	Sunray Lighting Co. - Fluorescent Tubes	(as needed)
600	Ellingsworth Mfg. Co. - Duotang Folders	\$900

bcc: Mr. David Zhart
Ecumenical Institute
Chicago, Illinois

SAMPLE OF GUARDIANS'
TACTICAL IN-KIND ACTION

TAPPAN ENVIRONMENTAL PRODUCTS GROUP

206 WOODFORD AVENUE, CUYRIA, OHIO 44035 / (216) 323-5751

D. W. SCHREMPF
President

July 9, 1973

Mr. Donald E. Noble
President
Rubbermaid Incorporated
1255 East Bowman Street
Wooster, Ohio 44691

Dear Mr. Noble:

I recently received a call from one of my favorite charities -- the Ecumenical Institute. The Kemper Insurance Company, which has moved to new quarters North of Chicago, has recently given them a very large office building in Chicago because of their respect for the Institute's work. The Institute has undertaken a substantial urban renewal project in the city of Chicago on a self-funding, self-help basis. They have drawn almost entirely on indigenous leadership to put their projects together and get them done. I've been particularly impressed with them because they represent an effort to get people to deal with their own lives, rather than teaching them to wait for someone to do something for them.

At the present time, the Institute is working with a number of major companies across the country to obtain gifts or reduced prices on the types of equipment they need to create an International headquarters and training center within the new building. This involves bringing the building up to code as well as expanding certain of its facilities.

Their particular concern, when they called me, was the need to develop a capability for large conferences throughout the year, through which they train people in the projects in Chicago as well as run a number of training courses for both churches and secular organizations in the development of effective plans for the future. The Air Conditioning Division has utilized a number of their workshop and planning techniques quite successfully over the past couple of years.

They indicated that they had been looking through a number of catalogs, and it appeared to them that Rubbermaid had some products that would be of value to them in their development program. They mentioned

that they had found out that you are on the Tappan Board and asked if I knew you and would introduce you to them. I told them I had no idea what Rubbermaid's product line included or what its charitable policies were. I did tell them that I would write you indicating that I had worked with the Institute and have a high regard for its efforts. I imagine that they will be calling you sometime in the near future.

If your policies permit gifts or "at cost" sales, I'm sure that the Institute would make very effective use of your products.

Thanks in advance for your consideration.

Sincerely,

FIFTH GUARDIAN CONSULT
OCTOBER 12-14, 1973

IN-KIND REQUIREMENTS

ECUMENICAL INSTITUTE
QUARTER II, 1973

ITEM	QUANTITY	USE	NAME - if you could help
16-ft. covered truck	2	P/U Print shop and Centrum supplies and I.K. gifts	
Walk-in refrigerator	1	Kemper kitchen	
Walk-in freezer	1	Kemper kitchen	
Televisions	6	Student House	
Record players (Portable)	10	Emerging Generation	
Station wagons	60	1 per house 8 for Centrum	
20-lb. duplicator (8 1/2 X 11)	100,000 lbs.	Centrum print shop	
17-in. roll offset paper	80,000 lbs.	Centrum print shop	

FIFTH GUARDIAN CONSULT
OCTOBER 12-14, 1973

IN-KIND REQUIREMENTS

ECUMENICAL INSTITUTE
QUARTER II, 1973

ITEM	QUANTITY	USE	NAME AND ADDRESS-if you could help
Industrial Floor Polisher	2	Kemper Maintenance	
Industrial Dish Washer	2	Academy, Kemper Kitchens	
Summer Camp Site	1	Emerging Generation	
200 Acre Farm	1	Student House Summer Program Centrum Food Supply	
Milk	80 gal/wk	Emerging Generation, Student House, Centrum	
Wine	24 gal/wk	House Church, etc.	
Eggs	150 doz/wk	Centrum	
Chalkboards (8' x 5')	12	Centrum, Academy, Student House	

FIFTH GUARDIAN CONSULT
OCTOBER 12-14, 1973

IN-KIND REQUIREMENTS

ECUMENICAL INSTITUTE
QUARTER II, 1973

ITEM	QUANTITY	USE	NAME AND ADDRESS-if you could help
90 minute cassette tapes	10,000	Centrum, Academy Training, Archive	
Industrial Vacuum Cleaners	10	Kemper Maintenance	
16 mm Movie Projector	10	Centrum, Academy, Student House, Emerging Generation	
Movie Screen	10	Centrum, Academy, Student House, Emerging Generation	
Hide-a-Beds	150	Kemper Bedrooms	
Trash Compactor	1	Kemper Maintenance	
Rhythm Band Instruments	10 Sets	Emerging Generation	
Bar Bells	4 Sets	Student House	

FIFTH GUARDIAN CONSULT
OCTOBER 12-14, 1973

IN-KIND REQUIREMENTS

ECUMENICAL INSTITUTE
QUARTER II, 1973

ITEM	QUANTITY	USE	NAME AND ADDRESS-if you could help
Canned Food	40 cases/wk	Centrum & Religious House Kitchens	
Meat, fresh, frozen, canned		Centrum & Religious House Kitchens	
Collators (20-30 Sheet)	2	Centrum Print Shop	
Carpet (good quality)	25,000 sq. ft.	Carpeted Guest Areas of Centrum	
Paint (Latex)	500 gal.	Kemper	
Lounge Furniture	6 Lounges	Academy, Student House, Centrum	
Items Not Listed Above			

Fifth Guardians Consult
October 12-14, 1973

THE ECUMENICAL INSTITUTE
Statement of Assets and Liabilities
September 30, 1973

Ecumenical Institute
Quarter II, 1973

ASSETS

Current Assets

Cash	\$ 80,935
Securities	153,004
Receivables	79,702
Inventories	8,977
Prepays	9,748

Total Current Assets \$ 332,366

Property, Building Improvements, & Equipments 1,161,892

TOTAL ASSETS 1,494,258

LIABILITIES & FUND BALANCE

Current Liabilities

Current Portion of Long Term Debt	\$ 54,719
Notes & Loans Payable	15,689
Accounts Payable	293,619
Accrued Expense	124,753

Total Current Liabilities \$ 488,780

Long Term Debt

Non-interest Bearing Note to Order	182,107
Mortgage Notes	304,802
Installment Notes	3,226

Total Long Term Debt 490,135

TOTAL LIABILITIES 978,915

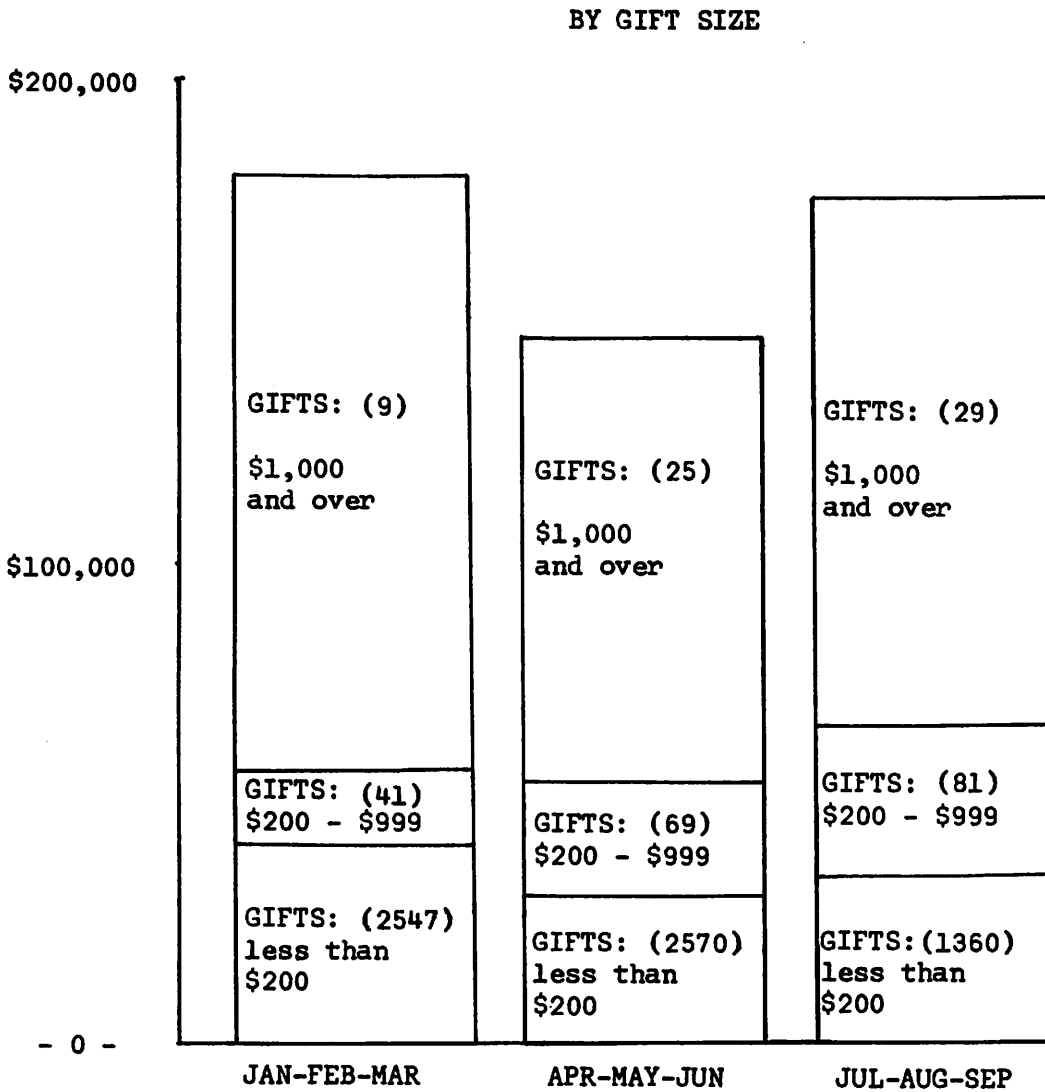
Fund Balance

Balance at Beginning of Year 1973 \$ 627,017

Operating Balance from 12-31-72
to 9-30-73 (111,674) \$ 515,343

TOTAL LIABILITIES & FUND BALANCE 1,494,258

CONTRIBUTED INCOME ANALYSIS



JANUARY - SEPTEMBER 1973 TOTALS	
GIFTS: \$1,000 and over	\$323,000
GIFTS: \$200 to \$999	\$ 74,000
GIFTS: less than \$200	\$106,000
TOTAL	\$503,000

THE INSTITUTE OF CULTURAL AFFAIRS

QUARTER II, 1973-1974

THE \$500,000 FUND

	PLEDGED	RECEIVED	OUTSTANDING
ORDER STIPENDS	\$ 100,000.00	\$ 122,347.00	- 0 -
ORDER FAMILIES	\$ 100,000.00	\$ 67,476.83	\$ 32,523.17
PATRONS	\$ 100,000.00	\$ 26,839.00	\$ 73,161.00
GUARDIANS	\$ 100,000.00	\$ 73,985.00	\$ 26,015.00
RESEARCH ASSEMBLY	\$ 100,000.00	\$ 30,971.00	\$ 69,029.00
TOTALS	\$ 500,000.00	\$ 321,618.83	\$ 178,381.17

1. Gather at table and sit down.
2. Leader stands and briefly welcomes the participants.
-- It's good to see you. I'm Don Moffett from Chicago. I have found that I look forward to these week-ends we spend as what we have called the Movement Guardians. This is the 5th time we've gathered - and those who are familiar with these times we spend together twice a year know we work hard, have a good time - and of course we sing a lot! We are going to use our meals for conversation, presentations and reports on things we all want to know about. You'll find in your packet an overall time design. We'll go through the whole thing later on in the meal.
3. Turn to page 25. Song: WHEN YOU ARE AWARE
page 49 Song: I'LL BE SEEING YOU
4. Secular Spin.
When I consider the different ways we could all be spending this week-end: home, football games, work, etc., I'm literally amazed at the willingness of people these days to put aside everything when they see a task worthy and needful of their time. I'd suggest we eat this meal in celebration of this group and others like it that are dealing seriously with the issues of our times.
5. Let us feast. Entertainment.
6. At this point in our meal we're going to be having presentations of things that are of special interest to us all. Joe Mathews will be talking to us this evening.
7. JWM address.
8. LEADER: Take a few minutes to walk through the contents of the packet -lay out rest of evening. Maureen is going to tell us about our think tanks this weekend.
9. Announcements:
You will have a hostell in your sector. If you need anything, be sure to ask her. (Make sure if names are omitted on assignments that they see Arlin Raedeke at the front table immediately at the break.)
10. Dismiss by saying: Well, let's break now and be in our sectors in 30 minutes.

1. Gather at the table and sit down.

2. Leader stands and briefly brings group together.

"Our wake-up structures worked this time!"

"It's hard to go to bed when you're having a good time."

3. SONGS:

One from our common memory as the Movement:

Page 8 - The Vision

Page 31- I Am The One

4. SECULAR SPIN

All of us participate in some way in the Economic Community at large. Social analysis and Social Process 's have shown us the imbalance of our time right there where so many of us expend ourselves. I've come to appreciate the economic dynamic in a new way on the other side of that awareness. I'd like us to eat this meal in gratitude for all that has been given to the world by this economic community.

5. LET US FEAST. Entertainment.

6. JOURNEY TO IXTLAN - CONVERSATION

I'd like to read a little bit from The Journey to Ixtlan.

Reading: pages 107-110 (A wierd world)

TRANSITION:

PARAGRAPH NO. 4 - Boundaries of Being

a. In this day of scanned reading, I miss lines. I was confronted by the word _____. What were some words that grabbed you?

b. How would you recognize this guy? If you saw such a man on the street what would he be doing or thinking about?

c. (Point out words Hunter Warrior). What words would you substitute for Hunter Warrior?

d. When did you last see a man who speaks with the authority of his own being?

e. When was the last time you spoke with authority of your whole being?

GET OFF STAGE with:

Well, we can leave that one for you to answer on some occasion.

(Sat. Morning Meal Construct cont.)

7. SONG

A NEW DAY (Inside back of book)

8. Today we want to get on top of the whole arena of LENS - and of course we have many issues we're dealing with in our Teams relative to LENS.
9. Introduce speaker.
10. Leader: Let's hear a couple of words about last night.
11. Announcements.
12. Let's break now and meet in our teams at _____.
(Approximately 30 minutes.)

1. Gather at the table and sit down.
2. Leader stands and gives brief introduction to the meal.
3. SONGS:

Page 33 - Dawns the World (with Guardian's Quartet)
Page 53 - Some Enchanted Evening

4. SECULAR SPIN

The week's events have probably stunned you as much as they have me. It's been easy as an American to feel smug as other governments around the world crumble. No one who is a citizen of the U.S. can even afford that luxury - if indeed we ever could. But I've found myself thinking about the whole category of founding fathers - not just of this nation but of every nation. Let's eat this meal as a salute to all the men of the world who have had a vision of greatness for their nation.

5. LET US FEAST.

6. HUNTER/WARRIOR CONVERSATION

READING: Pages 268-269

TRANSITION:

PARAGRAPH: # 2 Walks With Own Death

- a. Where was a spot in that paragraph that seemed to speak off the page to you?
- b. How would you know you had encountered a man such as the one this paragraph talks about? What would he be doing?
- c. What words come to you that would take the place of Hunter/Warrior?

OFFSTAGE COMMENT:

There seems to be familiarity with the man who walks with his own death.

7. Song: Page 45 - Moon River

8. Perhaps one of the most exciting things we're involved in these days is LENS. We want to talk about the teaching of LENS now.

9. Introduce speaker.

10. Leader calls for reports.

11. Announcements

12. Let's break and meet at _____. (Approx. 30 minutes)

1. Gather at table and sit down.

2. Leader stands and introduces singing with:
How is the work going?
What songs are you singing?

3. SONGS

page 51 - AH, SWEET MYSTERY OF LIFE

page 41 - TILL THERE WAS YOU

4. SECULAR SPIN

This week I discovered that within all that has happened is much more than political issues. It has made me realize that the story I have had to tell myself about being a citizen of this country, has to be thought through all over again. And that's true for everyone, wherever they live - the stories, as we say in LENS, finally tell us who we are. So let us eat this meal in anticipation of the new story for the new man.

5. Let us feast.

6. Hunter/Warrior Conversation

READING - page 167-168

PARAGRAPH #6

CONVERSATION: Choose the questions used in either of the two previous conversations.

7. SONG: Page 34: IN THE WORLD OF SPIRIT

8. Introduce speaker - "What happened this summer" - Jim Wiegel

9. Leader calls for reports.

10. Announcements.

11. We'll break now and return at _____.

SUNDAY MORNING MEAL CONSTRUCT

1. Gather at the table and sit down.
2. Leader stands and calls the group together.

Singing has been great this weekend. I've never thought of myself as a singer--but I've had a great time being a singer--couldn't have imagined myself ever leading singing. Takes nothing more than passion to sing.

3. SONGS Page 43 I Could Have Danced All Night
Page 35 At The Center

4. SECULAR SPIN I got up very early this morning and the air outside was crisp and cool--and I could tell that this was going to be a great day. I've always thought the fall was the best time of the year in Chicago. But then, when I think about it--I seem to welcome winter and summer, and spring the same way. Let us eat this meal in celebration of the change that is a part of all of life--and of the wonder of that change.

5. LET US FEAST

6. JOURNEY TO IXTLAN REFLECTION Every now and then it seems the very thing you're looking for comes along. That's the way I feel about Journey to Ixtlan and the Hunter Warrior.

We've printed just enough of our "gift" items for this weekend. We wanted to get some of your reflections on it. Do you think it's the kind of thing you'd like to give to someone? Who would you give it to? Well, maybe we ought to have them made. (Maybe say the cost of them and ask them what we should charge for them.) I've been listening to the responses in the conversations all weekend. I sensed we could just sit here and talk about those paragraphs for a long time. Why is that? What is the fascination of this man. If you can, recall the conversations. What goes on in them? How do you remember feeling in them? What do the questions do? Where do they take you? Now--say again--What is it about these paragraphs that intrigues you?

Well, is you're right--maybe we have hold of something more important than we know.

7. SONG Page 28 Amazing World
8. INTRODUCE SPEAKER -- Development Centrum Reports
9. ANNOUNCEMENTS
10. Say a word about the rest of the morning.
We'll break and return at _____ for our plenary.

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Martin J. Roberts Detroit Flint	4605 Jefferson Midland, Mich. 48640 517-835-4326	4605 Jefferson Midland, Mich. 48640 517-835-4326	Retired from Dow Chemical Adm.
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[illegible]

Recommended Reading

As another dimension of the turn to the world, Centrum has begun compiling a list of periodicals which need to be scanned regularly to keep abreast of current trends and crucial events in the secular world. Since the expense of subscribing to all of these periodicals as individuals is prohibitive, Centrum has established a rack in its offices for these periodicals and is looking for colleagues who are willing to purchase two subscriptions, keeping one for personal use and making the other available for Centrum use. The following is a list of some of these periodicals:

- The CENTER MAGAZINE
FOREIGN AFFAIRS QUARTERLY
ATLAS
- The INTELLECTUAL DIGEST
FORTUNE
BUSINESS WEEK
- SOCIETY (TRANSACTION
SCIENTIFIC AMERICAN
- The COMMON CAUSE REPORT
The FAR EAST ECONOMIC REVIEW
The NEW MIDDLE EAST
The CURRENT AFFAIRS BULLETIN
The AMERICAN SCHOLAR
THEOLOGY TODAY
The HARVARD BUSINESS REVIEW
The HARVARD EDUCATIONAL REVIEW

The turn to the world has opened up new vistas to the movement. This necessitates a new effort at grasping the key trends and qualities of 20th century society. The following books have proved helpful in this task.

Aristotle, Politics.

Boulding, K., The Meaning of the Twentieth Century, Harper and Row.

Boulding, K., A Primer on Social Dynamics, Free Press.

Bronowski, J., The Common Sense of Science, Harvard Press.

Campbell, J., Hero With a Thousand Faces, Prentice-Hall

Castaneda, Carlos, Journey to Ixtlan, The Lessons of Don Juan, Simon and Schuster.

Chardin, Teilhard de, Build the Earth, Harper and Row.

Clawson, M., Natural Resources and International Development, Johns Hopkins.

Cleveland, Harlan, The Future Executive.

Deutsch, K. W., The Nerves of Government, Macmillan.

Eliade, M., Myth and Reality, Harper and Row.

Fabun, D., Dynamics of Change, Prentice-Hall.

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Greenfield, Irving A., The Ancient of Days

Heilbrunner, R., The Worldly Philosophers, Prentice-Hall.

Kuhn, T., The Structure of Scientific Revolutions, University of Chicago Press.

Langer, S., Philosophy in a New Key, Mentor.

Lipton, Robert Jay, "The Struggle for Cultural Rebirth," Harpers, April, 1973.

Novak, Michael, Theology of Radical Politics

Ortega y Gasset, J., Man and People, Norton.

Orwell, G., Animal Farm, New American Library.

Roszak, T., Where the Wasteland Ends, Doubleday.

Servan-Schreiber, J. J., The Radical Alternative, Norton.

Westlake, H. F., The Parish Guilds of Medieval England, Macmillan

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 Brown, Bonner and Weir, *The Next Hundred Years*.
 Clawson, M., Johns Hopkins, *Natural Resources and International Development*.
 Davies, Ian, *Revolution of Hope*.
 Duncan, Hugh, *Symbols in Society*.
 Eliade, M., *Myth and Reality*.
 Fabun, D., *Dynamics of Change*.
 Fromm, E., *Revolution of Hope*.
 Galbraith, K., *New Industrial State*.
 Gardner, J., *The Recovery of Confidence*.
 Langer, S., *Philosophy in a New Key*.
 Luckman, T., *The Invisible Religion*, Macmillan.
 Lynch, K., *Image of the City*, M.I.T. 1960.
 Mead, M., *Culture and Commitment*.
 Merton, Thomas, *Contemplative Prayer*.
 Mumford, Lewis, *The City as History*.
 Myrdal, G., *An International Economy*.
 Myrdal, G., *Beyond The Welfare State*.
 Novak, Michael, *A Theology for Radical Politics*, Herder and Herder, N.Y. 1969.
 Orwell, G., *Animal Farm*.
 Roszak, T., *Where the Wasteland Ends*.
 Salk, J., *Man Unfolding*.
 van-Schreiber, J.J., *The American Challenge*.
 van-Schreiber, J.J., *The Radical Alternative*.
 deChardin, *Building the Earth*, Dimension Books, Wilkes-Barr, Pa., 1965.
 of Avila, *Interior Castles*.
 on, W.E., *At the Edge of History*.
 ul, *Theology of Culture*, Oxford University Press, N.Y. 1964.
 , *Order and History*.
 , *Natural Mind*.
 , *The Parish Gr: lds of Medieval England*.

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Arthur L. Johnson Chicago	111 W. Washington Delavan, Wisc. 53115 414-728-2518	Arthur Johnson Company	Realtor
Byrne Johnson Chicago Chicago	4750 N. Sheridan Chicago, Ill. 60640 312-769-6363	On Line Systems First National Bank of Chicago Chicago, Ill.	Computer Programmer

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OCTOBER 12-14, 1973

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Terry McClelland Detroit Grand Rapids	1505 Machinaw Rd. S.E. Grand Rapids, Mich. 49506 616-241-4798	1505 Machinaw Rd. S.E. Grand Rapids, Mich. 49506 616-241-4798	Homemaker
Clesson C. McDonald, Sr. Detroit Grand Rapids	8147 W. 112th St. Grant, Michigan 49327 616-924-0022	8147 W. 112th St. Grant, Michigan 49327 616-924-0022	Retired-- Airport Manager
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Charles Weltner Atlanta Atlanta	1105 E. Rock Springs Rd.NE Atlanta, Ga. 30306 404-876-2759	2130 First Nat'l Bank Twr. Atlanta, Ga. 30306 404-658-9550	Lawyer
James R. Whanger Houston Houston	5514 Creekbend Houston, Tex. 77035 713-723-0858	Hughes Tool Co. P.O. Box 2539 Houston, Tex. 77001 713-WH6-3101	Engineer
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Vernon F. Willers Chicago Milwaukee	6969 N. Teutonia Ave. Milwaukee, Wisc. 53209 414-352-4805	Rehabilitation Co. State of Wisconsin	Counselor
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Marvyn Womack Cleveland Louisville	RR #2, Box 143 New Albany, Indiana 47150 812-944-9951	RR #2, Box 143 New Albany, Indiana 47150 812-944-9951	Free-Lance Writer
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[illegible]

Recommended Reading

As another dimension of the turn to the world, Centrum has begun compiling a list of periodicals which need to be scanned regularly to keep abreast of current trends and crucial events in the secular world. Since the expense of subscribing to all of these periodicals as individuals is prohibitive, Centrum has established a rack in its offices for these periodicals and is looking for colleagues who are willing to purchase two subscriptions, keeping one for personal use and making the other available for Centrum use. The following is a list of some of these periodicals:

- The CENTER MAGAZINE
FOREIGN AFFAIRS QUARTERLY
ATLAS
- The INTELLECTUAL DIGEST
FORTUNE
BUSINESS WEEK
- SOCIETY (TRANSACTION
SCIENTIFIC AMERICAN
- The COMMON CAUSE REPORT
The FAR EAST ECONOMIC REVIEW
The NEW MIDDLE EAST
The CURRENT AFFAIRS BULLETIN
The AMERICAN SCHOLAR
THEOLOGY TODAY
The HARVARD BUSINESS REVIEW
The HARVARD EDUCATIONAL REVIEW

The turn to the world has opened up new vistas to the movement. This necessitates a new effort at grasping the key trends and qualities of 20th century society. The following books have proved helpful in this task.

Aristotle, Politics.

Boulding, K., The Meaning of the Twentieth Century, Harper and Row.

Boulding, K., A Primer on Social Dynamics, Free Press.

Bronowski, J., The Common Sense of Science, Harvard Press.

Campbell, J., Hero With a Thousand Faces, Prentice-Hall

Castaneda, Carlos, Journey to Ixtlan, The Lessons of Don Juan, Simon and Schuster.

Chardin, Teilhard de, Build the Earth, Harper and Row.

Clawson, M., Natural Resources and International Development, Johns Hopkins.

Cleveland, Harlan, The Future Executive.

Deutsch, K. W., The Nerves of Government, Macmillan.

Eliade, M., Myth and Reality, Harper and Row.

Fabun, D., Dynamics of Change, Prentice-Hall.

Fuller, R. Buckminster, Earth, Inc.

Greenfield, Irving A., The Ancient of Days

Heilbrunner, R., The Worldly Philosophers, Prentice-Hall.

Kuhn, T., The Structure of Scientific Revolutions, University of Chicago Press.

Langer, S., Philosophy in a New Key, Mentor.

Lipton, Robert Jay, "The Struggle for Cultural Rebirth," Harpers, April, 1973.

Novak, Michael, Theology of Radical Politics

Ortega y Gasset, J., Man and People, Norton.

Orwell, G., Animal Farm, New American Library.

Roszak, T., Where the Wasteland Ends, Doubleday.

Servan-Schreiber, J. J., The Radical Alternative, Norton.

Westlake, H. F., The Parish Guilds of Medieval England, Macmillan

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 Boulding, Kenneth, *Beyond Economics*, Ann Arbor Paperbacks, University of Michigan Press, 1970.
 Boulding, Kenneth, *A Primer on Social Dynamics*.
 Brown, Bonner and Weir, *The Next Hundred Years*.
 Clawson, M., Johns Hopkins, *Natural Resources and International Development*.
 Davies, Ian, *Revolution of Hope*.
 Duncan, Hugh, *Symbols in Society*.
 Eliade, M., *Myth and Reality*.
 Fabun, D., *Dynamics of Change*.
 Fromm, E., *Revolution of Hope*.
 Galbraith, K., *New Industrial State*.
 Gardner, J., *The Recovery of Confidence*.
 Langer, S., *Philosophy in a New Key*.
 Luckman, T., *The Invisible Religion*, Macmillan.
 Lynch, K., *Image of the City*, M.I.T. 1960.
 Mead, M., *Culture and Commitment*.
 Merton, Thomas, *Contemplative Prayer*.
 Mumford, Lewis, *The City as History*.
 Myrdal, G., *An International Economy*.
 Myrdal, G., *Beyond The Welfare State*.
 Novak, Michael, *A Theology for Radical Politics*, Herder and Herder, N.Y. 1969.
 Orwell, G., *Animal Farm*.
 Roszak, T., *Where the Wasteland Ends*.
 Salk, J., *Man Unfolding*.
 Servan-Schreiber, J.J., *The American Challenge*.
 Servan-Schreiber, J.J., *The Radical Alternative*.
 Teilhard deChardin, *Building the Earth*, Dimension Books, Wilkes-Barr, Pa., 1965.
 Teresa of Avila, *Interior Castles*.
 Thompson, W.E., *At the Edge of History*.
 Tillich, Paul, *Theology of Culture*, Oxford University Press, N.Y. 1964.
 Vogelín, E., *Order and History*.
 Well, A., *The Natural Mind*.
 Westlake, H.F., *The Parish Gr: Ids of Medieval England*.

Chicago
October, 1973

FIFTH GUARDIAN
Task Force

I. GUILD STRUCTURES		II. ICA ACCREDITATION	
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Mickey Newcomer Bill Newkirk Charles Moore Sandra Rafos-Host Don Richert Dick Seacord Kathleen St. Clare Darrell Walker Priscilla Wilson		Leona McDonald Robert Prather Judy Raedeke-Host Helen Roberts George Walters Richard Whitney Harry Wilder Vernon Willers	
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George Holcombe Martha Jacoby Steve Laxdal Theo Mueller Martin Pesek Oscar Sperstad Rhodes Trussel Dick Whanger Gil Woltjer-Host		Rich Michael Carrie Neff Roberta Sperstead Wendell St. John Stewart Stowell John Webster Charles Weltner Jack Womack	

COORDINATION

Maureen Jenkins
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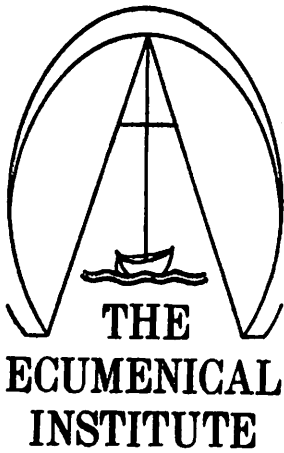
Joseph W.
Don Moffet
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III. COMPREHENSIVE FINANCING		IV. MARKETING INSTRUMENTS	
Task Force 7 Lumumba Room URBAN CIRCUITS		Task Force 10 Operations Centrum SPECIAL PROPOSALS	
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David McCleskey Jerry Neu Martin Roberts Phil Townley Carol Wiley-Host		Judy Hunt Lynnette Hunt George Lawson Sidney Smart Tom Smeltzer Steve Redfield Robert Springs Marge Tomlinson Richard West	

ASK FORCE

Mathews
t
n Moffett
el

Arlin Raedeke
Robert Rafos
Betty Pesek



November 1, 1973

3444 Congress Parkway
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Dear Colleague:

This is a follow-up to the Fifth Guardian Consult held here in Chicago October 12-14.

The Quarter II Consult was a real sign of Movemental fellowship. The 208 participants carried on the comprehensive task of the Spirit Movement as we worked in twelve arenas: Global Network, Continental Guardians, Local Guild, LENS Marketing, Methods Impact, Individual Endorsement, Urban Circuits, Grassroots Undergirding, ICA Funding, Special Proposals, Basic Brochures and Institutional Permeation.

For me, the highlight of the weekend was the astounding number of men who indicated their willingness to participate in teaching LENS here in North America and on other continents. The occasion of sending out the Hills, Phillips, Hansons and Wilsons pointed to the seriousness of that decision.

Of immediate concern is the model built by the Urban Circuit Task Team (summarized in the enclosed manual) which is the tool we are using to break open new support of Movement work. In this time of Resurgence, secular religious men everywhere have committed themselves to laying the foundation for a new society and are ready to take practical steps toward the accomplishment of that task. The teams assigned to work with you in your Urban Circuit will be contacting you so that details of the trip can be worked through.

For your brooding and planning now, we enclose Joe Mathews' closing plenary address and the Guardians' Urban Circuit Manual. Also, be sure to note on your calendar the next Guardian Consult which will be held April 19-21, 1974.

I look forward to the opportunity of sharing with you our experiences as we test out this new Urban Circuit model.

Sincerely,

Donald R. Moffett, Jr.

DRM:lmt

GUARDIANS URBAN CIRCUIT MANUAL

October, 1973

A MODEL TO ASSIST GUARDIANS TO PARTICIPATE
IN BREAKING OPEN WIDER FRONTIERS OF FUNDING
THROUGH ACTIVATION OF ADDITIONAL DONORS

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Resurgence is a fact of our time. You have seen the vision of the new world and responded to it. The urban circuit is the method by which that responsible vision is extended to those with high economic potential in order to create a network of patrons whose lives as well as their resources are released to finance the global spirit movement. One hundred and forty-four urban circuits have been delineated on the North American Continent around population centers. Periodic visits by development teams in a strategic pattern, carefully prepared by Guardians who are the crucial entrée to new donor prospects, become the global/local impact confronting prospective patrons. That is the formulation which will continually create the donor circuits. This manual, a result of the Fifth Guardian's Consult, is a tool for use by Guardians in the work of each urban circuit so that broad, financial support for the spirit movement may be generated.

GUARDIAN'S PROCEDURE TIMELINE

SCHEDULE	3 Weeks Prior to Call	2 Weeks Prior to Call	1 Week Prior to Call	Week of the Call	Week After the Call
DATES					
TASK IMAGE	Pre-planning	Data Gathering	Appointment Making	The Calls	The Follow-up
FLOW	Guardian Coordinator — telephone contact with Development Centrum — contact Religious House — notify local guardians of next week's breakfast — arrange breakfast meeting	Guardians meet for breakfast Gather prospect names and data using worksheets in manual Make assignments	Progress Report Guardians check back with coordinator Initial timeline for calls Coordinator check with Centrum on trip details	Centrum and Guardians meet for final planning Sunday evening	Guardians meet for follow-up Assign call backs Complete data sheets and note book records
DETAIL CHECK LIST	Coordinator assemble data and materials: Printout of major givers Reports on past givers Prospect data sheets Donor category sheets Manuals Notebook for records	Breakfast meeting format: Songs Accountability/ Absolution Reading/ Conversation Contextual statement Workshop — data file — brainstorm p prospects — prepare data	Assigned Guardians arrange: Housing for team Airport pickup Use of an automobile for the week City maps Coordinator arrange calling assignments and time/place of Sunday evening meeting	Coordinator arranges follow-up and notifies Guardians	

DONOR CATEGORIES WORKSHEET

INDIVIDUALS	PARENTS/FAMILY	PROFESSIONAL	FOUNDATIONS	CORPORATIONS	SERVICES	SPECIAL INTERESTS
<ul style="list-style-type: none"> - Widows - Known Benefactors - Personal 	<ul style="list-style-type: none"> - Guardians - Grads - Order 	<ul style="list-style-type: none"> - Lawyers - Doctors 	<ul style="list-style-type: none"> - Family and/or Individual 	<ul style="list-style-type: none"> - Manufacturing <ul style="list-style-type: none"> Local Multi-National - Distributors - Wholesalers 	<ul style="list-style-type: none"> - Banks - Insurance Co. - Contractors 	

SELECTION AND PRIORITIES SCREEN

- Prospect possible patrons
(Identify donors who could give \$1,000.00)
- Postulate periodic potential
(Estimate annual giving potential)
- Articulate asking amount
(Set realistic request for each donor)
- Actualize awe-inspiring appointment
(Determine route of access — who from circuit needs to be present)
- Preview for possible appointment
(Establish availability during calling week)
- Ascertain appropriate atmosphere
(Decide when and where to make call)
- Image influential impactor
(Determine most effective guardian for the job)
- Shoot for the sun
(Include long shots or those with ample funds
but no history of giving)

DONOR WORKSHEET

NAME		CIRCUIT
FIRM	POSITION	
ADDRESS		GIVING POTENTIAL
CITY/STATE/ZIP		
OFFICE PHONE		
HOME ADDRESS		HELPFUL DATA
CITY/STATE/ZIP		
HOME PHONE	WIFE'S NAME	
COURSE GRAD?	DENOMINATION	
date caller	CONTACT RECORD DATA	AMOUNT GIVEN

CIRCUIT APPOINTMENT WORKSHEET

CALLING TEAM		CIRCUIT		YR/QRT/WK	
	APPOINTMENTS				
	Monday	Tuesday	Wednesday	Thursday	
AM					
PM					
EVE					

GUARDIAN APPOINTMENT CALL PITCH

PREPARATION

- Use Prospective Donor Screen Worksheets, Time Line Worksheet, and Appointment Call Forms in the Manual.
- Reflect on the necessary tactics in your circuit for releasing funds to civilization-building projects.
- Gather a select list of donor prospects.
- Clear dates and hours available to the calling team.
- Call for appointments at least one week in advance of a development team visit.

CONTEXTUAL REMINDER

Your purpose is to set appointments for calling teams with persons who have money available to support the work of the Institute of Cultural Affairs. The urgency of your request should be low-key, quietly insistent, not strident or anxious.

Familiarity with the wide-range of projects offered through ICA will make it possible for you to relate a deeply felt urgency of the prospective donor to one of the ICA projects. For example, a concern over community problems requiring that groups of people work together would be addressed by LENS. Fifth City or Uptown would speak to the possibility of reviving a decaying city.

The following telephone conversation model may be helpful:

'Good morning, my name is . I'm associated with (firm) and I'm calling you because of a common interest we have in . May I have a few minutes to tell you what I mean?

'During the last few years, I've become concerned about . A few months ago I discovered a group doing something about it in a way that makes sense to me. (Illustrate out of personal experience. Be brief and let your own excitement show.)

'I'm calling to ask you for an appointment with two of their representatives who can tell you in more detail about their work. Will you meet with them sometime next week between Monday and Thursday?'

See LENS Marketing Resource packet in the Guardian material of October 12-14 for other suggestions on LENS marketing pitch.

Remember: Appointment setting utilizes the Guardian's most important assets: the authority of his name, his profession and his stability within the community.

CURRENT PROGRAM NEEDS

Specific Data Will Be Provided by Calling Team

INITIAL LIST OF 144 URBAN CIRCUITS

AREA SAN FRANCISCO	AREA NEW YORK
<ol style="list-style-type: none">1. Seattle/Vancouver2. Spokane/Richland3. Portland/Eugene4. Oakland/East Bay5. Sacramento/Stockton6. San Francisco/Santa Rosa7. San Jose/South8. Fresno/Central Valley9. Santa Barbara/East Bakersfield10. Los Angeles Northeast Suburbs11. Sacramento/North12. San Francisco/South13. L.A. NW Suburbs/Ventura/San Fernando Valley14. L.A./Pasadena/Palm Springs/Riverside15. South San Diego16. Las Vegas/Boulder City17. Phoenix/Tucson18. Billings/Casper/Rapid City19. Salt Lake City20. Denver/Littleton/Awanda21. Colorado Springs/Pueblo22. Ft. Collins/Greeley/Cheyenne/Laramie23. Reno/Lake Tahoe/Carson City24. San Francisco/Santa Rosa	<ol style="list-style-type: none">1. Portland/North2. Manchester North/South3. Boston/South Rhode Island4. Boston/West/Springfield5. New Haven/Hartford6. Westchester County/Poughkeepsie7. Paterson8. Morristown9. Long Island/Queens10. Brooklyn/Richmond11. Manhattan/Bronx12. New Jersey South/Princeton13. Binghamton/Scranton/Wilkes Barre14. Philadelphia/Camden/Trenton15. Philadelphia/Allentown E.W.16. Philadelphia/South Wilmington17. Harrisburg/State College18. D.C. and West19. Baltimore & East/North20. Richmond/Norfolk Southeast21. Roanoke South/West Bluefield22. Charleston/Clarksburg/Central23. Pittsburg/Wheeling24. Pittsburg North/Erie/Youngstown25. Buffalo/Rochester26. Syracuse/Utica/Watertown27. Schenectady/Albany/Pittsfield
	AREA MONTREAL
<ol style="list-style-type: none">1. Honolulu	<ol style="list-style-type: none">1. Montreal2. Ottawa/Brockville/Iroquois3. Toronto/Ashaw4. Hamilton/London/Kitchiner/Waterloo5. Edmonton/Calgary6. Saskatoon/Regina/Prince Albert7. Winnipeg8. Anchorage9. Sudbury/Timmons/Noranda/North Bay

INITIAL LIST OF 144 URBAN CIRCUITS

AREA CHICAGO	AREA SOUTH
<ol style="list-style-type: none">1. Cleveland/East/Ashtabula2. Cleveland/West/Lorraine3. Akron/Canton/Mansfield4. Columbus/Newark/Zanesville5. Cincinnati/Dayton/North Suburbs6. Cincinnati/Covington/South Suburbs7. Lexington/Louisville8. Indianapolis/Central Indiana9. Toledo/Fort Wayne/Lima10. Detroit North to Midland11. Central Michigan12. Grand Rapids/Kalamazoo/South Bend13. Detroit/Windsor14. Chicago South/Gary/Hammond15. Chicago City16. North Shore17. Elgin/Joliet/Naperville/Far West Suburbs18. Bloomington/Peoria19. Springfield/Decatur/Champaign20. Rockford/Beloit/Janesville21. Madison/Whitewater22. Milwaukee/Green Bay/Appleton23. Milwaukee/Racine/Geneva24. Dubuque/Cedar Rapids/Quad Cities25. Des Moines/Mason City26. St. Louis/Columbia27. Kansas City/Topeka28. Wichita/Wichita29. Lincoln/Omaha30. Rochester/Winona/LaCrosse31. Minneapolis/St. Paul32. Sioux City/West Iowa/SE South Dakota	<ol style="list-style-type: none">1. San Antonio2. Corpus Christi/Pt. Lavaca3. Houston4. Freeport/Galveston/Bay City5. Dallas6. Amarillo/Panhandle7. Lubbock8. Fort Worth/North9. Shreveport/Tyler/Texarkana10. Brownsville11. Lake Charles12. Baton Rouge13. Mobile/Gulf Strip14. Montgomery/Birmingham15. Oklahoma City16. Tulsa North17. Fort Smith18. Memphis19. Nashville20. Knoxville21. Jacksonville/Gainesville22. Tampa/St. Petersburg23. Miami/Palm Beach24. Tallahassee25. Savannah/Charleston26. Augusta/Columbia27. Atlanta/Macon28. Greenville/Charlotte29. Raleigh/Durham30. Orlando/Daytona Beach31. Winston-Salem/Greensboro32. New Orleans

[illegible]

YR/QTR/WK

TEAM COMMENTS

Date _____

[illegible]

THE HUNTER WARRIOR

Holy Living and Dying

The Lessons of Don Juan On the Journey to Ixtlan

1. The hunter warrior has "stopped the world." He has stopped the world of convention, stopped the world of reason, stopped the world of all "taken for grantedness." The mystery and the wonder beyond the realm of the immediate has broken in. He sees the mystery in everything that is and feels the same wonder in himself. He knows that a different reality has found him and every creature seems to affirm the reality he beholds.

2. The hunter warrior has no personal history. For him it is as if "before man I am." Because he lives his unrepeatable uniqueness he need no longer concern himself with it. He has nothing any more to defend. He has surrendered the necessity for importance. And since he no longer has to be somebody, he can neither be offended nor insulted. He has simply given up the privilege and luxury of despair, hurt and hostility.

3. The hunter warrior walks with his own death. He has seen the face of his unique dying. He has chosen the space in which he will pass and has rehearsed the solitary dance of that passing. He journeys always in the company of his own death which has become his most trusted companion because it alone always tells him the truth. Here is the secret of his sadness, of his loneliness, of his sympathy and of his courage.

4. The hunter warrior exists in the boundaries of being. He knows and does profoundly but he is beyond knowing and doing. He "be's" his life. He understands the knowing of "not" knowing and the doing of "not" doing. He has the strength of one who does not have to accomplish everything he knows he can do. What he does do, however, he does with passion of believing that this act is his very last act on earth. And when he speaks, he speaks with the authority of his own being.

5. The hunter warrior is tied to nothing. He feels the claims of time but nothing for him is absolute. He knows that absolutes are phantoms that exist only in the world of illusion. In his world of reality he is related to everything, yet it is the wonder in all things that has seized his final loyalty. Though the phantoms ceaselessly lure him to return, he has severed all ties to immediacy. He journeys on single mindedly and alone.

6. The hunter warrior creates his own life. He senses himself as uncircumscribed freedom. He has seen that life is sheer decision, not big decisions or little decisions, just decision. He knows that he alone bears total responsibility for his deciding, that no thing and nobody can choose for him. So he puts his whole being behind each decision that creates him—without explanation, without defense, without excuse and without justification.

7. The hunter warrior lives the equality of all. He has been grasped by the reality that he is neither more or less than any other creature. This he knows, because all die. He sees that everything contains the mystery and all are equally wonderfilled. It is as if everything belongs to him and he belongs to everything. Furthermore he is willing to use all and willing to be used by all. And this profound mutuality he embraces with dignity and in sorrow and gratitude.

8. The hunter warrior is a man of strange reserve. He is detached in the midst of passionate engagement. Because he cares, he is not available to everything that happens, nor does he allow himself to be drained by every being that passes by. To be sure, he gives himself completely to every situation, but only as he himself determines. Again he can play any role required and do any necessary deed, but only at his own initiative and in his context of unlimited concern and final expenditure.

9. The hunter warrior is a relentless strategist. In every moment and in each life episode he calculates. He sizes up the given. He seizes its inner meaning. He grasps its relation to every other moment and, in this awareness, he forges his own creative intent. And then he lets go. He does his deed and surrenders himself within it. He freely offers it to history without question or regret. This control and abandonment at one and the same time define his very mode of being.

10. The hunter warrior is possessed by strange power. Though this power is not his own, he knows that it is at his disposal. All of his qualities are somehow the sign of this. The real secret is that the last of all his enemies, the terrifying mystery of life itself, has turned ally. He has wrestled the dreadfilled wonder of existing to the ground. Now as friend, it walks the way with him staying off the illusions which wait to consume him at every turn in the path of his living and dying.

11. The hunter warrior is on a journey without end. He appropriates himself as doomed to tread the razor's edge balancing between "the terror of being a man" and "the wonder of being a man." It is an endless trek because it is itself its own endless end. He knows there is no goal and no ultimate finish. The walk itself he believes to be his completion, his perfection, his final fulfillment. So he journeys on forever, on this way of dread and glory in the world of no illusion.

12. The hunter warrior avoids the last temptation. He knows that when his real world abstracts from the immediate world, it is no longer reality. He ever watches for this treachery of the real that turns itself into just one more illusory absolute. So he never allows himself to forget that having seen all, he is still nothing. He is careful to remember that he dies just like all who have never beheld the "other world." This is why he treads the endless way, willingly sharing the doom of all, without pretension.

November 5, 1972
Symbolic Centrum
Chicago

PSU ON DONOR NETWORK

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AREA DONORS COMMISSION REPORT

To bring Development giving to \$400,000 in the next year would require \$400 from each of 1008 donors, or approximately seven donors per metro. Concentration on three arenas will accomplish this task: 1. Giving from donors identified with the Movement, 2. Construction of a system of Regional and Area Development, 3. Coordinators with delineation of a timeline for its accomplishment.

MOVEMENT DONORS: Consideration of the current status of giving among movemental donors brings to light several problems and suggested solutions:

1. The development pitch at the conclusion of RSI could be improved by use of an imaginal brochure which documents the global nature of the movement and its growing needs.
2. Follow-up and nurture of RSI grads is needed for development purposes. Suggestions listed below are appropriate to this problem.
3. Movement donors are often not contacted except by development teams. Local structures need to be set up to call on donors at other times as well.
4. Movement donor lists are out of date and incomplete. Attention to donor screening and nurture will be a principal task of the Metro Development Coordinator.
5. There is inadequate printed matter to support the development effort. More material like "Report at the Great Turn" needs to be developed.
6. Movement families do not see development as one of their everyday tasks in every encounter. Local structures need to keep development as a self-conscious goal of each movement colleague.
7. There is lack of originality in carrying out development tasks at the local level. Helps to this problem that were suggested include : scheduling a development week in the metro timeline during which development would be the principal focus of the metro; part of this week might include a first-class Metro Development Dinner with global report and focus on giving for a Metro-sponsored portion of the global mission.

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NON-MOVEMENT DONORS

The non-movement donor must be qualified by local contact through the screen of financial and life style possibility. After identification, intensive informal local contexting takes place. Then visits and general movement contact are scheduled from symbolic and/or area centurms. A battleplan will be formed to enable the above screening and contexting accompanied by a timeline to form a cadre of non-movement donors.

TIMELINE FOR LOCALIZING DEVELOPMENT

Month	Back-up Materials	Staff	Plan	Interchange
Nov. 5	Establish Development Goals (Reg/Met)	Assign Guardian responsibility to report to region/ metro. Assign Development Staff to coordnt. regional/metro coordinators		
Nov. 15			Design Developmt. week and battlepln.	
Dec. 5		Assign Regional Development coord and report to base		
Jan. 15	Analysis of past donors by area, region, metro	Recruit additional guardians (geog. strategy)	Begin traing. troops	Plan mailing major impact
Feb.				Guardian Mtg. (by Area?)

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PSU ON GRASSROOTS DEVELOPMENT

GRASSROOTS DEVELOPMENT CATALYZATION

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

I. CONTINENTAL PRACTICES

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

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

II. COORDINATING AND ACCOUNTABILITY STRUCTURES

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

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

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Symbolic Centrum
Chicago

PSU ON GRASSROOTS DEVELOPMENT
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III. LOCAL PRACTICES

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

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Chicago

PSU ON GRASSROOTS DEVELOPMENT
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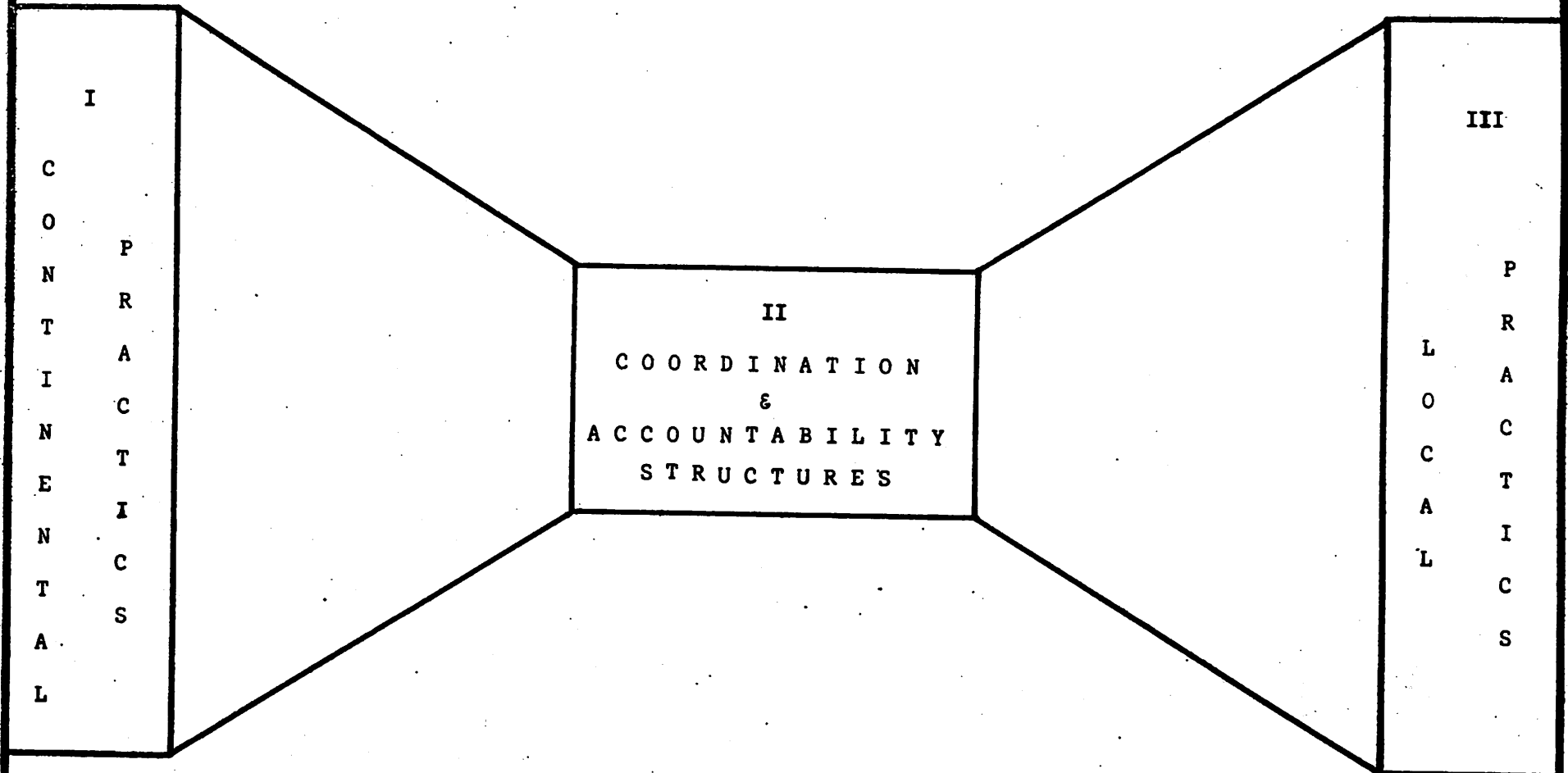
IV. CARE STRUCTURE

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

TELEPHONE CARING MODEL

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

GRASSROOTS DEVELOPMENT CATALYZATION
FOUR STRATEGIC AREAS



GRASSROOTS CARE DYNAMIC

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November 3-5, 1972

REPORT OF GUILD NETWORK COMMISSION

TEN PRACTICAL GUIDELINES

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

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

1. FORMALIZED IDENTITY

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

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

2. EXTERNAL/INTERNAL RELATIONS

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

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

3. PROTECTIVE MAINTENANCE

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

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

4. MISSIONAL FLEXIBILITY

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

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

November 5, 1972
Symbolic Centrum
Chicago

PSU ON IN-KIND

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IN-KIND STORIES

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

NOVEMBER 3-5, 1972
SYMBOLIC CENTRUM
CHICAGO

PSU ON IN-KIND

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

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November 3-5, 1972

DEVELOPMENT COMMISSION PSU ON IN-KIND

Chicago needs for 1972 -

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

POSSIBLE IN-KIND THROUGH GUARDIANS

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

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

November 5, 1972
Symbolic Centrum
Chicago

PATRON INDEX QUESTIONNAIRE

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CONTEXT:

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

NOVEMBER 9, 1972
 Symbolic Centrum
 Chicago

PSU ON PATRON INDEX

Movement
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 colloquy

PATRON PROCUREMENT PLAN

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

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

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

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

A. Has Money

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

B. In an influential circle

1. Social circle
2. Related by concern for society

C. Employed by a large corp.

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

D. Owns a small company

E. Has contacts

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

F. Owes you a favor

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

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Chicago

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

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

NAME

NAME

NAME

NAME

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PSU ON PATRON INDEX

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PATRON PROCUREMENT PLAN

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

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

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

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

A. Has Money

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

B. In an influential circle

1. Social circle
2. Related by concern for society

C. Employed by a large corp.

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

D. Owns a small company

E. Has contacts

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

F. Owes you a favor

1. You set him up in business
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The church? _____
Other relevant data? _____

NAME

NAME

NAME

NAME

RECOMMENDATIONS

1. Business office organization

It is recommended that a business division be established at symbolic centrum which would encompass several psts such as development, investment portfolio, accounting, data processing, regional coordination and marketing.

2. Comprehensive and integrated development planning program.

It is recommended that a program be established to ensure that development is ~~isss~~ comprehensive and integrated.

- 3. Sophisticated image.

It is recommended that a positive image of the movement be projected that promotes a relationship of good faith with the general public and course graduates, then make this image more visible intentionally.

4. Regional fiscal planning.

It is recommended that area, week end, "fiscal system" seminars be instituted to explain, discus and problemaat fiscal responsibilities assigned to the regions.

5. Fiscal research - Summer '74.

It is recommended that a group be established in Spring 1973 to draw data from Practicums and other developpment into a construct of long gange fiscal research for Summer '74.

6. Five year fiscal operation plan.

It is recommended that a 5 year fiscal operating plan be written. This plan should consider at least the following items:

- A. Financial requiremntnts
- B. Expected income.
- C. Expenditures.
- D. Data procesing requirements.
- E. Procedural analysis (Pert, CPM).
- F. Optimum ratiom of sustenance to extension vs time.

7. Office of vision and response.

It is recommended that an office of Vision & Response be established. This office

RECOMMENDATIONS P. 2.

is responsible for drafting the 5 year plan, reviewing and revising it quarterly, holding accountability to the plan and annually extending the plan 5 years from date.

8. Skills data bank.

Be it recommended that we immediately establish a skills data bank containing the all names if ~~bank~~ movement colleagues and friends showing their ~~skills and special~~ special skills and movement relationships.

9. Guardian sabbatical/internship program.

Be it recommended that we formalize a guardian-sabbatical/internship program with financial participation from business and with a promotional program to introduce the opportunity to the movement at large.

10. Revolutionary fiscal principles.

It is recommended that a comprehensive set of revolutionary fiscal principles be incorporated into a set of lectures and training consults to be used to orient movement personnel in development process and fiscal management.