

SHARING
APPROACHES
THAT WORK

HIGHLIGHTS

INTERNATIONAL
EXPOSITION
OF RURAL
DEVELOPMENT



August, 1983

Rural Development Symposia — People Sharing Successes

"You have to tell the truth, you have to know when to go away and you have to love the people," said Nathan Gray of Boston's Center for Education and Communication. His remarks keynoted a symposium on rural development held at the University of Southern Maine in Gorham, June 17-19, for northeastern U.S. states and Canadian rural development specialists.

Gray, one of the founders of the highly successful relief organization Oxfam-America, also claimed, "the effective organizer or leader doesn't look outside the system for solutions. He looks inside, taking what looks like a disability and shifting it into an opportunity."

Insights into what makes the development process work are being shared in symposia and showcase forums being held across the United States and Canada. These events are leading up to a ten-day international session in India next February, when 55 nations will exchange ideas and models about effective ways to improve rural life through grassroots projects.

"If all the rural development organizations and agencies in my home state knew about each other and worked together, we could develop Arkansas four times over," declared Charles Nash, a member of the Family Farm Development Network in Arkansas. Nash shared his

approach with representatives from over seventy organizations and projects at "Success Southern Style," a symposium held at Memphis State University May 11-13. The director of the Network, Dr. Thanh Duc Nguyen, claims the exchange process of the symposium addresses one of their most serious problems — how to share their learnings, methods and successes with rural families around the world. Some participants were sufficiently convinced of the value of the interchange that efforts are now underway to hold regional symposia in central Georgia, northern Alabama and Jackson, Mississippi in the fall.

"Mid-America: Access to the Future," convened some 150 people from 13 states to share success stories on June 1-3 at Drake University in Des Moines, Iowa. Bob Martin, a bank president from Lebanon, Kentucky (pop. 6,500), reported that "a multitude of people now believe you really can do whatever you want to do," after local groups joined hands to renovate a deteriorating downtown business district. Martin and others on the city's Chamber of Commerce hired an architectural firm to draw plans for a revamped downtown, and they raised money from downtown property owners to implement the plans. They persuaded the local newspaper to cover the renovation campaign, the city council to approve a master plan for fixing up the area and the federal government to provide a

Actor Kingsley to introduce IERD film

Ben Kingsley, Academy Award winning actor, has agreed to introduce a twelve-minute documentary on the IERD. Kingsley, when appraised of the project by Global Advisory Board member Norman Jewison and Sir Richard Attenborough in London, expressed enthusiasm and said he would be happy to participate.

The film will be produced by Bill Haviland, a freelance film maker. Haviland is using key sections from *The World of Human Development*, a film produced by the Institute of Cultural Affairs, and footage from rural development symposia and the Gibson, North Carolina Human Development project.

The film's purpose is to promote the IERD in a half-hour television format. It will be produced this month and marketed to public broadcasting stations and cable networks in the United States.



\$450,000 grant. A dozen merchants rebuilt their store fronts. Lebanon's downtown improvements have curbed the exodus of merchants and shoppers. "And the net result," Martin said, "has been a new morale."

The morale of local leaders and the key role they play was the subject of comment by Delores Penrod, executive secretary of the Community Services Center in Portales, New Mexico, at the symposium held in Tulare, California on February 5-6. Mrs. Penrod advised, "Hang in there . . . it is possible for volunteers to accomplish a great deal with a very small budget." She feels there is "going to have to be more participation from the volunteer sector for solving problems." Federal government funding can always fall through and then "you've got to find new ways to care for people." Mrs. Penrod's organization grew from 10 volunteers to 250 volunteers in the 18 years it has been serving the Portales farming community, which is 25 percent Spanish-speaking.

The Tulare symposium, which featured 32 displays from communities and organizations from the western states, was held in conjunction with the California Farm Equipment Show and International Exposition. Hundreds of people visited the displays over the four-day exposition, which was sponsored by the International Agri-Center, the University of California Cooperative Extension of Tulare County and the Institute of Cultural Affairs (ICA).

As well as introducing rural development people and their methods to each other, the symposia helped identify projects that will be considered to go to India in February. The selection of 20 projects representative of United States rural development will be finalized in October by the U.S. National Steering Committee (NSC).

Members of the NSC from the Denver area, which include Lt. Gov. Nancy Dick and Andrew Mair, an international trade consultant, are working with ICA in Denver to organize "showcase forums" — one-day sharing events — throughout Colorado, Wyoming, Utah, Montana, and North and South Dakota. The forums have uncovered hundreds of unique self-help projects.

Western Colorado Rural Communities Program is a coalition of seven colleges and universities which implements community-based educational services to help residents cope with change. The Boulder County Gleaning Network organizes people to pick up crops left in fields after farmers complete their harvest. The " gleanings " are given to the poor and to food banks. The Colorado Rural Housing Development Corporation is a statewide, non-profit organization founded in 1971 to help provide affordable housing in rural areas. They work with single-family and multi-family housing and bring together families who help each other build homes in a "sweat equity" effort to save money for all.

The Institute of Cultural Affairs, the organizing sponsor of the entire process, hopes the February, 1984 event in India will be the beginning of a new momentum in self-help development efforts globally, and will be working with national steering committees in the 55 nations to help each national delegation share its learnings upon returning from India.

noteworthy events

OCTOBER 7-9, 1983: Next NSC meeting at ICA International Training Center in Chicago. Please note change from date previously announced.

OCTOBER 19-21, 1983: Appalachia Rural Development Symposium at Morehead University, Morehead, Kentucky.

Copy deadline for September issue is
Friday, August 12.

facts&figures

- Over 50 nations expected to participate in plenary event in New Delhi, India, February 1984
- 580 National Steering Committee members to date in 35 nations
- Over 100 National Steering Committee members in the United States
- 53 Rural Development Symposia held around the world
- 27 forums and symposia held in the United States and Canada, involving over 2,000 people in 42 states and six Canadian provinces
- National Steering Committee fund-raising efforts January-June, 1983: \$413,700
- Fund raising projections for July-December, 1983: an additional \$275,000



The IERD

The International Exposition of Rural Development is a three-year program designed to facilitate the exchange of effective approaches to rural development and to integrate them with local efforts. The first year (1982) entailed building a global network of individuals and organizations which would ensure local input into the Exposition and the practical dissemination of its results. The second year (1983) focuses on local preparation in each of the participating nations. This will include rural development symposia, documentation of local rural development projects and preparation of national exhibits. The culmination of this phase will be a ten-day plenary event in India in February 1984. Each nation's exhibits will be viewed and field workshops will be held on issues and trends in rural development. A document will be written on the key factors in successful rural development and how to apply them. In the third year (1984), results of the Exposition will be disseminated throughout the participating nations.

NSC meeting builds momentum for IERD

Which rural development projects are most successful and most representative of rural development ingenuity in America today?

Over 80 people on the 110-member National Steering Committee (NSC) began to answer that question at the third meeting of the NSC held in Chicago July 7-9. They represented more than 2,000 U.S. projects which have shared development insights through symposia and forums held to date across the nation, as part of the IERD.

Two criteria applied to all project submissions worldwide is that they engage human initiative at the local level and that they have the capacity to be implemented transculturally. The selection process includes extensive documentation and site visitation by the NSC and will pinpoint 20 projects at the October NSC meeting which will represent the U.S. at the IERD plenary event in India in February 1984.

Lady Peggy Lindsay of Oxfordshire, England, and a member of the Global Advisory Board, gave the opening address to the committee, reporting on her global travels promoting the local development approach of the IERD. Lady Lindsay, who was born in Burma and lived in India for 25 years, believes that change at the local level, particularly in the poorest areas, depends upon women breaking down the barriers of the past.



One subgroup of the NSC worked on the use of media to promote IERD events. Another group began designing a data base for a local project interchange system and a global project directory.

Louise Singleton, a consultant from Denver, shared a fund-raising approach that worked in her city and had other members signing up to host similar fund-raising events. The sharing approach spread to Chicago members who will host out-of-town members at the next NSC meeting in October.

newsflash

New co-sponsors for IERD

The Exposition has two new international co-sponsors: UNICEF and the Agricultural Finance Corporation, and a new technical advisor, Control Data Corporation.

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Journal article

An article on the IERD in India, written by National Steering Committee member Suzy Goldman, is slated for publication by the *Journal of Defense and Diplomacy*. The magazine is subscribed to by diplomats and policy makers throughout the world.

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International Rural Development Symposia

Representatives from United Nations agencies, private voluntary agencies and private corporations involved in the development process worldwide identified breakthrough projects in human development at International Rural Development Symposia held during April and May in New York City and Washington, D.C.

The participants worked to design criteria for use in the project selection process and thought through recommendations for the structure of the field work during the ten-day plenary event in India in February 1984.

Two of the co-sponsors of the IERD, the United Nations Development Programme and the United Nations Fund for Population Activities, were present at the New York symposium. The New York event cited many projects in small nations such as Bangladesh, Fiji, Cameroon and South Yemen which highlighted the role of women in development and the initiation of small business.

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Congressman Bedell in Chicago

The Honorable Berkley Bedell and Mrs. Elinor Bedell of Iowa were guest speakers at a dinner in Chicago where they spoke on the role of the ICA and the IERD. This was one of a series of events in the Chicago area to build support for the phases of the IERD.

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This is the first issue of a monthly newsletter designed to reach the individuals and organizations that have been involved with the International Exposition of Rural Development (IERD) in the United States. We welcome news, photos and suggestions. Please send all material to:

IERD Highlights
The Institute of Cultural Affairs
4750 N. Sheridan Road, Chicago, IL 60640
Tel. (312) 769-6363

across the globe

The fourth RDS in India was held in Bangalore. It was attended by 44 people representing 24 organizations. Sixty-nine people participated in a London symposium which included representation by the United Nations Association.

In Paris, representatives of 23 organizations recommended ten projects, featuring the criteria of human fulfillment, self-reliance and economic success. Nigeria's symposium was attended by 150 people and received nationwide coverage by Radio Nigeria and network television news.



Korea

Over 60 participants — predominantly university and government representatives of 18 developing nations — attended the International Seminar on Community Development in Seoul this past spring. The seminar, which was co-sponsored by the Institute of Saemaul Undong Studies of Korea and the International Association of Community Development of Brussels, Belgium, included field trips to rural development projects. Participants were able to observe first hand the dramatic results of Korea's rural development efforts over the past ten years, where the average rural family's income recently surpassed that of the urban family.

Pakistan

A visit by Sir James Lindsay to Pakistan was hosted by the United Nations Development Programme and warmly received by the government, UN heads of missions, and diplomatic representatives. The Hon. Syed Fakhar Imam, Minister of Local Government and Rural Development, hosted Sir James and agreed to join the Global Advisory Board. In doing so, he expressed his personal commitment and that of the government to foster and promote local participation in planning and implementation of a variety of rural development efforts.

Sir James reported that the Agricultural Development Bank's Rural Credit Supervision Programme covering over 15,000 villages had much to offer. Six hundred agriculturally trained credit supervisors ride village circuits of 25 each, twice a month, to plan with farmers their credit needs and repayment plans. Recovery is well over 90%. This represents one third of the villages in Pakistan. The government plans to have the other two thirds under this scheme by 1988.

Zambia

The Prime Minister of Zambia, Mr. Nalumino Mundia, called on his nation to create conditions conducive for the young people to work on the land in rural areas to stem the current exodus to urban areas. His remarks inaugurated Zambia's National Steering Committee at Kapini Human Development Centre, 15 kilometres north of Lusaka, on June 13th before a crowd of 1200 people. "We have the most essential ingredients for rural development — the people and the land," Mr. Mundia said, and called for a "frontal attack on all major problems, both social and economic, that characterize rural areas."

Zambia, since independence, has demonstrated her commitment to the development of rural areas. "Our philosophy has always been production by the masses and not simply mass production." Mundia hailed the 'new' method of the symposium. "It is important that the villagers should be involved. They are in a better position to tell us of the problems existing in the area and should also suggest ways of resolving them."

The prime minister said the rural population must be encouraged to change from subsistence living to the cash economy, and praised Zambia's peasant farmers for surpassing the commercial farmers in maize production. "When this happens, the rural masses will start feeding other Zambians in the urban areas and will improve upon their own standard of living."

Headmen from 42 villages were among Zambia's rural development symposium participants, who recommended that local materials be used in development schemes. They said wholehearted cooperation by villagers would only occur if they felt the project was needed. Their participation was necessary if projects were to be useful and sustain themselves.

Denmark

The Danish International Development Agency (DANIDA) announced the Danish government's commitment to grant \$50,000 toward support of the Exposition's external costs. Dr. Kaj Baago, Deputy Director of DANIDA and an active advisor to the Exposition, made the announcement on behalf of the agency.

Vienna

Mme. Sellami-Meslem, Director of the Advancement of Women Branch of the UN Centre for Social Development and Humanitarian Affairs in Vienna, and member of the IERD's Global Advisory Board, has announced that the Centre is organizing a seminar on the role of women in rural affairs, tentatively scheduled for May 1984, as an activity of the UN Decade for Women.

The seminar will form strategies for the advancement of rural women and methods of enhancing their participation in industrial and agricultural development. Mme. Sellami-Meslem noted that the seminar's objectives parallel some of the objectives of the IERD, and that documentation for IERD projects could contain data useful to the UN's activities for women.

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September, 1983

Lamar on Show

You might think that since most of the forty-five people attending the Lamar Rural Development Showcase Forum were from Lamar that they would have heard all the stories there were to hear — and tell. But they hadn't.

It was a hot Thursday afternoon in late July and an air conditioner and a fan droned monotonously in the background as nine self-help projects gave their reports at Lamar Community College. Each project has had a hand in bringing to life a small agricultural town of 8,000 people located in the Arkansas River Valley in the southeast corner of Colorado.

People were relaxed. The rainfall had been abundant and even dry land wheat farmers had done well. The wheat was almost harvested and for the first summer in years, Lamar residents hoped for the benefits of a good agricultural season coupled with major new economic development in the town.

In 1979, all the town's hopes for new industries collapsed. Iowa Beef decided to locate in Kansas. Bio Gas and Aquaculture had not proved to be major new thrusts. Claire Stafford, who ran the local radio station and is associated with the Lamar Chamber of Commerce, looked around and thought, "Something has to be done." She called up everybody in town who ought to be there — particularly the complainers — and "a strange coalition," the Industrial Committee, was formed.

"We thought about hiring a consultant, but decided to do it ourselves...We camped out in the State Office of Commerce and Development...The secret is to go ahead and act. You will get the advice and skills you need."

Neoplan, a German company which builds buses, decided to locate in Lamar, as did satellite companies, and now there are 1650 new jobs and \$7.5 million of new income was generated in 1982.

In 1976, Dr. John Locke, who had practiced medicine in Lamar and southeast Colorado, was the State Director of Rural Health. He organized the first State Conference on Rural Health, where communities took a crack at solving some of their local health problems.

From those seeds, a meeting was called in the Lamar Community College assembly hall and over 100 people attended. Health Resources, Inc., an organization which would be an advocate of community health, was formed. Dr. Locke said, "From that time on, Southeast Colorado has had the only citizen oriented health advocate organization in the nation. They have done things for this area that no government agency could do. The list of accomplishments is staggering. All done one at a time."

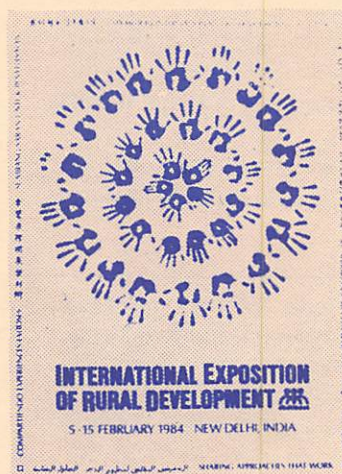
David Stang, Administrator of the Sandhaven Nursing Home and Vice Chairman of HRI, reported that a vacant hospital has been transformed into a multi-purpose health center and new doctors have come to town. HRI has initiated home health care for elders, and set up Sage Nutrition Center, Maxwell Day Care Center, a hospice and the Cancer-surmount program. "You see a need and try to solve it," is the spirit.

The Lamar Housing Authority has built low cost public housing for a long time. Dorothy Sunday of neighboring Springfield had never built housing before, but she watched Lamar do it. At her instigation, Springfield Housing has built 54 new self-care units for elderly people. Youth from the high school were bussed to the site to learn carpentry and building trades.

Continued

NOTEWORTHY

Michael Signorella, award-winning designer from Boulder, Colorado, has contributed to the IERD by designing a commemorative poster.



The artist's concepts:

Handprints . . . one of the oldest symbols of human presence.

The raised palm . . . a sign of friendship.

Handprint . . . getting one's hands dirty, e.g. working

The individual prints when placed together . . . a flower, the burst of a fireworks rocket, and the mandala.

The IERD commemorative poster is available from ICA Denver, 1741 Gaylord, Denver, Co 80206. Phone (303) 333-2000. The 26" x 40" color poster costs:

\$10.00	single poster
5.00	10-99 posters
2.50	100 plus posters

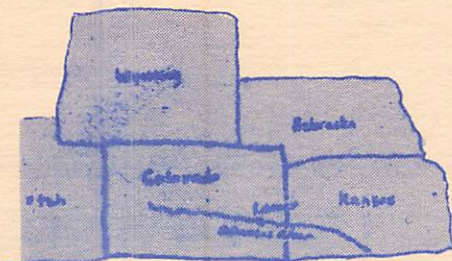
From Lamar

Citizen wisdom

- Some arenas that require professional standards are difficult to build consensus for because laymen tend to accept professional opinion. Do not defer to the specialist in power.
- Keep the pipeline open to hear what is available. Corollary: We have to know more about Denver than they will ever know about us.
- People think consensus is voting. It is not.
- Power groups can be incestuous.
- We have always been a fighting community. Get it out and move on.
- Pride is important.
- Never promise what you can't deliver.
- It's easier to ask forgiveness than to ask permission.
- People reach down into their hearts and come up with caring.

Lamar continued

Leo Idler, a farmer who lives four miles west of Lamar explained that water is a delicate subject along the Arkansas River. Formerly, "use it or lose it" was the method that determined use of irrigation water. In most years only about one-tenth of the farmers had adequate water to irrigate with. Since 1980, however, you can "bank" it and call for it when you need it. Getting agreement on the new system took hundreds of hours.



Community members reflected on why they had been successful. They cited communicating through all available channels, involving every segment of the community in identifying needs and in the leadership, and maintaining their priorities.

At nine o'clock Virginia Downing summed up the meeting, "We learned a lot about things we thought we knew about, but we didn't."

Highlights is a monthly newsletter for the individuals and organizations that are involved with the International Exposition of Rural Development (IERD) in the United States. The IERD is a three-year (1982-1984) program for sharing approaches that have worked in local development. We welcome news, photos and suggestions. Please send material to:

IERD *Highlights*
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From Rubbish to Riches

In 1965, the city manager of Riverview, Michigan (pop 14,000) was captured by an idea put forward by city co-workers. They wanted to kill two unrelated birds with one stone.

The city was transporting its solid waste 25 miles away, at considerable cost, and, its sports-minded citizens were eager to create long-term, year round recreational facilities for the community.

Why not, they said, build hills of trash here in Riverview, and then make a golf course and ski slopes out of the hills?

Studies were done which deemed the project to be ecologically and economically viable, and the question was put to the citizenry in the form of a referendum. With over 70% of the voters responding yes, the community approved a \$3.5 million bond issue in 1966 to buy equipment and 600 acres of land for the project.

Construction began in 1968 and by the end of the year, twelve communities within a ten-mile radius of Riverview contracted to dispose of their solid waste with the Riverview Land Preserve. The venture, which also receives waste from private contractors, has generated \$35 million in revenue since 1968.

The money has literally been plowed back into the development of the community. Wooded areas were cleared and contoured during the the early 70's and in 1976 greens and tees were put in to complete the first nine holes of the new golf course. A second nine were added in 1978, and the 27-hole golf course was completed in 1980.

Small hills were readied for sledding and tobogganing in the mid-70's and two chair lifts can now take skiers to 140-foot hills. The hills will be built up another 40 feet over the next two years. The skiing operation is not yet in the black financially, and was not helped by the lack of snow this past winter. But, Riverview residents are willing to let ideas prove themselves and the project has purchased snow-making equipment.

Jack Shoup was the city manager back in 1965 and he has guided the development process as director of the land preserve since its inception. Shoup envisions that by 1993 the city will begin to reduce the land fill operation and shift to reclamation of waste materials. This would be in line with the federal Environmental Protection Agency's new policy of recycling waste. In the meantime, Riverview is getting ready to mine the methane gas produced by the waste, and they already have a buyer.

"It's a real success story," claims Riverview's city manager Harry Kollman, and it's still going on.

NEWSFLASH

Dr. Halfsden Mahler, the Director General of the World Health Organization (WHO), announced their co-sponsorship of the International Exposition of Rural Development. He hailed it as the beginning of a two-year working relationship with the IERD program.

SHARING APPROACHES THAT WORK HIGHLIGHTS

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October-November, 1983

20 Projects to Represent U.S. in India

"We're sending hope to the world," declared NSC member Marvin Goldman, as 20 local self-help projects from across the nation were selected by the National Steering Committee to represent the USA February 5-15 at the global plenary of the International Exposition of Rural Development (IERD). The selection was made in Chicago October 7-9.

The best of rural development from over 50 nations will gather in New Delhi, India in February to exchange wisdom and resources, and to visit Indian and Pakistani projects. They will compile their learnings into a guidebook for community projects.

Success in dealing with critical issues was demonstrated by the chosen projects. Su Clinica Familiar in Harlingen, Texas delivers primary health care to low income Mexican Americans in three counties. They have cut infant mortality from higher than the national rate to less than half of the Texas rate, and the clients have picked up increasing financial responsibility for the clinic's operation. The Tilth Association is a network of 14 chapters throughout Washington, Oregon and Idaho, which develops, tests and teaches methods of ecologically sound agriculture for small farmers. Their monthly newsletter, *The Future is Abundant*, reaches 10,000 readers.

Many of these projects have reaped benefits they never imagined when they started. General Baptist Health and Human Services of Raleigh, N.C. is an effort of the General Baptist Convention, in partnership with the state health services. The project has trained 600 volunteers from 10 counties in screening and detection skills. When toxic waste was dumped in their neighborhoods, volunteers blew the whistle and succeeded in changing the laws of North Carolina on the disposal of hazardous wastes. South Guthrie is a small, black community in Tennessee that used to be known as "Squigg," meaning slum. The citizens have transformed their community into one of the governor's 30 models for Homecoming 1986, a project to highlight the history and potential of the state's 3500 communities.

Other criteria for project selection included local initiation, involving the mainstream of the community and significant potential for application elsewhere.

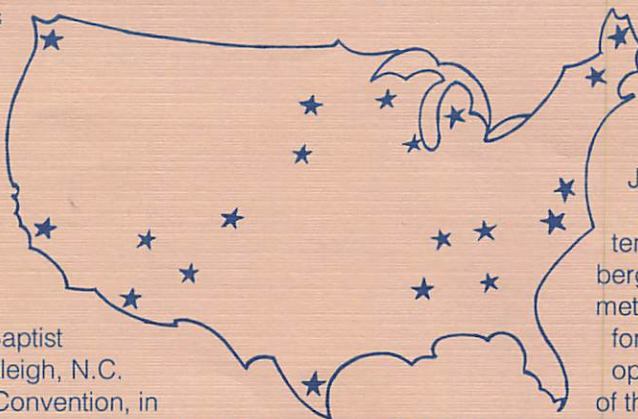
The selection process started with visitation and documentation of projects by Institute of Cultural Affairs volun-

teers twelve months ago. Hundreds of projects shared their successes in more than 40 regional symposia and "show-case forums" on rural development. NSC members visited thirty-five projects recommended by the southern, western, eastern and midwestern regions of the nation. An additional two projects from Alaska will be named as delegates by the end of November.

The IERD was initiated in 1982 with the formation of networks of private, public and voluntary sector representatives to advise and shape the three-year process. The Exposition will continue throughout 1984 when those networks will work with the participating projects to catalyze

widespread application of the findings in rural and urban communities. The 20 projects are "just the tip of an iceberg," according to ICA staff member John Epps, of Denver. The India plenary is a way to call global attention to the presence of the iceberg, Epps said. Vance Engleman, a methods consultant from Pittsburgh, foresees "a new synthesis" of development methodology emerging out of this global process.

The projects selected to represent the United States in India are: **Total Action Against Poverty**, Roanoke, Virginia; **Coastal Enterprises, Inc.**, Wiscasset, Maine; **Central New Hampshire Agricultural Marketing Project**, Concord, New Hampshire; **Clear Fork Valley**, Jellico, Tennessee; **Baconton**, Georgia; **Mississippi Action for Community Education**, Greenville, Mississippi; **South Guthrie**, Clarksville, Tennessee; **Su Clinica Familiar**, Harlingen, Texas; **General Baptist Health and Human Services**, Raleigh, North Carolina; **Bangor Community**, Michigan; **Fifth City Human Development Project**, Chicago, Illinois; **Impact Seven, Inc.**, Turtle Lake, Wisconsin; **University for Man**, Manhattan, Kansas; **Small Farm Energy Project**, Walthill, Nebraska; **Pisinemo Human Development Project**, Sells, Arizona; **Self-Help Enterprises**,continued on back page



The United Nations Co-Sponsors* of the IERD

What do they do? Why are they supporting

"... millions are alive today who would have died — and hundreds of millions are living because of the UN's technical co-operation programs with the world's developing countries. These programs in history has there been such a broadly based, wide ranging and genuinely international program for the improvement of the condition and individual human lives. Never before has so much been achieved in these fields and in such a short space of time."

John von Arnold, United Nations

United Nations Children's Fund UNICEF

UNICEF has worked in cooperation with governments of developing nations since 1946 to reach the most disadvantaged children and their mothers. Supplies, equipment, training and/or emergency relief are provided by UNICEF in 112 nations to meet basic needs for survival and development.

UNICEF's basic working strategy is a "broad-based integrated approach to the problems of children through community participation," combining efforts in health, water and sanitation, education, nutrition, urban services and services for women.

UNICEF has launched a global campaign to reduce malnutrition and cut in half the deaths of infants and young children. In its yearly report, "The State of the World's Children," UNICEF detailed four simple measures which can achieve this goal *without requiring any addition to the world's food supplies*.

First is the use of oral rehydration therapy (ORT), an inexpensive mixture of sugar, salt and water, easily prepared at home, which can stop the dehydration caused by diarrheal infection, the largest single cause of death among the developing world's children.

The second key measure is worldwide immunization of children against the six diseases that annually kill 5 million children — measles, diphtheria, tetanus, whooping cough, poliomyelitis and tuberculosis.

Third is the promotion of breastfeeding, which, compared to bottle feeding, may mean the difference between life and death in many developing nations.

The fourth measure is mass use of child growth monitoring, such as simple growth charts kept by mothers in their own homes, as a stimulus and guide to the proper feeding of the pre-school child.

These steps are available now. The only question, according to UNICEF, is "its priority."

V. Tarzie Vittachi, Assistant Secretary General of UNICEF, is an enthusiastic supporter of the IERD. "Lateral project expansion and the global sharing of approaches that work could be the most ambitious and most important effort of our time."

World Health Organization WHO

Established in 1948, WHO plans and coordinates health action on a global basis. It provides technical cooperation in such fields as disease control, environmental health, family planning, mental health, training of health workers, and strengthening of health services.

"Health for All by the Year 2000" is their global campaign to enable all people to lead socially and economically productive lives. An impossible task? So was the eradication of smallpox, but it happened in 1976, after a nine-year global effort coordinated by WHO. It was a sign, according to Director-General Dr. Halfdan Mahler, "of what can be achieved in breaking out of the cycle of ill-health, disease and poverty."

At the heart of "Health for All" is primary health care — exemplified by community participation and the empowerment of local people, especially women, to act as health care workers.

WHO anticipates valuable insights from the IERD process regarding comprehensive development as a method of primary health care. They will be using ICA consultative services over a two-year period and hope to document health results within successful, comprehensive development projects.

**Development is not a cluster
of benefits "given" to people
in need, but rather a process
by which a populace
acquires mastery over its
own destiny . . .**



The State of the World's Children
1981-82, UNICEF

*The other co-sponsors of the International Exposition of Rural Development are the Agricultural Financial Corporation (India), the Association of Indian Engineering Industry, the Canara Bank (India), and the International Council of Women. The Food and Agriculture Organization (FAO) of the United Nations is a participating agency and Control Data Corporation is providing special technical support.

Who are they? this program?

er and more hopefully — because of
rams are truly unique. Never before
partnership to improve the human
ds against such staggering odds

ons Development Programme

United Nations Development Programme UNDP

The UNDP, established in 1965, is the largest development agency of the United Nations system. It supports some 5,000 economic and social projects each year in 150 developing nations and territories. Many of its projects have a direct effect on food production. Providing safe water and sanitation facilities, a development focus for the 1980s globally, is the aim of many UNDP partnerships.

The UNDP works with nations in establishing their development plans and priorities, and dispenses funds to various UN agencies (WHO, FAO, etc.) to do certain projects.

The UN agencies have recognized the importance of local participation, and the critical role being played by non-government organizations (NGOs) and the need for greater UN/NGO cooperation. The kind of cooperation demonstrated in the IERD may be a precursor of the future.

United Nations Fund for Population Activities UNFPA

UNFPA was established in 1969 to promote population programs and awareness, and to integrate population planning into overall development strategies.

One hundred and forty-one nations and territories have population programs today compared to two nations 20 years ago. As a result, many people have decided to limit their family size. The world's population growth rate has dropped from 2 percent per year to 1.8 percent in 15 years. UNFPA predicts an annual growth rate of 1.5 percent by the year 2000.

This unexpected success has encouraged UNFPA to continue promoting awareness of population planning as an essential development component. They see the IERD as an opportunity to provide exposure of successful population programs to the development community world-wide.

Source of information on the agencies: *A Shift in the Wind* 15, 1983, The Hunger Project, San Francisco.

V. Tarzie Vittachi
Assistant Secretary General
UNICEF

Your Work is Your Message

Exerpts from a speech to the ICA, July 1982

The first priority is to remove from our minds the stereotypes that have been lodged in our heads. You may imagine that because you have worked in the field for a few years that you have lost these stereotypes forever, but I ask you to look again.

I went home recently to Sri Lanka and drove a little UNICEF car there. The usual stereotype is that I'm supposed to be given the big UNICEF car — a Humber or a Rolls Royce. The car I took was a little cream-colored Datsun. Off I went to the villages with no driver, just myself. As I was passing through a village I saw a crowd of people. As I'm a journalist, I can't resist a crowd. I stopped the car to find out what the rumpus was about. I saw an incredible contraption which had black on it. It was called "New Model Bullock Cart," produced by the Industrial Development Board of Sri Lanka with Norwegian aid. The price was 6,000 rupees. The villagers were crowding around looking at this fancy object. The roof was like that of a covered wagon with a plastic coating to protect the thatch from the monsoons. It had a long yoke, rubberized wheels, and an enormous undercarriage of truck springs. All this was to relieve the bull from the weight of the cart falling on its neck. I asked the man next to me if anyone in the village had bought one of these. In the direct fashion of the Sri Lankans he said, "You must be mad!" I said, "Why do you say that I am mad?" He said, "Do you think if I had 6,000 rupees I'd spend it on a bullock cart?" I said, "If I gave you 6,000 rupees would you buy this?" He said, "If you gave me 6,000 rupees I'd try to borrow another 6,000 and make you an offer for your car."

Here I am thinking that this bullock cart is "appropriate technology." This "appropriate technology" was standing between him and his legitimate aspirations, which was my little car. If that car was appropriate technology for me, why wasn't it appropriate for him? This is the kind of stereotype I urge you to consider when you are planning the International Exposition of Rural Development, because this is typical of the top-down messages.

This brings me to the second important thing I want to talk about — the vertical message. The messages that we've known have always been vertical. They have been spread vertically. All ideas, in fact, that have been produced have seeped down.

You are communicators, people whose work itself is your message. Your work communicates better than anything you say to people. We say that we are now out to replace top-down messages with bottom-up. But again this is vertical. It doesn't work like that. The only messages that work are messages spread horizontally from village to village. They work because they are real.

This is true even of the family planning message in the villages of Sri Lanka. When people begin to realize that the two-and-a-half acres of land they have been given is insufficient to maintain a family of more than two or three, that message gets across. So much so that there are lines now in the villages of Sri Lanka of men asking for vasectomies, which is a very great social change. Those messages spread laterally. It is a great test of the efficacy of your work.

PEOPLE

Meet the Mayor of San Antonio

Henry Cisneros



The young, charismatic mayor of San Antonio, Henry Cisneros, couldn't say "yes" fast enough when asked if he would serve on the National Steering Committee of the IERD. His first question was what could he do to assist the program.

When the ICA requested funding assistance, he volunteered to send a letter of introduction to key business leaders in San Antonio asking for their support.

Who is Henry Cisneros and what makes him so enthusiastic about the IERD?

Born in 1947, Cisneros and two sisters and two brothers were raised in the West End, one of San Antonio's poorest *barrios*. Cisneros, a Roman Catholic, still lives in the West End, near his parents, with his wife Mary Alice, and two daughters, Teresa, 12, and Mercedes, 8.

As a student in the San Antonio public schools, he charted an illustrious academic career which led him to Texas A&M. After graduation he was selected for the Presidential Fellowship, which took him to Washington D.C. There he saw national politics at work and Washington caught a glimpse of him. He worked for former Health, Education and Welfare Secretary Elliot Richardson, who referred to the young Cisneros as a "national treasure."

From Washington, Cisneros traveled north to Cambridge, Massachusetts to earn a PhD in urban planning at Harvard. He then returned to San Antonio as a professor at the University of Texas at San Antonio. His interest in urban issues was more than academic and he began his political career as a city councilman while teaching.

San Antonio is the tenth largest city in the United States, with Hispanics comprising more than 50% of the population. In 1981, he became San Antonio's first Mexican-American mayor with a campaign promise to raise the average income-level — the lowest of any major American city — in San Antonio.

To deliver on that promise, Cisneros began to woo high technology business to the sunbelt city. He discovered that San Antonio was considered 15 years behind nearby Austin in the capacity to attract relocating companies. He then led a difficult but successful battle to convince the Coordinating Board of the Texas College & University System to build a long-needed, comprehensive engineering school in San Antonio, one of many steps to get the city's economic juices flowing.

Why get involved with rural development when he is so deeply embroiled in the urban? "No great city can exist without a viable hinterland," says Cisneros.

Perhaps he sees a parallel relationship between nations. Cisneros was recently selected by President Reagan to serve on his National Bipartisan Commission on Central America.

Visalia, California; **Lamar**, Colorado; **Home Education Livelihood Program**, Albuquerque, New Mexico; **Dineh Cooperatives, Inc.**, Chinle, Navajo Nation, Arizona; and **Tilth Association**, Seattle, Washington.

The projects selected as alternate delegates are: Edgemont Solar Garden, Dayton, Ohio; Center for Community Self-Help, Durham, North Carolina; Homeworkers Organized for More Employment, Orland, Maine; West Virginia Community Cluster Experiment, Charleston, West Virginia; Independence Plan of Neighborhood Councils, Inc., Independence, Missouri; San Luis Valley Solar Energy Programs, Colorado; Lone Star Community Education Program, Otis, Colorado; Bitter Root Resource Conservation and Development Area, Hamilton, Montana; Soledad Local Development Corporation and the Community of Soledad, California; Columbia Basin Health Association, Othello, Washington; Central Farm Management Co-operative, Owatonna, Minnesota; and Addison County CAP Housing Projects, Middlebury, Vermont.

Representatives from policy-making bodies and agencies, and from the National Steering Committee will round out the U.S. delegation.

What the NSC Members Say . . .

Dileep Rao of Minneapolis believes the delegation will help the world to identify with the United States. John and Barbara Wilson of Albuquerque, New Mexico share Rao's view. The IERD is building "an international community at the social and cultural level," claims John. The Wilsons, in their fifties, lived and taught in India from 1965-67. John, a cardio-vascular surgeon, and Barbara, a sculptress and homemaker, will be returning to India on his sabbatical to work with a rural hospital started by one of John's former students in Tamilnad, South India. Enroute they will be working with national steering committees in countries where there is no ICA staff.

NOTEWORTHY EVENTS

OCTOBER 27 — IERD Benefit, Netherlands Embassy, Washington, D.C.

NOVEMBER 1 — National Rural Success Day

NOVEMBER 3-5 — Appalachian Rural Development Symposium, Morehead University, Morehead, Kentucky

NOVEMBER 19 — Valley Resources Development Symposium, Weslaco, Texas

JANUARY 9-10 — Mississippi Rural Development Symposium, Jackson, Mississippi

Highlights is a monthly newsletter for the individuals and organizations that are involved with the International Exposition of Rural Development (IERD) in the United States. The IERD is a three-year (1982-1984) program for sharing approaches that have worked in local development. We welcome news, photos and suggestions. Please send material to:

IERD *Highlights*

The Institute of Cultural Affairs

4750 N. Sheridan Road, Chicago, IL 60640

Tel. (312) 769-6363

SHARING APPROACHES THAT WORK HIGHLIGHTS

INTERNATIONAL
EXPOSITION
OF RURAL
DEVELOPMENT



April-May-June, 1984

Mississippians Moving Forward Together

"Perhaps it is the sense of place that gives us the belief that passionate things in some sense endure. Whatever is significant and whatever is tragic in its story live as long as the place does, though they are unseen, and the new life will be built upon these things—regardless of commerce and the way of rivers and roads, and other vagrancies."

Eudora Welty
Some Notes on River Country

Mississippians have a passion for their state and the people in it. They are well aware of the hurdles in front of them and they are looking for new ways to take an unprecedented leap. 'The new life,' they will tell you, can only emerge from their own story of a common past and a shared future.

Over 400 Mississippians brought their love of place and their will to move forward to a 2½ day symposium in Jackson, April 29-May 1. The symposium's theme, "Moving Forward Together," was coined by newly-elected Governor Bill Allain when he announced the event in February. The process was initiated last July by a group of citizens called together by Ruth Wilson and Bill Linder of the Governor's Office of Voluntary Citizen Participation and the Southern Rural Development Center respectively. Mark Nixon, director of The Governor's Office of Community Development, joined Linder and Mrs. Wilson in co-chairing the event.

The program consisted of panel discussions, exhibits, an audio-visual presentation on Mississippi's history of rural development, speeches, and lots of informal conversations in the Holiday Inn convention center. Workshops and general sessions were facilitated by the Institute of Cultural Affairs.

Participants began the deliberations with a celebration of their rural past. On Sunday afternoon they visited the Agriculture and Forestry Museum. A catfish fry showing off the product of the nation's largest farm-raised catfish industry, followed the museum visit. The supper was hosted by the Commissioner of Agriculture and Commerce, Jim Buck Ross.

Dr. Margaret Walker Alexander, 69-year-old author of *Jubilee*, spoke on rural values during a panel presented by the Mississippi Committee on the Humanities later in the

evening. (A bestselling novel, *Jubilee* is the story of Dr. Alexander's great grandmother who was freed from slavery by the Civil War.) Dr. Alexander lauded the hard won gains of the poor and disenfranchised with her storytelling, but cautioned against holding on to the past for its own sake. She claimed that the challenge of "high tech" demands a human touch, a spiritual response, saying "what we're taught in religious beliefs should be broadened into an ethic that includes everybody."

Every evocation of the past brought the future into their midst. It happened again when Betty Carter, who was



Betty Carter telling symposium participants: "The heart of America is where we build community."

PHOTO BY THOMAS J. POWELL

greeted with a standing ovation, spoke at lunch on Monday. Wife of the late Pulitzer prize winning journalist Hodding Carter, Mrs. Carter told "miracle" stories of achievements in Mississippi development, such as the eradication of tuberculosis and malaria. She reported on the India plenary of the International Exposition of Rural Development, which she attended in February. Mississippians and villagers around the world have a common task — creating "infra-structures for wholeness," she said.

The participants agreed with Mrs. Carter on the nature of the task facing the state. In a written summary of statewide challenges, they cited several interwoven issues. A negative self-image and negative national image "inhibit growth" and keep the state "at the bottom of the economic ladder." Furthermore, "Lack of education fuels these attitudes within the people. These attitudes have contributed to an unskilled labor force, a low tax base, youth migration to other states, and the lack of industrial development within the state. This becomes a vicious cycle that must be broken in order to move forward and begin building a positive image of Mississippi and its people."

Concrete images of this 'vicious cycle' are evident in these statistics: Mississippi has the highest dropout rate in the nation and is next to last in literacy. Over 50% of youths applying to the Army fail the literacy test and are rejected, compared to the national average of 9%. And, the state has the lowest per capital income in the nation.

Last year Mississippi took a big step in the direction of tougher standards with the passage of the Education Reform Act of 1982. The Act requires for the first time that children ages 6 through 13 go to school, and it provides the



Workshop participant making a point

first public support of kindergarten. The current state legislature, however, failed to earmark funds for implementing the reforms, even though they have been collecting increased taxes provided by the Act.

Governor Bill Allain gave the keynote address Monday evening. After demonstrating an entertaining style, Allain turned serious and showed passionate concern over education issues, telling of his efforts to persuade legislators to appropriate the needed funds. The legislature, however, has since adjourned until January.

Many participants were optimistic that the resounding consensus of the symposium on the pivotal role of education reforms would be transmitted to the legislature and would be implemented as outlined in the law. The reforms are slated to begin in 1986. The basis for their confidence is in their realization that fundamental change will not be initiated by somebody else. "There is no 'they' in the phone book," declared Johnny Boswell during a panel presentation on the tourism information center in Kosciusko. "It's you and me that will get the job done."

There's no stopping the education job from getting done, according to Mike Sturdivant, chairman of the Governor's Council of Economic Advisors. Sturdivant, in his closing talk, said that his home town of Glendora already has teacher's aides and kindergarten. The mandate from the Reform Act gave people the impetus to go out and find the money. "There's no doubt we've won," Sturdivant said. "People are going to make sure this will be implemented."

Strategic directions

The participants worked in ten interest arenas on Monday to determine the challenges described above, and to define successful approaches to development in their arena. The following day, people met as ten geographical sections of the state to think through the most effective ways to meet the challenges.

The participants named four other strategic directions for the future in addition to the top priority of educational

reforms and job training. They were: to encourage citizen participation, to enhance local governmental systems, to maximize available resources, and to develop local economic ventures.

Interrelationships

They have a graphic picture of how these directions interrelate. "Educated people participate more in the political process," said N.F. Smith of the State Education Office. "The plight of education in this state is going to teach people how to participate," was a comment in the education workshop. "It will bring down the racial barrier. We'll all be on the same team working together," responded Patricia Butler, a consultant in the Governor's Office of Human Development. Ms. Butler, a young black woman, believes that education is the last arena of segregation. However, the "focus should be on education, not on racism directly. It is one place where we see we can accomplish a lot. The commitment is there."

Les Newcomb has a passion for using information technology in local government. It can bring participation, education and economics together, he said. Newcomb is the director of Southern Mississippi Planning and Development District, which covers 15 counties. In the Southern section workshop, he stressed that it's hard for the public sector "to think outside of what's hurting us." Local officials live from day to day without information that would allow them to project trends and make long range plans. Other sections of the state emphasized the need for private and public sector cooperation, in their workshops.

Such a coalition has been forged in the forestry community to yield more long-range gains from abundant forestry resources. The coalition includes private, non-industrial landowners who own 72% of the state's forestry resources. Sid Moss is State Forester of Mississippi and a man who believes that the future is created by "willing people." He helped put the coalition together to create a vision and plan through the year 2010. The plan emphasizes the integration of forestry planning with overall economic and social goals.

Willing people

All kinds of "willing people" made the symposium a success. Twenty-eight groups prepared exhibits that lined the corridors of the conference space. They ranged from Piney Wood School to the Mississippi State Employment Service to the Craftsmen's Guild of Mississippi. The Voice of Calvary Ministries, which also made a panel presentation, had pictures of people transforming a 'cycle of poverty' into a 'cycle of prosperity.'

Harvey Johnson, Jr. is a member of the steering committee which planned the symposium. He initiated scholarships to enable people to attend. Johnson grew up in a neighborhood of hardworking mill workers and domestics in Vicksburg, Mississippi, where people "didn't ask much and got less." He remembers his aunt's big hands and bent over body from picking cotton. Johnson says he didn't want to grow up to the same life they endured and that his work is a testament to them. "I haven't forgotten where I came from," says Johnson, who founded the non-profit Mississippi Institute for Small Towns.

Much of the success of the symposium can be attributed

to the Governor's Office of Federal-State Programs. Its director, Beverly Hogan, expects that Gov. Allain will appoint a task force to follow through with the recommendations of the symposium. The task force would create an action plan to implement the policy directions and they would create a package to present to the legislature in January.

The 33-year-old Ms. Hogan is a native of rural Hinds County. She credits her family with shaping her ideas on service. They were "always helping others." Ms. Hogan said she "did not internalize" the bigotry, racism and discrimination around her while she was growing up. Her father pointed out that it was the condition of the times.

Those conditions persuaded many people to leave Mississippi from the mid '30's to the mid '70's. Ruth Wilson is one who came back. She has been the Director of the Governor's Office of Voluntary Citizen Participation since 1977. Holding the state-wide symposium on rural development was her idea.



PHOTO BY THOMAS J POWELL

Ruth Wilson and Beverly Hogan enjoying the process

Ms. Wilson and Bill Linder have a long-term commitment to rural development which goes beyond state borders. They were both instrumental in organizing the Success Southern Style symposium held last May in Memphis, as part of the interchange process of the International Exposition of Rural Development (IERD). Along with Betty Carter, they are members of the U.S. National Steering Committee of the IERD.

What will come of it all? Many people got ideas of programs and procedures to try out. But more than that. They became a community. And they know their ability to enact the new directions depends upon building that community.

Each person who attended the meeting needs to reach out to other people, believes Dr. Elton Raby, a District Program Leader with the agricultural extension service.

The passion and purpose of all these people, "united as one," will make itself seen in river country.

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Kansas City Blueprints

It's not just rural citizens who are 'sharing approaches that work.' It is happening in the city too. On May 10-11 in Kansas City, 100 people gathered to share workable approaches to community issues. "Blueprints for Success" brought together business people, elected officials, neighborhood groups and agency representatives to begin giving a focus to a growing movement to meet the future.

The conference took its name from a series of articles entitled "Blueprints for Progress" run by the *Kansas City Star* in June and July last year. The articles highlighted the need to "forge a constituency for metropolitan thinking."

The metropolitan area crosses two states — Missouri and Kansas, and encompasses eight counties, 114 cities, over 50 school districts and 60 sewer districts. It is, however, one interdependent economy. The series called on Greater Kansas City to say "yes" to itself, its resources and its future.

In the spirit of that challenge, the "Blueprints for Success" conference was sponsored by the Greater Kansas City Alliance of Business, Kansas City Regional Council of Higher Education, Mid-America Regional Council, Neighborhood Alliance and the University of Missouri - Kansas City. The Institute of Cultural Affairs was the organizing sponsor.

Mrs. Betty Carter of Greenville, Mississippi, gave the opening talk on the significance of building consensus and getting participation by the whole community. "If you can build consensus, you have lasting solutions," she said.

The participants spent the first day sharing what is currently going on in development via project exhibits, a panel discussion and small group discussions. The second day coalesced the group's thinking on the future through workshops on strategic directions. They produced 29 directions related to education, co-operative planning, communication and a variety of other issues.

The future was further evoked by a multi-media presentation on Kansas City in 1995, and by a closing panel of three *Kansas City Star* representatives.

"This was great. I've linked up with three people I want to keep up with and have five things to immediately implement," said Valerie Bridges of The Learning Exchange, when it was all over. "This has revived us all to go back to work," reflected Majeeda Baheyadeen, with Human Relations in Kansas City, Missouri. "I didn't realize there was that much dedication in KC until I saw this group."

NOTEWORTHY EVENTS

JUNE 8-9 — Local Development Strategy Seminar, Northern New Mexico Community College, Espanola, New Mexico

JUNE 21 — Southwest Michigan Showcase Forum, 9am-4pm, Lake Michigan College Community Center, Benton Harbor, Michigan

JUNE 21-23 — Colorado Exposition for Rural Development, Adam State College, Alamosa, Colorado (noon to noon)

JUNE 27 — Statewide Economic Development Showcase Forum, Sacramento, California

Liberation Through Energy

by Bob Dunsmore

Bob Dunsmore and Arnold and Maria Valdez were delegates to the plenary of the International Exposition of Rural Development in New Delhi, India in February. They represented the Solar Energy Association, the People's Alternative Energy Services and Akira Kawanabe Solar Architects in the San Luis Valley of south-central Colorado.

There are nearly 3,000 solar collectors in the Valley, compared to four when Dunsmore and his wife, Julie, moved to the area 10 years ago. The collectors are everywhere — "on adobe farmhouses, on mobile homes, on churches and barns and ice cream parlors. Most were built by the people who use them. Not all of them are beautiful. But they all work. And they've punctured the myth that solar is a high-technology plaything for the rich." (New Shelter, May-June 1981)

As a delegate to New Delhi, I was interested in self-reliance and in exploring to what degree energy is an integral factor in this question.

For some time I have been curious about India's global impact in these areas. India's independence cry was a cry for self-rule, or *swaraj*. Mahatma Gandhi expanded on the theme, or delimited it actually, to true rule of the self, the village, the masses. So the issues of food independence, the weaving of India cloth, and the internal control of salt production manifested themselves as central to the national independence struggle. Today, now that India is politically independent and self-sufficient in the production of these items, the issue is energy. And for many within India, I discovered, it is an issue of liberation.

Many delegates felt that the most important part of the Exposition was the exchange of "shop" ideas with delegates from around the world in twelve areas of human development. Over fifty participated in the energy area and some exciting brainstorming sessions led me to see the commonality of problems and solutions regarding energy globally. But more importantly, I saw how integral indeed energy is to questions of agriculture and food in general, to mental health and individual empowerment, to comfort, leisure and self-enhancement, and to physical health.

In our village visits, though quite varied, we saw energy at the root of irrigation, fertilizers (now causing severe soil depletion in northern India), lighting, cooking, heating, and health issues.

All delegates were impressed with the multitude of uses for manure: fertilizer, principal heating fuel, main cooking fuel, wall stucco base, floor base, lighting fuel. Yet burning manure is 5% efficient. We were able to witness how the government mandated biogas production schemes were working in connection with the federal banking system.

In the villages, contractors, community organizers and village leaders asked questions regarding appropriate technologies for village level applications for solar cooking, solar water heating, passive solar cooling, and thermal storage wall heating. This was exciting stuff.

Back in Delhi, after the village visits, I spoke before students at the Bhagot Sing College, before engineers at the India Institute of Technology, to a public gathering organized by a former minister of the Interior Department, before engineers of a major solar firm and a textile plant, to staff of India House Developments (a private rural development agency), to the chief executive of India's Department of Non-Conventional Fuels, and to the chair and staff of the National Energy Advisory Board of India, which advises the Prime Minister on long-range energy policy.

PEOPLE

Colorado's Lt. Governor



Nancy Dick

The Lieutenant Governor of Colorado believes that the clock in our civilization is speeding up, that "we do not have time *not* to take advantage of other people's research, successes and failures." Therefore Nancy Dick was an early and enthusiastic member of the U.S. National Steering Committee for the International Exposition of Rural Development.

The biggest challenge of the IERD is spreading the word of what individuals and organizations saw and learned in New Delhi, according to Lieutenant Governor Dick. Toward that end she is one of 13 sponsors of the Colorado Exposition for Rural Development. The Exposition will be held June 21-23 at Adam State College in Alamosa (San Luis Valley).

The 53-year-old state official was impressed by the "diversity, ingenuity and dedication" of the many self-help projects she reviewed when she helped recommend which projects from the six-state Rocky Mountain region would go to India. The community of Lamar is an "extraordinary, unholy coalition that won't take no for answer." The San Luis Valley energy project, very different from Lamar, has created a globally applicable, "bootstrap" model of people working together.

"It is important that people think they can solve their own problems." Locally initiated self-help projects have "the capability of making people more self-reliant. As people become convinced that they can solve problems themselves, in small groups, without relying on third parties, it can have a carryover to the political process. Together we can solve problems that individually are overwhelming, or impossible." This view combines elements of traditional Democratic and Republican Party philosophies: "Self-reliance is Republican and working together is Democratic." The same ramifications exist for other countries. Coalitions can do wondrous things, the Lieutenant Governor said.

One coalition which she has helped mold is the Colorado Rural Council, a "horizontal" rural organization representing a wide spectrum of rural interests. The Council holds forums on rural issues and articulates concerns affecting state and federal legislation. They are also sponsors of the Colorado Exposition.

Nancy Dick grew up in Detroit and Cleveland and now makes her home in Aspen, Colorado. She was widowed when her children were ages 3, 4 and 6, and has since remarried. Lieutenant Governor Dick is currently running for the Democratic Party nomination for the U.S. Senate.

Several of these organizations working together hope to have me return to India to actually implement some of the appropriate technologies we surveyed.

Write Bob Dunsmore at P.O. Box 1284, Alamosa, Colo. 81101 for further information.

SHARING
APPROACHES
THAT WORK

HIGHLIGHTS

INTERNATIONAL
EXPOSITION
OF RURAL
DEVELOPMENT



February-March, 1984

Village Visits Highlight of Global Meeting

Field visits to the furthest reaches of India "to see what people are doing to solve their own problems" was, hands down, the most impressive aspect of the global plenary of the International Exposition of Rural Development held February 5-15 in New Delhi, India, according to returning U.S. delegates.

The delegates also cited as highlights of the conference meeting delegates from other nations, viewing the project exhibits, and participating in the development of reports and of a handbook on rural development. Approximately 660 people from 55 nations, including 22 U.S. project delegates, participated in the meeting. Of them, 70% were local practitioners rather than professionals accustomed to attending such conferences.

Three days were dedicated to exhibit displays and to identifying the major trends and key elements of sustainable development. During the next four days thirty teams departed on field visits to "test" the conclusions by comparing them to the actual practical success of 30 Indian projects.

Upon returning, the delegates outlined the content for a handbook detailing successful development approaches as they reported on the field trips and as they met by interest arenas. Delegates then met by nations to make recommendations for sharing and implementing the findings in a massive way.

The projects visited exemplified development priorities such as economic diversification (beyond agriculture), the creation of structures for borrowing and repayment, and the involvement of women. Some dealt with a national effort to expand ownership of cows and production of milk. But it was the staggering scope of the task and the human face of the Indian development effort that made its mark on the delegates.

The image of "the sheer mass of humanity on the move" at any time, day or night, remains with Tennessee Valley Authority's Vann Cunningham, an at-large delegate from the South and a member of the National Steering Committee.

"In the middle of the night in a desert area, you couldn't go one kilometre without meeting someone on the road or seeing someone in a field."

Seeing "the rich and the dirt poor" was shocking to Nora Harris of Southpark Housing Project in Charleston, West Virginia. She couldn't believe not having bathrooms, children running around with no shoes on and no clothes on, or only sparsely dressed. "I'd always considered myself poor, but my children have Jordache jeans in their closet. It made

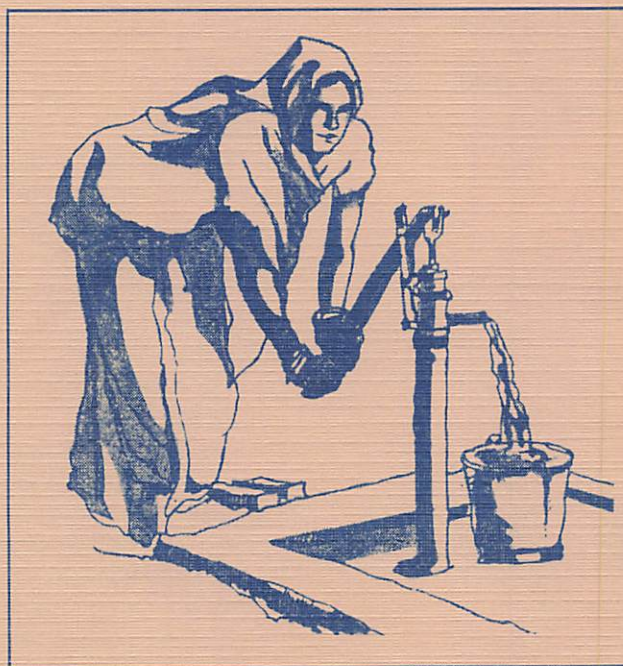
me appreciate the things I have. I learned to appreciate the quality of life."

Nora's group rode with two doctors in a "quaint" ambulance to visit village clinics. She saw a day care program for elderly people who were outcasts from their families and villages. The old people were folding newspapers to sell as bags to merchants. The doctors fitted people for eyeglasses which social workers would later deliver.

In New Delhi they visited a crechemobile, a kindergarten for children of female construction workers who operate from site to site and are paid about \$1.30 (U.S.) per day. The director of the Home Education Livelihood Program, Gene Ortega,

from Albuquerque, New Mexico, reported visiting the CROSS project in Mothpur, southeast India, near Hyderabad. CROSS stands for Comprehensive Rural Operations Service Society, and deals with land and agricultural issues, health, nutrition and housing. Ortega told of one hamlet where the people couldn't get government grants for housing because they didn't have title to the land. The women got together, went to the district office and said, "Look, you've got to help us with this problem." He secured

Continued Inside



the land titles and so far, 54 new homes have been built.

CROSS makes loans available which people combine with the government resources to build better homes. The people of Mothpur were proud that their homes withstood the cyclone of last year, while some of the government houses did not.

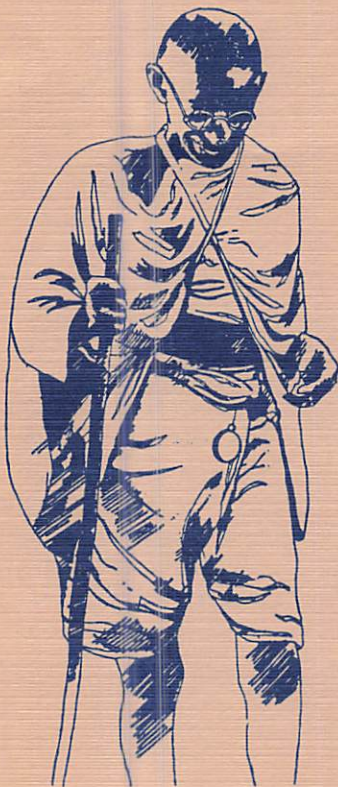
The Indian people were knowledgeable and "willing to do a lot of things Americans wouldn't do," according to Clyde Kilgore of South Guthrie, Tennessee (pop. 380). They did a lot of the work by hand and with oxen. Kilgore visited a multi-million dollar milk processing plant which put all of its proceeds back into helping the farmers that produced the milk. The project provided assistance with increasing live-stock productivity and interest-free loans. It was a "people helping people project," said Clyde.

For practical Cyril Venner, a farmer from Carroll, Iowa, the highlight of the trip was visiting a small village 50 miles northwest of Calcutta which used a solar pump for irrigating winter wheat and rice. The pump, which was purchased from France, was used about six hours per day. By contrast with this advanced technology, he discovered when he wanted to give writing pens to three young teenage boys, that they couldn't read or write.

Creating peace

The delegates spoke highly of their opportunities for inter-change with people from around the globe. Nora Harris said it was like "creating peace," and wishes everyone could have the same opportunity.

Cyril Venner said his biggest concern before he left was, "How in the world are 55 countries going to get along?" In the village, where he was the only American, they "sat down and asked each other questions." Delegates from



**"My life
is my
message."**

M.K. Gandhi

A Global Ple

- | | |
|---------------------|-------------------|
| 1 Australia | 18 Hong Kong |
| 2 Austria | 19 Hungary |
| 3 Bangladesh | 20 India |
| 4 Belgium | 21 Indonesia |
| 5 Bhutan | 22 Ivory Coast |
| 6 Brazil | |
| 7 Canada | |
| 8 Chile | |
| 9 China: Taipei | |
| 10 Columbia | |
| 11 Egypt | |
| 12 France | |
| 13 Germany, Federal | |
| Republic of | 23 Jamaica |
| 14 Ghana | 24 Japan |
| 15 Guatemala | 25 Jordan |
| 16 Haiti | 26 Kenya |
| 17 Honduras | 27 Korea, Republi |



India, Holland and the Philippines asked him why "your country misled us" advising the use of chemical fertilizers. He explained to them that fifteen years ago he got fed up with the harm that chemicals do and he started his organic farming research project. The project is loosely linked with about 100 other farms in southwest Iowa. Venner was very impressed with the other delegates. "They were all there to help each other." He wishes he'd had more time to study the other exhibits, as there were many good ones. A Philippine farmer who had only six acres, all in fruit trees, told him, 'If you're going to have trees, you might as well have fruit or nuts on them.' "I thought that was a good idea. I might try that."

The same kinds of problems were experienced from nation to nation, Gene Ortega learned: Lack of resources and access to resources and services, land and housing issues, health issues, lack of an economic base, and getting government to address specific problems of rural development. However, Ortega has a new appreciation for what he sees as a close working relationship with all levels of government in the U.S., after being questioned by many delegates about the impact of the political structure on development. He thinks Americans should take advantage of this close cooperation.

One of the 'approaches that works,' Ortega also emphasized, is that "you don't give up. You keep plugging away." Others undergo the same frustrations and setbacks, but now "we reinforce each other" and global efforts are rejuvenated.

Similarities in principles of approach across different political systems and economic levels were also seen by Vann

Colman McCarthy

Strong Women From Appalachia

Positioned in the calm, reasoned and firm center of feminism, Tilda Kemplen and Marie Cirillo are two of America's strong women. They are Appalachians. For three decades, they have been serving the coal-camp families in the Clear Fork Valley on the Tennessee-Kentucky border about 60 miles north of Knoxville.

I met Kemplen and Cirillo in 1966, when I made the first of many visits to their valley. Stories were plentiful, from the obvious ones about the rape-and-run strip-mining of the coal industry to the hidden patterns of mental depression that haunt the children of the hollows. On every visit, Kemplen, a teacher in a one-room schoolhouse, and Cirillo, a community organizer, sounded one message: despite the bleakness, we are going to remain, revive and resurge.

Looking at the valley's variety of destitution, I had my doubts. Last week, many of them were put to rest when the two women came for a stopover in Washington. They were on their way to New Delhi to speak at the International Exposition of Rural Development sponsored by the non-profit Institute of Cultural Affairs. The purpose of the 10-day conference in India was to bring together from more than 50 nations people who have had successes in economic, social and community development in their rural areas. They are the experts who didn't need the experts to improve life.

The Clear Fork Valley project is one of 20 in the United States selected from 2,000 that were under consideration for a year. It is described by institute officials as a success story that "demonstrates the struggle of isolated people to address land use, health, potable water and women's roles without outside money or resources."

In the valley, Kemplen is in her 11th year of running the Mountain Community Child Care Center. She is a woman with a natural love of people, who rubs liniments of affection on the souls of children like a trainer massaging the backs of athletes. Her Olympian goal is to get the children started before they realize how great are the odds against them. They will know soon enough.

With unemployment in pockets of the valley at about 65 percent, all except one of the 60 children in Kemplen's center are from families receiving welfare or food stamps. The cuts in

these programs by the Reagan administration have increased the strain on Kemplen. Every time she thinks that the administration's policies have sunk to a new low, another lowering comes along.

As one example, she tells of families that have been denied food stamps because they own a plot of land that they aren't living on. Land is hard to acquire in Appalachia. Most is owned by coal or timber companies, with much of what's left either rubble or untillable hillside acreage. But a hungry mountaineer who has lucked out an acre or two of hardpan land is too rich by the standards of the Reagan food-stamp program. The choice is sell or starve.

According to the "State of the States," a new report by the American Federation of State, County and Municipal Employees, Tennessee has lost \$819 million in federal aid in the past three years. It is among five states with the severest cuts in programs for handicapped education, health services and Appalachian regional programs. Kentucky lost \$699 million. Cuts of more than 50 percent have been applied to Appalachian programs, with the Appalachian Regional Commission itself scheduled for elimination.

In addition to the Clear Fork daycare center, which is funded by the state of Tennessee and a grant from the Save the Children Federation, Kemplen and Cirillo have helped inspire five other valley projects. These include a tutoring program, craft shops, a health clinic, a land trust and an economic development council. Because of these 140 persons have jobs.

Rural Appalachian women traditionally have been the bonding force in families and hollows. In their paper prepared for presentation at the New Delhi conference, Kemplen and Cirillo write: "Women are the conspicuous leaders in the Clear Fork Valley projects. They are the decision-makers in most community projects. They are also the workers. One woman said, 'Those who work decide, and those who decide work.'"

Kemplen and Cirillo never set out to be feminists. More simply, they would probably prefer to be known only as women who support women, because that's where the strength is. In a weakened Appalachia, strong women have no choice but to turn to themselves.

"THERE WILL BE NOTHING IN LIFE
WORTH HAVING WHICH WILL NOT
BE HAD IN THE VILLAGES"

GANDHIJI

जीवन में ऐसी कुछ भी नहीं है जो
ग्रामों में ही नहीं मिले।



ary of Nations

- | | |
|----------------|-------------------|
| 28 Liberia | 38 Peru |
| 29 Malaysia | 39 Philippines |
| 30 Mauritius | 40 Portugal |
| 31 Mexico | 41 Rwanda |
| 32 Nepal | 42 Senegal |
| | 43 Spain |
| | 44 Sri Lanka |
| | 45 Tanzania |
| | 46 Tonga |
| | 47 Turkey |
| | 48 Uganda |
| | 49 United Kingdom |
| | 50 Upper Volta |
| 33 Netherlands | 51 United States |
| 34 New Zealand | 52 Venezuela |
| 35 Nicaragua | 53 Zaire |
| 36 Nigeria | 54 Zambia |
| 37 Pakistan | 55 Zimbabwe |



Cunningham, who is manager of field programs for TVA's Office of Natural Resources and Economic Development. He stressed that all of the successful projects involved integrated local resource development and, that all emphasized improving the quality and quantity of local leadership.

A new insight for Cunningham and for the U.S., he says, is the effective role that the Non-Government Organization (NGO) can play in combination with the private and public sectors and local people. "In the U.S., we tend to rely on the public or private more than the voluntary and the NGO, but NGOs were prominent in the exposition."

The problems of "overdeveloped nations" became clearer to him, Cunningham said. In places like the U.S., some parts of society develop and some don't, leading to pockets of poverty and people that are missed by the development process. The solution for this unevenness is the same as for nations where there is little structured development going on at all — build on the local human and physical resources. Although there isn't the magnitude of poverty in the U.S. that there is in India, he said, our poor face problems as significant to them on our own relative scale, with inadequate housing, water supply, education, health, and a high rate of infant mortality.

Wasted potential

Seeing the condition of women in India, Cunningham continued, clarified the wasted development potential that exists in developed nations as well as in places like India.

The women got up at 5 a.m. in the village he visited, took care of home needs and animals, packed up one to three kids and walked three kilometres to a brick factory, carried bricks on their head for five to six hours, and cooked lunch

for their families and for male workers. Then after a two hour break to sleep, they went back to work until dark, walked home and cared for domestic duties until about midnight, slept for five hours and started all over again.

A significant difference could be made in productivity and in the quality of life if even the time spent gathering water — 1 to 1½ hours — could be devoted to leisure, he believes. "If the traditional role for women persists, a major segment of society is foreclosed for development purposes," Cunningham said.

Conference results

The conference achieved two basic accomplishments in Cunningham's view: "First and foremost, a great deal of information was shared on specific types and kinds of efforts. Some principles and approaches of development were clarified and refined in people's minds through the research process.

Secondly, out of the intensity of the experience, a network of people was formed who now know the technical resources available and the kind of people involved in local projects, people who have a commonness of purpose beyond particular cultures and political systems."

Does he think people will use this network? "Definitely. It's already happening. I've already been in contact with people from Jamaica, and the four of us who went from Tennessee have already begun a dialogue about bringing the two projects together (South Guthrie and Clear Fork Valley), and about using a similar process in the seven-state area affected by TVA."

India made Nora Harris, who works as a nursing assistant, resolve to work harder to get people motivated. "A lot of people think public housing is a pitfall." But, as president of her resident council for the past ten years, she and her neighbors have shown otherwise. The 84-unit project has implemented summer recreation programs, started a neighborhood watch group, done major cleanup and beautification, and created a sense of involvement and community.

The undertaking was a "learning experience all the way around," said Clyde Kilgore, a resident of South Guthrie for 34 years and the veteran of his first airplane flight as a result of this trip. "You come back with an appreciation for what you have here, and insights of how to treat your fellow man back here at home. People really need people. If the rich would share with the poor, it would benefit everybody."

The International Exposition of Rural Development

The International Exposition of Rural Development is a three-year program designed to facilitate the exchange of effective approaches to rural development and to integrate them with local efforts. The first year (1982) entailed building a global network of individuals and organizations which would ensure local input into the Exposition and the practical dissemination of its results. The second year (1983) focused on local preparation in each of the approximately sixty participating nations. This included rural development symposia and showcase forums, documentation of rural development projects and preparation of national exhibits. The culmination of this phase was a ten-day plenary event in New Delhi, India in February, 1984. During the third year (1984), the results of the Exposition will be disseminated throughout the participating nations. The IERD is being organized by the Institute of Cultural Affairs International. The co-sponsors include the United Nations Development Programme, the United Nations Fund for Population Activities, the World Health Organization, the United Nations Children's Fund, the International Council of Women, the Agricultural Financial Corporation (India), the Association of Indian Engineering Industry, and the Canara Bank (India). The Food and Agriculture Organization is a participating agency and Control Data Corporation is providing special technical support.

What People Said

"Gandhi said that the rural poor are 'the last, the least, the lowest and the lost.' Sixty percent of the world lives in rural communities. Therefore, the rural poor are also the most. Of this most, more than half are women. Unless we are bold enough to assert that women are not people, we should be able to accept that women have an even greater stake in rural development than men.

"You will be familiar, I am sure, with the 1980 United Nations assessment of women's position in the world, which says that women work two-thirds of all the hours worked, earn 10% of the money earned and own 1% of the property.

"A growing number of families are headed by women and this is true for many reasons — political upheavals, natural disasters, economic need, social change, conflicts between groups and nations. Women work long hours (of) unpaid work unrecognized in the GNP of nations despite the fact that 50% of national food is often produced this way and up to 80% of agricultural production in some areas.

"We work together to train and assist women to participate in all aspects of public life at all levels, and to create a sisterhood among women around the world. We can all accept that anything that benefits women, benefits their families, the individual members of their family and ultimately, their community."

— Excerpts from IERD plenary talks by Dame Miriam Dell, President of the International Council of Women

"The IERD was an important achievement. The consensus among very diverse staff and programs represented — about the common key elements in virtually all the programs — constitutes a very important conclusion for policy makers. I hope this will be documented and presented in a way to be used by policy makers.

"There is a lack of appreciation officially about what needs to be done to involve the total village communities in the development process. Financing itself is not a problem in that development funds have been and still are, to a certain extent, abundant. What's needed is recognition of what the critical elements are that need to be funded, and in light of that, development of appropriate funding mechanisms to do so.

"I was surprised and pleased to find representation by appropriate technology people showing both what had been achieved in terms of development and application of low-level and low-cost technology—for example, in solar energy and organic farming—and also information about what's available. This was of tremendous importance. Few official government programs in agriculture and education concentrate on these things. It's not their traditional role."

— Reflections by Bernard Woods, Agricultural Training Specialist with the Education Department of the World Bank

"It is in the villages the world over that more than 70% of the human population lives. It is obvious if we can solve the problems of these people, the whole quality of life of the human race will improve."

— From the opening talk of the plenary by Shri Vasant Sathe, Honorable Minister of Chemicals and Fertilizers, Indian government

What People Saw

Over 160 exhibits from 55 nations were displayed at the Taj Palace International Conference and Exhibition Centre, as part of the interchange between delegates attending the 10-day symposium.

The delegates watched Nigerian pottery in the making, a demonstration of a hand-operated metal plate maker from the U.K. and saw live lettuce growing hydroponically in a Canadian Indian display. Each exhibit was a mini-training center describing what projects have done and how they did it. Visitors saw plans for building a one-person cyclone shelter from local materials, alternative energy models, land reclamation schemes and six ways to get to school in isolated rural areas.

Over 1200 school children were bussed from the schools of New Delhi to tour the exhibits while the delegates were out on the field trips.

What People Heard

The Voice of America's *Morning Program* aired interviews with U.S. project delegates and congressional representatives prior to and during the 10-day plenary of the IERD. Forty-five million people around the world listen to *The Morning Program*, according to Pat Gates, who conducted the interviews. Ms. Gates also hosts and produces *The Sunday Morning Program*, which conducted a live radio interview on February 12 with a New Delhi correspondent on the progress of the event.

"It's a wonderful story, a marvelous idea to exchange information. It shows the 'barn building' spirit in the United States never really died but is coming back stronger than ever. The Voice of America might give ideas to villagers around the world," Ms. Gates said.

NOTEWORTHY EVENTS

APRIL 29-MAY 1 — Mississippi Rural Development Symposium at Holiday Inn Downtown, Jackson. Sponsors: Governor's Office of Voluntary Citizen Participation, Governor's Office of Community Development, Southern Rural Development Center.

MAY 10-11 — "Blueprints for Success: Sharing Approaches That Work," at the University of Missouri, Kansas City. Sponsors: Mid-America Regional Council, Neighborhood Alliance, Greater Kansas City Business Alliance, Kansas City Regional Council on Higher Education, University of Missouri, Kansas City.

Highlights is a monthly newsletter for the individuals and organizations that are involved with the International Exposition of Rural Development (IERD) in the United States. The IERD is a three-year (1982-1984) program for sharing approaches that have worked in local development. We welcome news, photos and suggestions. Please send material to:

IERD *Highlights*
The Institute of Cultural Affairs
4750 N. Sheridan Road, Chicago, IL 60640
Tel. (312) 769-6363



Atlanta Teachers' Institute

The Teachers' Institute in Imaginal Education will be held in Atlanta, Georgia this summer in two three-week sessions.

Session I is from June 23 to July 11.

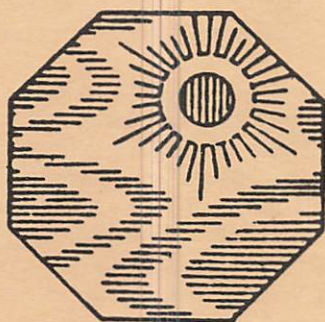
Session II is from July 14 to August 1.

If you are a student or a teacher looking for theoretical and practical training in ICA's imaginal education methods, this program is designed for you. Course credits are available through Atlanta University and Spelman College.

Participants will have the opportunity to try out what they've learned by teaching in The Atlanta Adventure, a concurrent summer program for four to seven year-olds.

The Institute's educational methods emphasize learning as a journey and lessons as events. We have developed a "depth thinking" process which enables participants to relate their own life experience to data and to creative decision-making. The methods create a context for thinking through ethical questions in a practical manner.

May 30th is the registration deadline. For further information, contact: Keith Packard, ICA, 4207 Chartres St., Houston, TX 77004, 713-522-7933, or Ruth Gilbert, ICA, 1748 Old Hickory St., Decatur, GA 30032, 404-288-2359.



the planetary vision quest



Dr. Fritjof Capra



Dr. Ray Gottlieb and
Dr. Marilyn Ferguson



Dr. Jean Houston

What sparks transformation in society and human lives? Where is the evolutionary journey leading and what is our role in it?

These and other questions will be addressed in The Planetary Vision Quest, a research assembly scheduled in Chicago from June 27 through July 13. The Quest will feature internationally known presentors on the three weekends.

Marilyn Ferguson, author of *The Aquarian Conspiracy*, will present on the topic of "Vision and Creative Service" from June 27-29. She will discuss how individuals with the capacity to 'remember the future' will have a profound effect on future society.

Ms. Ferguson and her husband, Dr. Ray Gottlieb, have spent the past four years investigating the "tricks of the trade" of successful visionaries. Their book in progress, *The Visionary Factor: A Guide to Remembering the Future*, is due to be published in early 1987. The new text examines the present 'crisis' in creativity and shows how we can catalyze a radically higher intelligence.

Dr. Fritjof Capra will present "Crisis and Transformation: Science and Society" from July 4-6. The author of *The Tao of Physics* and *The Turning Point* spotlights emerging implications of the new paradigm in the structure of human endeavor and societal

revolutions.

Dr. Capra will elaborate the theme that society's current multifaceted crisis is essentially a crisis of perception arising from the shift away from the fragmented mechanistic world view to an organic, holistic and ecological world view.

Jean Houston will be the final presenter on July 11-13. She will be following the theme of her new book on "Sacred Psychology and Human Development." Dr. Houston is the author of *The Possible Human and Life Force*. She will demonstrate how imaging and enhanced consciousness leads to a new humanity within the present cultures.

The two five-day sessions between these presentations will be conducted by the ICA and Dr. Dee Dickinson. They will include seminars and workshops on images of the human journey, social role, education and training, theoretical framework and transformational technologies.

You may attend single events or the entire program. For a full information packet, call or write: The Institute of Cultural Affairs, 4750 N. Sheridan Road, Chicago, Ill., 60640. Telephone 312-769-6363.

Maliwada: Ten Years After

The following article was contributed by Bruce Robertson, an ICA staff member in Toronto, Canada. It is his interpretation of ICA's human development work in Maliwada, India, based on a model of the 'spectrum of human consciousness' developed by Ken Wilbur. This model is currently the subject of dialogue in ICA's research work as an underlying pattern that can be applied to individual psychological development, the evolutionary process, and, as this article suggests, community development. The model is presented in slightly varying forms in Wilbur's writings.

Maliwada is a village in the state of Maharashtra in central western India. It became the first ICA human development project in India in December, 1975. Typifying the drought-ridden rural communities of Maharashtra, its population at that time was about 2300.

The project became an enormous success, and within two years, a replication scheme, the nava gram prayas, was launched in all of the districts of Maharashtra. The new projects were staffed by graduates of training institutes held in Maliwada.

In February, I visited Maharashtra as a member of a team to document what had happened in Maliwada and to see what we have learned about human development from our ten years of experience there.

People will tell you that Maliwada is no longer a village. It is a hub. Its population has tripled. Over 150 new buildings, mostly homes, have been built. And it has a reputation of being the place where 'you can go to learn to earn a livelihood.'



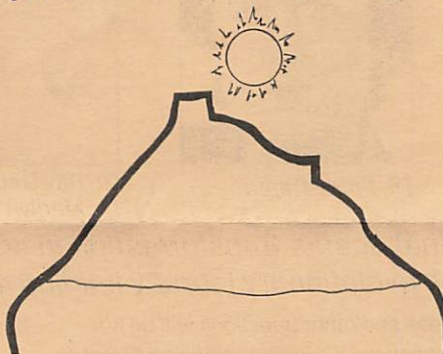
The entrepreneurial spirit is thriving. Many new shops and business enterprises exist. About 75 people commute 16 kilometres to Aurangabad for service jobs. Many people own their own trucks and motor rickshaws.

The Muslims in Maliwada have built a mosque at the edge of town and employ a man to call the prayers twice a day and to

teach their children the koran and Urdu. The Buddhists have erected a buddha in the middle of their compound.

Maliwada's own gram panchayat — council of elders — is four years old. They now guide the development activities of all the many groups. These groups do not resemble the structures we initiated, but instead look like families, cultural-religious groups or occupational groups.

Maliwada is now in the mainstream of development in India, if not leading it in some aspects. It continues to progress at a pace that is congruent with government services, local resources and business growth.



The biggest story is that the people are truly different. Confidence and self-assurance are two words that people continually used to describe the people of Maliwada. People say that the great gifts we gave to them were order, discipline and the ability to follow-through. Outsiders respect the Maliwada leadership and entrepreneurial spirit.

I think the real human development story in Maliwada has something to do with moving people from one of Wilbur's 'spectrum of consciousness' categories to another. Maybe in some cases several transformations occurred. This is real evidence of how you can accelerate human transformation on a more than one person basis.

In 1975, when we first started the Maliwada project, we encountered what Wilbur would call the 'emotional-reactive' mode. This was basically a subsistence mindset where people responded to the situation of their lives as their fate, to which they could only react.

The project did three things at the same time. We infused community through structures like guilds (task units), stakes (geographical units), preschools, a community kitchen. These structures provided a new level of stability and security and a sense of shared risk. In other words, the villagers began to see themselves as part of a community.



We provided a "more than reality" myth, or context, for the project through songs, slogans, and symbols. "The villages of India are on the move, Maliwada is the sign." The symbol of the sun rising again represented past and future glory. The new community structures and story enabled them to move into Wilbur's 'mythic-membership' category.

At the same time, we assaulted the community with rationality — Wilbur's 'rational' mode. This occurred through training in decision-making processes, ordering space and time, planning and carrying out workdays, skills training, curriculum building, and literacy projects. By challenging "fate" with these skills, the people realized that it is possible to take initiative and create a new scenario of daily life.

At this point, the process of human development had set up a dialogue between the 'mythic-membership' identification and the 'rational' level of consciousness, and people could move back and forth between them. The 'rational' enabled people to take a self-conscious relationship to the community; they could decide to act and reform the community. The 'mythic-membership' consciousness, or sense of community identity, provided the stability needed to appropriate the risk of the 'rational.'

'Existential heroes' arose among the
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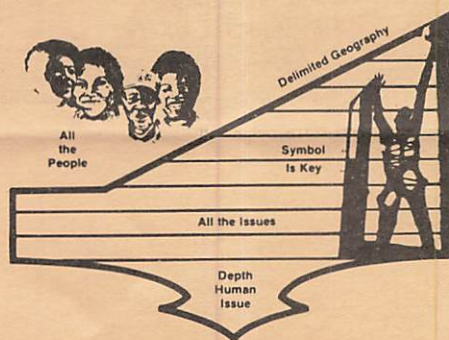


Joe Slicker on Human Development

Joe Slicker, at age 65, has been with the Institute for 28 years. He spent eight of those years heading up human development project replication in India and Kenya. Joe is currently working with the Research team located in Chicago. Highlights talked with Joe about the current research task, which includes presenting the Planetary Vision Quest program.

Joe, what is the relationship between ICA's human development demonstration work in the past, and the research we are currently pursuing?

We've been interested in 'human development' ever since we began. When we taught courses in the 50's and 60's, as the Ecumenical Institute, we asked the question, "What does it mean to be a human being in the twentieth century?"



And, in our work in the 5th City neighborhood of Chicago, we saw at the very beginning that the 'victim image' was woven so deeply we had to find ways to overcome it. Dealing with the 'depth human issue,' we learned, was one of the keys to successful social development.

And today, in order to do human development in the midst of the 'crisis in perception,' as Fritjof Capra talks about it, we have to redefine what a human being is, and redefine the world in which we live. This is the same quest we've been on for years, albeit in different modes.

What has inspired your interest in this crisis of perception?

As we work in other cultures, we find we can convey all the external things of development: self-reliance, self-confidence, et cetera. But we have no way to delve into the culture itself. The people themselves, in dialogue with outsiders, will decide what human development is. This

will flow up and out of their own spiritual and cultural depths.

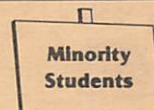
If people in various cultures do this, a new milieu for development will be created. We will no longer impose western civilization's values. We had no choice but to bring those values in our earlier work. In fact, it was our gift to the situation. We brought rational methods to help communities renew themselves from the grassroots up. We have differed from other groups in that we have been self-conscious about it. We knew people would eventually have to regasp themselves. We knew the gap was there, but we didn't have a way to overcome it. We were too overwhelmed doing what we were doing.



In your experience in Africa or India, did you try to work on this question?

In Kenya, we created an "eight steps of the human journey" conversation. We used it along with some of their old myths and stories to get the villagers to talk about their own spirit depths. But this kind of work has only been touched on in our program and curriculum. Back in the 60's when we taught the Ur Images [global cultures] course, we knew it was crucial to develop this work. We hope our current research will contribute to new methodologies for people to use in their own development. Not just in the United States, of course, but across the planet.

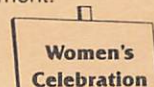
SIGNPOSTS



The high drop-out rate, and other critical issues relating to minority students, were the focus of 20 meetings held across the city of Denver in March. The meetings got public input on building teacher/parent/community teams. ICA worked with the DENVER CLASSROOM TEACHERS' ASSOCIATION on these "Teachers in Community Days."

The planet is one interlinked whole, and each person can help create the kind of world we dream is possible.

These convictions were sung out in a December concert in Washington, D.C., given by a network of artists called SONGS FOR A SMALL PLANET. They drew on the musical traditions of Latin America, Africa, and the Orient, as well as the folk heritage of Europe, and American gospel, jazz, and blues. The concert was a collaboration between the artists, a team of enablers called the Special Services Center, and ICA. ICA gave a slide presentation and shared opportunities for the audience of 350 to participate in Third World Development.



The third annual INTERNATIONAL WOMEN'S DAY CELEBRATION was held this year at the ICA Conference Center in Chicago on March 8. Two hundred women and men heard a panel of four who attended Forum '85 in Nairobi, Kenya (the non-governmental organization part of the conference closing the United Nations Decade of Women). The Women's Day Celebration also included workshops on women and health, violence against women and children, women opposing war and the military, and the commonness of women's struggles around the globe. A multi-cultural bazaar had strong participation from Palestinian and Iranian groups. Among 25 organizations which endorsed the day: The (Chicago) Mayor's Advisory Commission on Women's Affairs, the Women's Work Group of the Philippines, the National Council of Jewish Women, Chicago Catholic Women, the Palestinian Women's Association, the Chicago Area Women's Sports Association, the ICA.

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A new picture of responsible teamwork came out of a planning retreat held in February by the AUSTIN, TEXAS CITY COUNCIL. They decided that keys for more effective work together as a council were better communication among themselves, and the chance to build strategies that they can all support before votes are taken. They decided to add an additional afternoon work session each week, in order to make time to hear each member's points of view and to develop unified strategies on important issues. Some of the issues they will be working on: planning for city growth, the fate of the airport, construction of a city hall complex and civic center, protecting the city's watershed, and where to cut city spending. The retreat was facilitated by the ICA.



continued from page 2

people of Maliwada — people who can and do take risks, who are creative and can operate on an intuitive level. While they do not necessarily operate out of common plan now, they are 'aligned.' That is, they are moving intuitively in the same direction, toward the same images of the future needed for Maliwada and the state of Maharashtra. Wilbur refers to this as the 'psychic-intuitive' level of consciousness.

Ten years ago, we may have thought we were putting historical models in place. Today, few of the original human development project structures are left, and we see that we facilitated the process of community transformation by injecting the dynamics of rationality, structure and myth. Most importantly, the people have reformed and re-created their own village and have themselves been transformed in the process.

Computer talk

Computer communication with the ICA is available through ECONET at \$15 per month. Write c/o Farallones Institute, 15290 Coleman Valley Rd, Occidental, CA 95465, or phone 707-874-3060. We would love to hear from you!

Join the ICA.

The Institute of Cultural Affairs (ICA) is an international organization linking 21 centers around the world in a network of research, training and demonstration of global responsibility in local community.

Highlights is a quarterly publication of the ICA. For \$35 you may become a member of the ICA and receive this and other mailings. For further information, contact the ICA office nearest you.

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Not I, not I, but the wind that blows through me!
A fine wind is blowing the new direction of Time.
If only I let it bear me, carry me, if only it carry me!
If only I am sensitive, subtle, oh, delicate, a winged gift!
If only, most lovely of all, I yield myself and am borrowed
By the fine, fine wind that takes its course through the chaos
of the world
Like a fine, an exquisite chisel, a wedge-blade inserted;
If only I am keen and hard like the sheer tip of a wedge
Driven by invisible blows,
The rock will split, we shall come at the wonder, we shall
find the Hesperides.

from *Song of A Man Who Has Come Through*
by D.H. Lawrence



ICA Hosts Super-Significant Summer July 17-26

"A Time That's Filled With Wisdom" *

The Planetary Unity Team of the Chicago Primary Unit anchor house reminds ICA friends and colleagues that the theme of this year's Summer Program will be "Embodying the Emerging Planetary Culture." According to David Lazear, session coordinator, the exciting ten-day program is the summer portion of a year-long emphasis on "Exploring Planetary Futures."

"Seeing New Horizons"

July 17-19 (WEEKEND)

"Planetary Culture and Individual Consciousness"

William Irwin Thompson, PhD

Thompson may best be remembered for the quote used in ICA LENS courses — "The future is blowing wildly in our faces ... sometimes brightening the air and sometimes blinding us." A worldwide lecturer, he is founding director of Lindisfarne Assoc. and author of *The Pacific Shift*. The weekend is intended to show how scientists are giving form to the "Gaia Hypothesis," in which the planet is understood as a living, self-regulating organism. Thompson will discuss how we got to this age of planetization and will show how learnings from the past affect wisdom of the future.

"The Vision Becomes Clear"

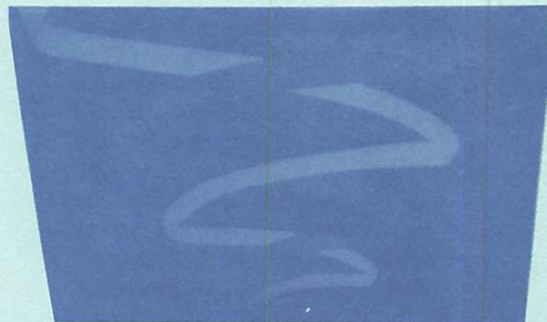
July 20-24 (WEEKDAYS — MON-FRI)

"An Ecology of Cultures: Harvesting the Past for the Future"

ICA Leadership

For this important workshop, ICA has chosen presenters with extensive human and social development experience throughout the world and who have done a good bit of research into the emerging worldview. The five-day seminar will take to the next stage a former ICA Academy course, titled "UR Images," or "Primordial Humanness." The Academy course studied six unique and distinct understandings of the universe and predicted that a new culture would be born out of those six Urs. A new "7th Ur" would happen following intermingling and interchange of the six already known to us.

ICA's Lazear says that the 7th Ur "is happening now, in our midst, just as we said it would. This Ur takes all the gifts and insights of the other Urs and puts them into a new form for the sake of the future." (Continued on back page.)



"The Solar Plexus", original oil by Ilona Staples.

Attraction, Repulsion and Decision in the Philippines

by Martha Karpoff

Since the Philippine Revolution, a good number of businesses and non-government organizations (NGOs) have gone out of existence. Economic prospects are still uncertain, and investment is tentative. Merely to exist here right now is a pretty hefty accomplishment.

John Epps was talking the other day about suffering and about the haves and have-nots. John is sure that when the "People's Power" demonstration sacked Marcos, the people were saying a firm NO MORE to the dictatorial style of government where nobody participates except those who assent to the powers-that-be.

But reconciliation doesn't just happen all at once, maybe because it's a process rather than an event. John sees reconciliation as a three-layered process — *attraction, repulsion, and decision*.

According to Epps, "the *attraction* stage (of the Philippine situation) occurred in February 1986 when the masses were willing to face guns and unknown potential for reprisal. Why? What got them to come out 2-million strong for 36 hours and face down tanks? Somehow a national pride was tapped, and the excitement of a glorious cause. And radio announcements combined pious thanksgiving with injunctions to martyrdom. John is convinced that a "spiritual revolution" was what happened in the Philippines last February.

"The *repulsion* stage came soon after. People don't understand why life is still very difficult. They simply have no images of what practical reconciliation looks like.

"Now, I believe the third stage is approaching — the stage of *decision*. It's the decision to live with the situation you have and to love it; the decision to have a 'second marriage' to the source of your disillusion. That is a decision that cannot be forced. But I believe that certain obstacles to it can be removed, and this is the task of the ICA: to locate and remove the obstacles to the decisional level of reconciliation." So sayeth John Epps.

(Continued on page 2)

* Subheads have been borrowed from lines in the song, "There is a Fine Wind Blowing," by Danny Deardorff and Lorraine Bayes.

(Continued from page 1)

Decisional Vision

To me — both personally and with my work here in the Philippines — the decisional has to do with staying calm, not quitting, and having a long-term commitment. This long-term commitment is the key. So many opportunities or challenges vie for our attention; more than this, so many problems, large and small, block our attention to our work and our dreams. Yet sustained commitment to — anything! — is needed for realizing the end in mind. Even the tiniest thought that life might be better somewhere else can become a subtle cancer that ultimately undermines your effort and your spirit.

So how do you make sure this "hint" is not there? First, you think about the implications of the things you do — to the very end. You think about alternative lives and lifestyles, and you figure them out all the way to the end. You examine the hassles involved in this life, this situation; and you examine the hassles involved in other lives, other situations. Perhaps you even spend a time trying out other situations. You especially examine your fears and how they work on you emotionally and psychologically. You learn about yourself. And if you do this rigorously, completely, then there come moments of peace or decision in which you can see clearly what reconciliation and your life are all about.

If you come to this point, then you commit yourself. You commit yourself to the pursuit of a certain path, or a sort of time tunnel. You "lock in," in a flexible way, to a future that others cannot see, and it makes you, in a certain sense, more powerful than those around you. You "see" a "tunnel" that shows you a path to the future.

Then you can take this "tunnel vision" (very different from our usual tunnel vision) and enhance it, qualitatively improve it. This "tunnel" connects to your past life and becomes "the real you" or all that you can be in a certain space and time. The tunnel has air for margins, and twists and turns — even for alternative paths — but is held together by the commitment, by the *decision*.

A Source of Courage

Sometimes, when the sweltering heat here makes us sweat so much we forget all about that cool tunnel, we take courage from one of our Tuesday evening "interest group" studies about Shaloin Temple Boxing. (Shaloin Temple Boxing was developed by the monk TaMo, who thought STB exercises might keep the novices awake during his lectures — we thought it might be useful within the ICA, also.) To quote one old monk, "You must practice two hours the first night standing and not moving in a squatting 'horse-riding' position), then add several minutes the next. You must stand every day until the pain vanishes naturally with the sinking of your ch'i to your lower navel and the onset of strength in your legs."

Not one thing seems to come easy, but it gets transformed by the people who stick in there and don't take it too seriously, not as a burden. To quote John Epps once more, "Gratitude is not what happens to you, it's what you do with what happens to you."



Zenaida Armas and Tim Karpoff In Manila ICA Office.



ICA: Manila staff visit Cebu Uplands Project.



Puring Condat writes a letter. during break from job.

THE PHILIPPINES PRIMARY UNIT "QUALITY SERVICE, QUALITY LIFESTYLE"

- ✓ Helping the Basilan Provincial Planning and Development Office provide better service through the province.
- ✓ Working with two Basilan communities as pilots — to accelerate their self-development.
- ✓ Helping the staff of a big banana plantation learn how to do self-help community development.
- ✓ Offering business seminars that help everyone participate in company decision-making, especially in Kuala Lumpur.
- ✓ Writing well-thought-through proposals for funding agencies.
- ✓ Conducting Imaginal Education courses for educators in Cebu and Manila.
- ✓ Building a network of supporters and contributors.
- ✓ Keeping everyone participating in our financial self-support, worrying about it, figuring out what to do.
- ✓ Keeping a beautiful house with a clean kitchen and floors and lots of green plants, including hard-to-care-for orchids.
- ✓ Trying various approaches to our Roundtable program, including conversations, studies and mind-body practices.



ICA: Chicago was privileged to host Tom Aquino, Chairman of the Board of Trustees of ICA: Philippines

Neighborhood Development and the ICA

Since 1984, the ICA Chicago Public Sector Marketing Team has facilitated strategic planning and leadership development workshops with 55 neighborhood business development organizations. These groups include local chambers of commerce, industrial commissions, and business associations. This activity has been part of the ICA's \$140,000 contract with the city's Department of Economic Development (DED).

Three-hour strategic planning workshops followed the familiar VISION—CONTRADICTION—STRATEGIC DIRECTION—IMPLEMENTATION design. Sessions averaged 20 business people each. Most of the groups have invited the ICA to conduct more than one session, and several groups have incorporated the ICA into annual planning retreat facilitation.

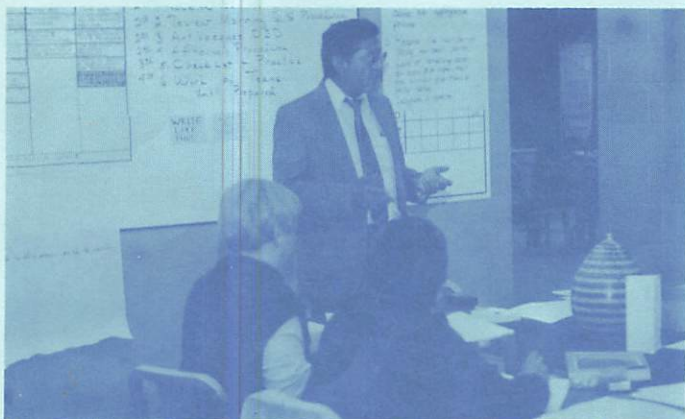
Unique Contribution

According to Arturo Vazquez, DED deputy commissioner, "The ICA has played a unique role in the process of building the development capacity of these Chicago organizations because of ICA's commitment to democratic decision-making and the ICA technique for bringing people together." Vazquez continued that the ICA has been uniformly successful in "getting the methods to operate in all groups, irrespective of geography, background or level of development."

ICA's credibility with development circles and with the current city administration led to an invitation last year to facilitate a major city-wide conference to gain maximum citizen input into a master development plan called "Chicago Works Together." A leadership forum enabled 1,500 proposal recommendations to be incorporated into a revised version of the development plan.

ICA has been able to match city economic development support with grants from First National Bank, Northern Trust, Illinois Bell, Esmarch/Beatrice Foundation, People's Energy and Commonwealth Edison. Illinois Bell representative in Chicago and recipient of the 1986 national Small Business Advocate of the Year Award, Jack Sheehan, serves on the board of several organizations the ICA has assisted. Perhaps his comments best sum up ICA's role and challenge for the future...

"When I deal with development organizations or start-up businesses that need help understanding their mission, I get in touch with the ICA to see how we can work as partners in helping these organizations along. I hope ICA continues its efforts because there are many groups in need of this kind of assistance and encouragement."



Arturo Vazquez, Deputy Commissioner of Chicago's Dept. of Economic Development orients ICA staff in preparation for "Chicago Works Together" citizen Conference.

CALENDAR/EVENTS

JULY 1

Emerging Generation Camp

JULY 10

7th Grade Trip to Memphis

JULY 11

Planning with Sisters of Mercy
Cincinnati, OH

JULY 17-19

Planetary Culture and Individual Consciousness
Conference with Dr. William Irwin Thompson. ICA: Chicago

JULY 20-24

An Ecology of Cultures
"Harvesting the Past for the Future." ICA: Chicago.

JULY 21

Issues Identification Workshop
with Brothers of Christian Schools
Romeoville, IL

JULY 24-26

Post-Modern Politics—Spirit and Practice
Conference with Charlene Spretnak. ICA: Chicago.

JULY 31

Facilitation of Economic Issues Forum
Geneva, NE

AUGUST 1-8

Facilitation of Breakthrough Senate of Sisters of St. Joseph
of Concordia, KS

AUGUST 9-13

Display at Conference of Major Superiors of Men
Pittsburgh, PA

AUGUST 13-19

Brussels International Development Funding Meeting

AUGUST 21-30

Global Priors Check Signals Meeting
Brussels

AUGUST 23-27

Display at Leadership Conference of Religious Women Meeting -Niagara Falls, NY

SEPTEMBER 18-25

Chicago Primary Unit Retreat

SEPTEMBER-OCTOBER

Annual Appeal

SIGNPOSTS

Way-out Training

Washington DC: Training, Inc., currently in its set-up phase, plans to open its doors in the fall. Training, Inc. now has 13 local letters of endorsement, including one from a leading councilman, and both public and private funding are in the works. Brochures and other descriptive literature describe Training, Inc. in the words of Germaine Allen, an Indianapolis graduate who has been employed a year and a half at a metropolitan banking institution... "I tell my friends, 'Look — welfare should be temporary! Don't let it be a way of life for you. You'll never get ahead with it. It will make you lazy! It will screw up your mind if you let it.' I tell anyone who will listen that training is the way out!"

Pune: "The Nav Udhog Develops Villagers' Economy" — A novel scheme of small industry opened on the 20th of March. The government officer Mr. Hardekar did cut the ribbon, worshipping and symbolizing the opening with breaking of a coconut. Other government officers also participated, and from near villages came men, women and village leaders. Mr. P.G. Thosar, director and trainer of Nav Udhog, talked about the usefulness of other small industries for village women. It can also be a family industry.

In the last three weeks, project participants have learned how to make washers, pant hooks and spirit cups for stoves. With this practical learning, they will make 50 other kinds of products on the same machine with a different dai punch. Fifty percent of the trainees will buy machines. The raw material will be provided by Nav Udhog. This kind of industry on a local base will engage local people when they do not have work on the farm and will help them for economic development.

—Asaram Bhojar

Church Day

Frankfurt: Kirchentag, which in English means "church day," is an important public event that takes place for five days biannually. The first Kirchentag took place shortly after the Second World War at a time when the church in Germany was seeking to articulate its role in society. Since that time, Kirchentag has grown in significance and

has become a forum for a review of society's situation and search for ethical responses. This year, some 300,000 people are expected to participate in various of the thousands of events planned for the five days.

ICA plans to share its volunteer experience in development programmes and as a multinational, intentional living community. It is a unique opportunity to work with groups who are concerned with creating a just future for all peoples of the earth. In fact, the workshop theme — "Learning to Live Another Way" — points to the responsibility and opportunity each of us has to integrate changes that benefit the whole earth into our own lifestyle.

Yvonne Stringham

Local Industry

Nairobi: "I am finally feeling like I can cope with the necessities of living — daily shopping, for example, and major transportation — but am still learning the skills of getting to the bus stop during a rainstorm without getting covered with mud. Sam Were tells incredible stories about how Kawangware was before the Human Development Project — no drainage, no tarmac roads. He says it's much better now, but my experience is that when it rains, it's muddy."

Jean Smith

Women

Kansas City: The ICA audiovisual presentation, "Women of the World: an Unfolding Promise," was enjoyed several times across the Kansas City area as March was celebrated as Women's History Month. The International Women's Day Conference on March 8 focused on the situation of women in the Middle East and South Africa.

The Women's Heritage Conference on March 14 featured "Women of the World" to add a global perspective to deliberations about the women's situation in Kansas City. Employees at General Services Administration had three opportunities to see the presentation.

Cairo: It's hard to get across the incredible excitement the Rabbit Revolving Loan Programme has generated. We've had people knocking at our door from 5:30 a.m. to 1 p.m. asking if they could "take a rabbit loan." Some people have already gone ahead and built cages in anticipation of the expansion of the programme.

Anne Yallop

Year of the Rabbit

Madrid

Madrid: One of our colleagues has been meeting with us for three weeks to help us execute our major issues: "GETTING ICA BETTER KNOWN" and "GETTING MONEY." He's an Italian businessman who has lived in Spain for 30 years, is fluent in the language and knows his way around. (He and his wife are a part of the Planetary Unity circles here.)

In the last several weeks, he has helped us write a short article in Spanish, design a volunteer recruitment ad, begin translating new LENS materials, explore sponsoring various programs and join the Spanish umbrella of development organizations.

Education

Seattle: The Residential Learning Center is an ICA program for 7th through 9th grade children who desire a residential learning environment as a supplement to regular school programs. It will open in the fall and offers the option of attending the Multi-Cultural School. Youth will reside in family households of nine to ten youth and staff members. They will share in practical chores and leadership roles. Building a personal ethic that embraces a vision of planetary unity is a major emphasis of this program.

Chicago Primary Unit Highlights

§ During the Rupert Sheldrake Conference ("The Presence of the Past," May 8-10), participants from 20 states plus Canada explored Sheldrake's theory of morphic resonance. Global implications and applications of the theory examined during the workshop included *cultural inheritance, tradition and culture, social and cultural change, memory and the collective unconscious*.

§ On June 25, the Greater Chicagoland Public Sector Team facilitated a strategic planning seminar for the Corridor Partnership for Educational Excellence. The four-year-old CPEE has brought business and education communities together with a particular focus on improving instruction in math, science and technology in the State of Illinois. CPEE's board represents a broad spectrum of highly influential public sector leaders, educators and labor officials concerned with educational excellence.

The Public Sector Team has also been working with the state's "Educational Service Centers," structures recently created to assist school districts implement educational reform mandates. ICA staff members consult with schools on such topics as gifted education, computer technology, math/science/reading services, student learning objectives and assessment, staff development and the Illinois Administrators Academy.

§ The Chicago Primary Unit decided last fall to procure the Kemper Building as a long-range asset and to lease the first four floors to meet rehabilitation expenses. In keeping with ICA's mission and community identity, leasing would be only to not-for-profit service organizations. Kemper Task Force reports that the third and fourth floors are now fully leased and that three public sector agencies are considering leasing part of the first two floors. ICA offices will be consolidated and moved to the first floor Lawrence/Sheridan corner.

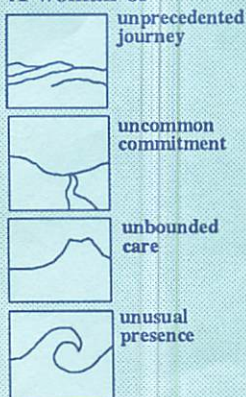
The Chicago Primary Unit and Long-Term Investments Team honored Lyn Mathews Edwards'

70th birthday at a dinner party on June 6. Songs celebrating Phases One, Two, Three and Four, as well as a "Memory Medley" of RS-1, 5th City, social demonstration, and "other world" songs brought tears, laughter — and much nostalgia — to the celebrating group.

In Celebration of
70 Years

**Lyn
Edwards**

A woman of



PLANETARY CONNECTIONS???

√√√ "We have a common goal in striving for a more livable, non-violent planet. We share a deep concern for the world's poor. We affirm both the integrity, stability and beauty of the ecosystem and the imperative of social justice. We recognize that poverty, environmental degradation and population growth are inextricably related and that none of these fundamental problems can be successfully addressed in isolation. We will succeed or fail together."

Making Common Cause
A Statement and Action Plan
by US-based NGOs

√√√ "If you look at the universe as a totality, as a wholistic whole, you can say the human being is really the conscience of the universe and therefore responsible for it."

Joep van Arendonk
Program Director, UN
Fund for Population Activities

√√√ "The International Development Community is a network that spans the globe and reflects its reality. The challenge today is to find modes of collaboration that will enhance the effectiveness of our globe's diverse realities, while honoring their integrity and maintaining their uniqueness. These modes of collaboration will enable the "community" to continue to be a "community," while each reality continues to make its unique contribution to our emerging global society."

Jim Campbell

√√√ The world's population rate, expected to fall, has begun to rise. The turnaround was generated by China's relaxation of its one couple, one child" population policy. China's sheer size dominates the entire demographic picture.

World Development Forum
5/31/87

√√√ ICA Service Ventures/Brussels is inviting people to join its staff, beginning fall of '87. Job assignments will include "building programmes to help international companies and associates initiate, upgrade and integrate their information systems." Write ICA:Brussels

Rue Amedee Lynenst.,8
1030 Brussels, Belgium

√√√ ICA Research Synergism Node, Toronto, announces the availability of EDGES, an ICA research packet providing "studies, methods and exercises being used by the ICA network across the globe" (focus on social justice and planetary spirituality) and its companion piece, the NODE. "The NODE is a newsletter revealing breakthroughs, stories and images of transformation going on at the Institute's locations around the globe." For further information or to enter your subscription, write ICA Research Node, 577 Kingston Rd., Suite No. 1, Toronto, Ontario, Canada M4E 1R3.

HIGHLIGHTS is a periodic publication of the Institute of Cultural Affairs: Chicago. Special thanks to Marvyn Womack for sharing her editorial expertise and general good advice. Back issues of HIGHLIGHTS are available upon request for \$1.50.

(Continued from page 1)

"A World of Love"

July 24-26 (WEEKEND)

"Postmodern Politics: Spirit and Practice"

Charlene Spretnak

Spretnak is co-author with Fritjof Capra of *Green Politics: The Global Promise*. She is one of the founders of the "Green Movement" in the United States. Her workshop this summer explores the approaching Ecological Age, and participants will examine earth-based politics and postmodern thinking on a systems approach to human and social development. The weekend will include discussions on economics, global order, bioregionalism, religion and the role of spirituality in all individual, social and cultural transformation.

"For All Who Wish To Hear"

The ICA 1987 Summer Program is for ANYONE EXPLORING NEW VISIONS FOR OUR PLANET. This means that all ICA colleagues and friends from former Ecumenical Institute weekends, human potential schools, Town Meetings, LENS seminars and Academy constructs are invited to attend this Super-Significant Summer.

FEE SCHEDULE

FULL PROGRAM

\$420

SEPARATE SESSIONS

\$180 per session

((Late fees charged after July 17)

For phone reservations, call 1(312)769-6363, Ext. 214

Limited lodging and meals available

THE INSTITUTE OF CULTURAL AFFAIRS

is a private, not-for-profit, research, training and demonstration group concerned with the human factor in world development. The ICA is deeply committed to serve in the process of improving the quality of human life. For 30 years, the staff of the ICA have been pioneering in participatory problem-solving techniques, curriculum designs and educational methods. The ICA focus is on helping people help themselves — getting involved in shaping their own futures and thereby helping to create tomorrow today.

Originally a program division of **The Ecumenical Institute**, ICA was incorporated as a separate entity in 1973 to work directly with local community groups, educational structures, corporations, service organizations and governmental agencies. **The Order:Ecumenical** provides the full-time staff for the activities of **The Institute of Cultural Affairs** and **The Ecumenical Institute**. Members are from many national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.

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Time To Let Our Light Shine

by Laura Spencer

Laura is a member of the team assigned to assemble ICA stories into a soon-to-be-published book.

Times have changed. We are about to tell the world the story of how ICA methods have helped organizations change.

Just a year ago, Marty Seldman asked us why we were hiding our light under the proverbial bushel. (Marty is a management consultant who does a lot of training in sales techniques and has had good experiences using our methods.) He suggested that we should let people in on what we have known almost forever -- i.e., the technology of participation does work! So we decided to consider writing a book.

A task force met last June -- composed of people from all over the world -- to flesh out the book's framework and strategize how to get our work off the ground. The Chicago Primary Unit assigned a team to work fulltime on compiling a variety of case studies illustrating the success of our strategic planning processes, group dynamics and life methods. It was decided to target the book to the business community.

Bud Frankel, our long-time colleague and president of a prestigious marketing services firm, is helping us with the book. A free-lance writer and a professional editor will complete much of the actual writing and organization.

The presses will soon be running. Our story will soon be told. ICA will get wider recognition, and the book's audience will get exposure to participatory methods that can change lives.

It's about time.

Kenya Women: A Great Encouragement To Self-Help Groups

"Sharing approaches that work" is Phase III of the International Exposition of Rural Development. Highlighting ICA's emerging role in the Third World is the following ICA:KENYA VILLAGE UPDATE.

From Grain to Goats

Kenya's Kilifi District, a barren desert terrain where nothing grows much taller than one's knees, has been a poor place for generations. Most of the Wacho people who live there have never even traveled to Mombasa, just 50 kilometers away. No one in the village can speak Swahili, the national language. Because schools are so far away, only two Wacho children have been able to attend during the last 10 years.

Sidi Mkutano Tuva, the first of her husband's four wives, raised most of her family during times of severe hunger. Then



The Wacho Women's Group, Kilifi District, Giriama Tribe

one day in 1981, Sidi decided she had had enough. She formed a food-buying group and persuaded other Wacho women to join. Maize meal -- a staple no one else was selling -- was purchased wholesale and resold at retail. The venture was soon profitable.

Within that same year, the women heard an agricultural technician recommend goatkeeping as a project to supplement their children's diets with fresh milk and reduce the high incidence of kwashiorkor (a severe skin rash caused by malnutrition).

With a small grant from the Family Life Training Center and money earned from maize meal sales, the 33 Wacho women formed a group to buy goats and veterinary equipment. They built a mud shelter on land donated by a member. The goats were corporately cared for, weekly trips to the veterinary included. Each member gave a monthly contribution toward goat care.

As the goats reproduced, each member received a newborn goat to start a small family herd. By April of 1984, the original herd numbered 70, and the district commissioner's office funded a larger plot of land and bigger goat shelter.

During Kenya's hardest drought in 20 years, the Wacho women could claim "five years of good harvest" for their piece of desert. They continued selling maize for individual cash profits but refrained from selling the goats. "These should've been our worst times," Sidi exclaims. "But our children never went without their daily milk!"

Sidi is now working with the District Development Committee to buy 100 more goats and increase each member's herd by five. Four Ngara (hybrid) goats have been purchased to

increase grade of the herd and quality of the milk. A permanent goathouse is under construction.

Wacho children are healthy because their mothers had a dream. Perhaps they will also be beneficiaries of their mothers' dreams about building primary and secondary schools in Wacho. Perhaps they will live to see a new world come into being.

From Bread to Bricks

A severe drought from 1981 to 1984 killed almost all the livestock in Nawoitorong, and hunger was the order of most days. "What can we do?" the women asked, refusing to lose courage in spite of the odds.

A Swede -- volunteering in the village -- said, "Come, let me teach you how to make bread."

A group of women learned to bake, but they didn't have an oven large enough to bake enough bread to turn a profit. So they borrowed some money and started to build one. After five weeks of working five days a week (and being the laughingstock of the entire village, they remember), the women had made 1,000 sun-dried bricks. By January of '85, these inexperienced women had finished building a charcoal-fueled oven and started their bread-baking efforts in earnest.

But not without setbacks, not without continuing smirks from village skeptics. Because it took a good while to master the new oven, early loaves came out burnt or uncooked.

Once again, the women refused to give up. They worked day and night using the oven until, finally, perfect loaves were baked and sold. And as the demand spread, the laughing stopped. Today, seven women bake three days a week, with a handsome take-home "breadwinner" pay.

The wise women of Nawoitorong didn't stop with a mere bakery. Somewhere along the line, they remembered the fine bricks they had fashioned for their oven. New confidence from their bread-baking success inspired efforts to explore the market for selling bricks. They approached a Norwegian government agency for funding to buy block-making machines. When the money was forthcoming, a second group of women

started another profitable venture -- brickmaking.

Each woman brickmaker makes 1,000 bricks a week and sells them for one shilling per brick. The income is going into a separate bank account that will someday be divided up to build a permanent house for each member of the group.

These Nawoitorong women not only have a steady income, they are contributing needed resources to their community. In the process of working together while learning and applying marketable skills, they have learned what a group can accomplish that an individual cannot. "I can make a broom all by myself," one brickmaker says. "I need my friends to make a brick."

The women look forward to building a primary school for village children and are petitioning the government for adult education teachers. As Maria Nasinyana -- one of the group leaders -- says, "We have proved to ourselves we can approach the impossible, and win!"

The Chicago Primary Unit Today

Organizations change. One of the jobs of this newsletter is to inform our colleagues about recent changes challenging the ICA in Chicago and around the world.

The International Exposition of Rural Development (IERD), held in 1984, was a window revealing many shifts. It was then we discovered that replicable grass roots development had already occurred. Second, we discovered that our methods and training systems are needed on a massive scale. Third, we learned that we have one of the most extensive global networks in existence. We were positioned to be at a new level of service to the human development process.

Since the IERD, we have become aware of the collaborations and networks required to participate with other "sensitive and responsive" elements of society that are beckoning the future. We discerned that our work during the next few years needed to focus on the *economic* community, the *educational* community, the *development* community and the *planetary unity* community.

ICA centers around the world are playing different roles relative to this new research: Brussels and New York continue to work with development community networks and are in contact with the U.N. and European funding organizations in collaboration with our centers in Kenya, Latin America and India. Los Angeles is spearheading work in the educational community, particularly with the "new school" approach in Seattle and the "Linking of the Americas."

In Chicago, our primary task is working with the *economic* community. Chicago teams are delivering participatory and strategic planning methods to local business groups, city councils, religious orders, banks, hospitals, schools, colleges, and churches. We do facilitator training and create new course constructs for both the public and private sector.

Chicago's *planetary unity* efforts, include the past two summers of research, development of six new courses, and a year-long program of four weekends that will highlight important thinkers.

We are writing two books, one on participatory methods and one on this age of transformation.

We continue to broadcast -- wherever, whenever and to whomever -- that our times are exciting and require a bigger perspective and deeper appreciation of the role of human development in our times.



The Nawoitorong women's group, Turkana District, Turkana and Kikuyu tribal make-up.

Mission Works Both Ways

by Jim Christianson

A Rotarian from Pelican Rapids, MN, Jim Christianson is one of a band of 27 Rotary Club representatives who traveled to Peru to participate in a village school-building project near Azpitia. As part of the continuing partnership between Rotary and ICA, Jim was one of the 3-H volunteers chosen by Rotary International to make the trip. These are excerpts from his report.

Rotary assigned me to go to Peru to help build a pueblo school. No big deal, I thought. But the experience has changed not only my life-style but my life. (I just wish I could say that I gave as much as I received.)

The first night, after dinner at the Institute's training center in the village of Azpitia, we went directly to the Dignidad community, where we would be working. The people were holding a Town Meeting and decided to tax themselves \$1 per family to pay unemployed Peruvians \$1 per day to work on their school.

ICA staff worked as the glue between us and the Peruvians. Their job was not easy, I can assure you. Not only did they have to contend with non-Spanish-speaking, culture-shocked gringos, but so many gringos, all at one time, speaking all at once, sometimes in heated debate, gave the Peruvians, especially those who were supposed to assume leadership roles, their own dose of culture shock to swallow too.

I learned from the people of Dignidad that you certainly do not have to have a lot of material wealth to have a rich life. The name of their community -- Dignidad Nacional -- was a fitting one because they gave real meaning to the word dignity.

The nearest Rotary Club to Dignidad was in San Vicente de Canete, about 50 miles away. On our last Friday in Peru, when our team had finished the project, Canete Rotary Club president Alejandro Rios Mazuelos came to the restaurant in Dignidad where we were celebrating a final adios with the dear friends we had made on the project.

If you really want to see the impact of our work through Peruvian eyes, ask Mr. Rios how he felt when he saw 60 people sit down to eat together, then get up to dance with one another. Ask Mr. Rios how he felt to watch a 68-year-old Rotarian take off his trousers and give them to a Peruvian worker who had asked for them.

I think things got a bit too much for Mr. Rios at that point, as he didn't stick around to watch the tears flowing on both sides when we left.



CALENDAR/EVENTS

FEBRUARY 20

Effective Schools Presentation to the Department of Education. Demonstration of methods through issues analysis.

MARCH 3

Strategic Planning Implementation event with the City of St. Charles.

MARCH 8

Design Conference with the the western province of the Irish Christian Brothers.

MARCH 20-22

"A Vision Quest Retreat;" Renewing vision for self and the planet. ICA Chicago. \$110 incl. meals.

APRIL 3-5

"Transformational Education;" Revealing hidden potentials and capacities. ICA Chicago. \$110 includes meals.

APRIL 28-29

Progress Evaluation with the Sisters of St. Joseph of Concordia.

MAY 2-3

Strategic Planning with the City of Harvey.

MAY 6-7

Organizational Facilitator Training at ICA: Chicago. \$200 fee. Demonstration and practice of methods for participatory planning and techniques for conducting effective meetings.

MAY 8-10

"The Presence of the Past;" a conference with Dr. Rupert Sheldrake. Formal brochure available soon.

MAY 11

"A Time of Transformation;" Understanding the future now. A post-conference event at ICA: Chicago. \$110 includes meals.

JUNE 30-JULY 1

Progress Evaluation with the Sisters of St. Joseph of Concordia.

JULY 17-19

"Planetary Culture and Individual Consciousness;" Conference with Dr. William Irwin Thompson. ICA: Chicago. \$110 includes meals.

JULY 20-24

"An Ecology of Culture;" Harvesting the Past for the Future. ICA: Chicago. \$110 incl. meals.

JULY 24-26

"Post-Modern Politics-- Spirit and Practice;" Conference with Dr. Charlene Spretnak. ICA: Chicago. \$110 includes meals.

SIGNPOSTS

New Story

Sydney: "Twenty-four people just finished a powerful weekend retreat at Christian Brothers Retreat Center in Mulgoa, at the foothills of the Blue Mountains. I have not seen people so obviously grateful for an event since RS-1 days. We came to the retreat -- called "Journey Toward the Future" -

- to explore an emerging personal and collective mythology. We came as persons concerned that our own self-story, the world self-story and the Australian self-story are not sustaining.

"The retreat covered many traditions, and many of us were moved by its deep spiritual nature. The weekend was very healing, and people's lives were changed, including the facilitator team's! We found ourselves checking the retreat with RS-1 categories and discovered that although the intent remains the same, the approach has changed. Before, it was through the intellectual; now it is through Being."

-- Brian Robbins

Life Methods

Mexico City: "When we facilitated our sixth three-week Human Development Training Institute in Conacaste, I realized that we take very seriously the learning from our colleagues in Kenya that a model village is a teaching village. We are grateful for their

reminder of this classic example of human development, which we tend to forget from time to time. Not to say that all our new methods and spirit forms are not important; they are, but the twice-a-year HDTI remains the lifeblood of our work in Central America.

"By the way, we are doing Progoff journal-writing once a week, and it is very well received here. "Mind-mapping" has also made a hit. We have used a number of the Bilbao exercises and have been frankly surprised that the Latin Americans love them all. I think my surprise is because the act of meditation is not a part of the culture here, nor is the use of metaphors in myth creation part of Latin American tradition -- at least not in the rural areas.

"I'm sure one reason for their acceptance of these new spirit exercises is our use of images and, to a lesser degree, visualization. The development of our work in Latin American countries depends on what we do in the area of mythology, as adapted to the Mayan, Incan or Aztec culture."

--Barbara Alerding

World Partners

Los Angeles: ICA-Los Angeles reports that ICA consultative status with the United Nations has resulted in collaborative programs in a number of nations. These include the IVORY COAST, KENYA, PERU and TONGA. In the Ivory Coast, the UNICEF

representative brings visitors to the Brobo cluster of villages to show effective local development, including an innovative "pharmacy box" program run by village caretakers.

Spirit Paths

London: *Exploring the World in Which We Live* was a 10-day spirit odyssey designed by the London Primary Unit to address and respond to what humanness means when the whole planet is the focal point of our concern and action. The theme was "Our World in

Need of Reconciliation," and participants moved through a number of activities and spiritual paths.

Circle dancing celebrated the richness of the earth's elements and natural beauty.

Emissaries of Divine Light and the **Bahai'** presented teachings on global unity and abandonment of prejudice.

Representatives of Nichiren Shoshu Buddhism demonstrated chanting, walked participants through the 10 steps of Buddhahood and gave personal illustrations of transformation experiences.

An Art Workshop portrayed three women artists' experiences with issues facing women today. Participants then made masks depicting who they thought they were, and collages revealing their feelings.

The What's Working in the World Dialogue shared cornerstones of successful projects.

Care-taking Sessions explored world peace and global economic issues, social justice and human welfare, environmental concerns and planetary responsibilities.

New Facility

Caracas: The Caracas Primary Unit (Caracas Center for Human Promotion) has approved the purchase of a 23-room house in La Florida. Staff are presently raising Bs. 205,000 for major repairs and renovation.

India Images

Bombay -- "We have been dialoguing about how we establish the kind of facilities that symbolize our permanence and serve both to attract new staff and to encourage anyone from anywhere in the globe to want to be assigned here. In a context of long-

range vision and current reality, one image is a primary unit dispersed in units of 10 to 12 adults. Another image is a major facility located between Pune and Bombay. We see Chikhale picking up a Training, Inc. type of role in equipping villagers to function in that area's expanding industrial complex. Jawale would be our rural development demonstration. A new house in Bangalore would build on our momentum in the south.

"Each of us continues to struggle with how we prepare ourselves for our new roles. We have been experimenting with yoga and meditation while doing some Hindu, Buddhist, and New Age readings. I have just completed an intensive course in the Marathi language, and Fred is studying Hindi. Immersing ourselves in this culture while continuing to draw on the skills of our own gives us an inkling of the integration the world is moving toward.

"In any case, it is an exciting time to be alive, and India is a fascinating place to be."

-- Nancy Lanphear

Skills Training On The Montemuro

by Cathy Bayer

In January 1986 when the European Economic Community announced its intent to give training moneys to Portugal, ICA staff involved with the Montemuro Human Development Project applied for skills training support in the arenas of rabbit raising, beekeeping, wool handicrafts, sewing, and fruit preserving. Our idea was to commercialize these local industries so as to produce additional family income to subsistence sheep and goat farmers.

When notification of the grant came through six months later, we stepped into high gear. ICA's job meant going to all the project villages to match needs of the local people with training opportunities and find local teachers who could handle curriculum creation as well as teaching load. Because the courses would be the first professional training offered outside the nations' capital cities, this was a high risk project for the government's Ministry of Work.

First filled was the sewing course, held 26 kilometers down a dirt road in the village of Gralheira at the top of the Montemuro mountain. None of the women participants, age 14 to 25, had been educated past the sixth grade or ever held a paying job. In the sewing class, they studied eight hours a day five days a week and received \$75 per month as a student stipend. You can imagine their happiness at earning their own money for the first time in their life.

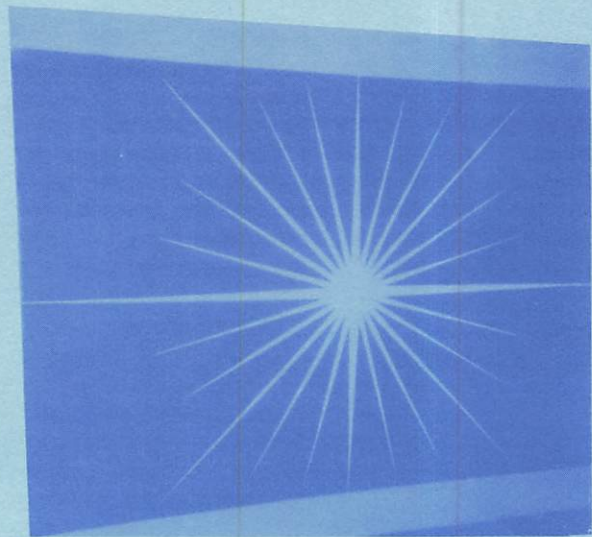
The women provided their own machines and most of their own materials. They soon became known throughout the village as champion seamstresses. Graduation was celebrated with two days of dancing, folk music and feasting on locally made sausage, wine and cakes.

The Gralheira seamstresses -- along with graduates of a wool handicrafts class in the village of Reiva -- have since formed a women's clothing cooperative, which is busy designing and marketing folkloric shirts and capes.

Both men and women participated in three other classes: rabbits, bees, and fruit preserving.

MONTEMURO PROJECT VICTORIES INCLUDE:

- ✓ *Eighty-five subsistence farmers earned stipends.*
- ✓ *One cooperative and several local markets have led to additional family income.*
- ✓ *The Ministry of Work is ready to sponsor more courses in the villages.*
- ✓ *The European Economic Community is funding seven more such courses for the ICA.*
- ✓ *The Commercial Association of Lamego, the National Commission on the Status of Women, and other groups have offered marketing modules to the villages.*
- ✓ *The ICA is regarded nationally as a successful village training pilot, and visitors are coming to observe results of local initiatives.*



"The Third Eye," original oil by Ilona Staples, ICA Toronto

WEEKEND WITH RUPERT SHELDRAKE *FIRST OF THE 1987 CONFERENCE SERIES*

DR. RUPERT SHELDRAKE, THE NOTED BRITISH
BIOLOGIST AND AUTHOR OF A NEW SCIENCE OF LIFE,
WILL PRESENT A WORKSHOP:
"THE PRESENCE OF THE PAST"

*What if there are hidden energy forms beyond time and space
which shape our space-time world?
What if our creativity is influenced by past behavior
that seems to have no connection?
What if things are formed by the things they are forming?*

- * Hear about global experiments going on today
- * Participate in experiments on memory and the collective unconscious
- * Discover new insights on social change

Date: May 8-10, 1987
Time: Begins 7:00 p.m., May 8
Ends 4:00 p.m. May 10
Place: ICA: Chicago
4750 N. Sheridan Rd.
Chicago, IL 60640

PLANETARY CONNECTIONS???

ÍÍÍ *The number of students from People's Republic of China enrolled in U.S. colleges and universities has increased by 40 percent.*

—News release, Institute of International Education 12/1/86

ÍÍÍ *ICA connects to the world through ECONET, an international ecological telecommunications network. ECONET was created explicitly for groups interested in international development, environment and ecology. Using the global communications system of TYMNET -- with access in 600 cities in North America, plus 60 nations and capital cities -we can now tune in to 20 ICA locations across the globe.*

ÍÍÍ *There is no longer such a thing as village people, cosmopolitan people, tribal people, urban people. There are only planetary people. We are all partners of the planet. The next 50 years will be about learning this reality.*

—Jean Houston

HIGHLIGHTS is a periodic publication of the Institute of Cultural Affairs. Special thanks to Ms. Marvyn Womack for sharing her editorial expertise and general good advice.

The Institute of Cultural Affairs
4750 N. Sheridan Rd.
Chicago, IL 60640

Address Correction Requested

THE INSTITUTE OF CULTURAL

AFFAIRS is a private, not-for-profit, research, training and demonstration group concerned with the human factor in world development. Originally a program division of **The Ecumenical Institute**, the ICA is deeply committed to serve in the process of improving the quality of human life. For 30 years, the staff of the ICA has been pioneering in participatory problem-solving techniques, curriculum designs and educational methods. The ICA focus is on helping people help themselves -- getting involved in shaping their own futures and thereby helping to create tomorrow today.

ICA was incorporated as a separate entity in 1973 to work directly with local community groups, educational structures, corporations, service organizations and governmental agencies. **The Order:Ecumenical** provides the full-time staff for the activities of the Institute of Cultural Affairs and the Ecumenical Institute. Members are from many different national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.

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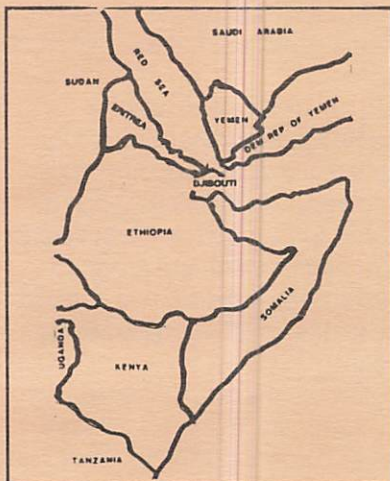
DISCOVERING ERITREA

By Elaine K. Stover, Brussels Primary Unit

A year ago, I had never heard of Eritrea. When I was offered a 30-day contract to travel to Eritrea to observe the country's public health program, I signed it. The health program was started in 1981 to provide basic health care to both the sedentary and nomadic population of Eritrea — more than 2 million people. It's been a unique experiment in popular participation, self-reliance and social development, despite the 25-year war for independence and widespread drought.

The only entry to Eritrea, without crossing enemy lines, takes one over desert tracks, mountain switchbacks and river valleys. No MacDonald's enroute. Just variations of desert and rock.

About the size of England, Eritrea stretches for 1,000 km along the Red Sea. A narrow passage connecting the Red Sea with the Indian Ocean is shared with neighboring countries. This strategic position is a root cause of the present conflict.



An Italian colony since 1889, Eritrea then became a British protectorate until a UN decision federated Eritrea into Ethiopia 25 years ago. In 1962, Emperor Haile Selassie's troops dissolved the Eritrean parliament at gunpoint. Meanwhile, the Eritrean People's Liberation Front (EPLF) had organized

an armed resistance, and the war between Eritrea and Ethiopia steadily escalated. In the 1980s, violence against Eritrean civilians continues, as the Ethiopian offensive fails to dislodge the independence movement led by the EPLF.

Committed to development of the country, besides fighting a war for independence, the Front has begun programs to encourage political, social and economic transformation within Eritrea. The war has brought a sense of urgency to the goat breeders, irrigation engineers and health workers. Land reform has achieved a more equitable and economically productive agrarian sector. Training and extension programs have been implemented in agriculture and small industry. Women are given opportunities to participate with men.

There are nine ethnic groups in Eritrea and nine languages. Through art, literature, song, dance and drama, the EPLF has developed national unity along with appreciation of cultural diversity.

With hundreds of barefoot doctors and paramedics, the health care system works to prevent and treat the most serious health problems, promote good nutritional habits, organize feeding programs, assure safe water supplies, and provide maternal and child health services.

I was deeply moved by the sheer intentionality of the people, the incredible use of scant resources, and the commitment at all levels of public health staff. It was apparent they were all operating out of a clear vision of a new society and equipping themselves for it.

On my trip back, we stopped at the Sudanese border for tea with the EPLF border patrol. Two women fighters asked me about my stay in Eritrea. They wanted to know what I thought of their revolution. I could only tell them that it was very impressive.

MIND-BRAIN-BODY RE-SEARCH IN GUATEMALA

New Horizons for Learning, in Seattle, Washington and ICA Guatemala co-sponsored a conference on "Learning How to Learn," held in Guatemala October 26-29, 1987. Four hundred teachers, business people, psychologists, sociologists and doctors came from El Salvador, Peru, Costa Rica, Argentina, Mexico, Venezuela, Chile, the United States and Guatemala. Dee Dickinson of New Horizons for Learning was conference host.

One highlight of the Conference was a presentation by Dr. Rueven Feuerstein, an Israeli in his 80's, who has been working with retarded children for 33 years. His methods have released the human intellect in thousands of people thought to be "hopeless cases," and have been used in many cultures around the world.

A stirring talk by Dr. Alberto Machado, from Venezuela, urged conference participants to start using new learning methods in their classrooms NOW. Dr. Machado set up a government ministry for mind research in Venezuela.

For children to be equipped to live in the coming decades, they need to be released to develop their fullest potential. To symbolize his seriousness about this task and to convey the commitment of many highly-respected teachers of Guatemala, Dr. Machado met with the president of Guatemala and presented him with a letter indicating commitment to releasing the human intellect. The letter was signed by many of the teachers present at the conference. Roberto Betancourt, president of ICA Guatemala, accompanied Dr. Machado to the meeting.

ICA:SYDNEY -- A CATALYST OF HOPE



Burdened by so many years of failure, despair, pain and frustration, Aboriginal communities are highly cynical about the future and have little trust in outsiders.

Before ICA: Sydney could tackle any profound program events in the area, therefore, months were spent in restoring the confidence of local people. Today — after a year of laying the groundwork and following up with 14 two-day to one-week programs — a new confidence is manifest in the people as they build plans for a hope-filled future. They have shown their readiness to be trained in leadership skills and to use the methodology in their workplace.

New trends noted from ICA visits to South Australia include:

- A determination to move toward self-reliance, demonstrated as people undertaking economic ventures requiring continued community responsibility.
- A desire for self-management and awareness of interdependence, as people initiate their own community councils, neighborhood centers, care groups, and apprenticeship schemes.
- A sentiment toward achieving one united society of aboriginals and non-aboriginals, with divisive barriers removed and all benefiting from the enriching gifts of many cultures.

In Gerard, a Riverland Aboriginal community, the ICA facilitated workshops to enable participants to think through and resolve very real concerns about health issues. A new health clinic has been the result, with regular visits by a physician and a child health specialist. A community council — assisted by a women's committee — was another outcome of the people's decision to solve their own problems. Other action areas were vegetable gardens, tree planting, "resource" days with visiting professionals, and writing funding appeals.

One council elder declared, "For 20 years, other people have made plans for us, and we have failed. This is our plan, and we can do it."

TRAINING OF TRAINERS

In Zimbabwe, the Voluntary Organizations in Community Enterprise (VOICE) has indicated to ICA a need for assistance in formal organizational strengthening methods. Nongovernment organizations feel a need for improved management capacity and planning techniques. From these conversations, ICA plans to provide training for VOICE staff, conduct a pilot program with a local NGO of their choice, and follow up with additional evaluation and training.

Also planned is a pilot program involving strengthening the participative and leadership skills of staff of the Ministry of Community Development & Women's Affairs. This could be a self-sustaining program done by the Ministry in all Zimbabwe provinces.

In Botswana, similar issues emerged, with even greater emphasis on the inadequate management skills of many organizations. The ICA collaborated with the Institute of Development Management on a five-day workshop addressing the need to unify the directions of organizations involved with women in Botswana. A second Botswana event introduced strategic planning processes and consensus-building techniques to staff of the Brigades Development Center, who plan a new initiative in textiles.

TRAINING INC.: PITTSBURGH

TRAINING, INC. PITTSBURGH was launched on February 8, 1988, as a special program of the YWCA of Greater Pittsburgh.

Training, Inc. is a unique 14-week office training program focussed on the needs of the hard-to-employ. A realistic business setting is used to learn office skills, and to develop the self-esteem and life-skills (such as punctuality) that are needed to succeed in the business world. Developed by ICA staff in 1976, the program across the country has 95% of the participants completing the course, with 85% finding jobs — unusually high figures for this kind of training.

Located at 550 Wood Street in the heart of downtown Pittsburgh, Training, Inc. began its first cycle with full enrollment. Shirley Mueller (Program Director) and Theo Mueller (Senior Trainer) were recently assigned to the New York Primary Unit. They bring eight years of experience from their leadership and training roles in the Fifth City Business Careers Program in Chicago.

Staff participated in the two-week Trainer Course in Imaginal Education taught by master trainers from other sites and by Carol Walters, coordinator of the Training, Inc. National Association. The course included visits to existing Training, Inc. sites in Newark and Indianapolis. There trainers worked with mentors in their specific curriculum areas, and had the opportunity to meet with trainees and graduates of the programs. The site visits provided three days of immersion in the program that has given birth to new images of possibility for thousands of disadvantaged adults over the past 12 years.

"NOW LEASING"

Chicago House continues to lease space to neighborhood non-profits, spreading the word with a brochure that reads "A community resource center is being developed by agencies who meet a variety of needs of people living in this northeast part of Chicago. Reflecting the area's rich diversity, the building at 4750 N. Sheridan is conveniently located for the many people served by not-for-profit agencies combining direct social services and self-help initiatives."

The brochure invites prospective renters to join the interchange of agencies "located together to assure an environment of cooperation and support."

Krisna Abhay, Director of the Lao Service Center, says, "This building is an ideal location for us because of easy access to public transportation and for the handicapped. The management's flexibility allows us to meet the special needs of our unique services. We are especially pleased with the security of the space."



The ICA Building at 4750 N. Sheridan Rd., Chicago, IL 60640

DIRECTORY OF CURRENT TENANTS

TRAVELERS AND IMMIGRANTS AID
Immigrant and refugee services
Second and third floors

THE LAOTIAN COMMUNITY CENTER
Refugee and job placement
Third Floor

CENTRE, INC./PENCIL PUSHERS
Employment training and placement
Teens/Parent Counseling
Third Floor

THE SALVATION ARMY
Home visiting program office
Third Floor

THE PEOPLE'S MUSIC SCHOOL
Free comprehensive musical instruction
for all ages
Third Floor

NORTHWEST EDUCATIONAL COOPERATIVE
Survival, pre-employment, vocational English
to refugee clients
Second Floor

THE INTERNATIONAL CONFERENCE CENTER
Conference and special events arrangements
First Floor

THE INSTITUTE OF CULTURAL AFFAIRS
Regional Offices for the Midwest
and Southwest USA
First Floor

THE KOREAN-AMERICAN SERVICE CENTER
Community Services for Senior Citizens
Second Floor

BREAD FOR THE WORLD
Citizen involvement in addressing hunger
Second Floor

SIGNPOSTS

Planetary Walk

At the invitation of Jean Houston, 40 Order members and friends gathered in January at the Stony Point Conference Center in New York for three days of conversation, bonding, and commitment to the personal calling of

whole-systems transition.

During two days of "walking 'round the plane't," each continent (biosphere) was the subject of a several-hour discourse on what is emerging or trying to rise.

Africa and the USSR were of particular interest because of the new stories arising there.

Rituals, attunement exercises, poetry and videos interspersing the gathering were culminated with a third day that archetypally explored the struggle to give birth to a new planetary being.

ICA: TORONTO is now publishing EDGES, New Planetary Patterns, a quarterly magazine directed to ICA staff, colleagues and friends throughout the world. In addition to articles by and about well-known experts on planetization phenomena, EDGES reports and comments on practical applications of new planetary patterns in the arenas of environment, participation, wellness, and learning modes. Subscribers write reflections on their personal experiences with planetary transformation. Subscription rates are \$20/year (free to ICA members with paid-up annual membership). Contact ICA Research Node, Suite 1, 577 Kingston Rd., Toronto, Ontario, Canada M4E 1R3.

New Magazine

Whole Systems

This year's emphasis on "whole systems transformation" broadens ICA: Malaysia's scope to intensify its work with the development community. Recent highlights have been a creative decision-making seminar with British Petroleum, a strategic

planning session with International Computers, Ltd., and a participatory documentation module with nine organizations and a village development committee. ICA: Malaysia also participated in the economic network think tank in Hong Kong.

ICA: Brazil reports that community leaders are uniting to arrange events to exchange experiences and work toward social integration. Eight communities competed in three torneos de futebol (soccer tournaments) and have formed a soccer federation. The other main activity pulling people together has been a growing number of community festivals in Mata, Lavras, Bela Vista and Barrios de Paneiras.

People To-gether

Future Sight

The Chicago Public Initiators Team is conducting a series of afternoon workshops for organizational leaders throughout the city. "Future Scan 2000" discusses how participants can use emerging trends to shape their organization's future social, political,

economic and technological trends and teach transformational processes that broaden perspectives, generate ownership, create internal alignment and enable prime performance.

Education Summit

ICA will co-sponsor "New Horizons for Living," an education summit conference, in Fairfax, VA, June 25-29. The conference is designed for key decision-makers and for others interested in helping spark the renewal of lifetime learning. Be sure to invite association executives, media professionals, educators, social scientists, parents, administrators, government officials, health-care professionals, training and development managers.

Multi-Modal LENS

Already a hospital marked with many innovations and management commitment bordering on family loyalty, Saratoga Hospital in Detroit is in the right place at the right time to transform the culture from — "You tell me what to do" to "I can take responsible action as part

of my team." To make this happen, LENS International Inc. has contracted to assist the hospital in creating a Participative Management System to be in place by December 31, 1988. The participants in the process are top management through unit supervisors.

On March 4th and 5th a two-and-a-half day LENS was packed into two 12-hour days. This LENS was an experiment in using a multi-modal approach in the planning process. The process incorporated visualizations, music, artwork, and various forms of group interaction that brought new life to the basic methodology. The multi-modal exercises were used to deepen the teamwork by helping participants access unconscious dimensions of their thinking and consciously bring this into the total strategic planning process.

MEXICO CITY TO HOST GLOBAL INTERCHANGE IN NOVEMBER

ICA colleagues from around the world are invited to join ICA staff in facilitating NUESTRO FUTURO COMUN ("Our Common Future") in Mexico, November 12-18, 1988. The Mexico City Primary Unit describes Council '88 as the practical emergence of a planetary society for the 21st century. "We have found Mexico to be a microcosm of our planet's problems and possibilities, with the potential to catapult us profoundly into the next century." The Council theme was chosen from a study of a recent UN report on ecology and environment.

One of the first great Emperors Moctezuma I, finding himself in need of a peaceful environment for part of the year, established his second home in what is now Oaxtepec, in the state of Morelos. Oaxtepec is now the site of a large and ample vacation center for Mexican workers with many recreational and conference facilities and hotel-cabana combinations. It still has the thermal waters from the past, now placed under a modern geodesic dome, and beautiful tropical vegetation continues to provide the setting for meditation, reflection and spirit relaxation. We have contracted with the Mexican Institute of Social Security for the use of Oaxtepec as the setting of the Conference/Council.

The first five days will include dialogues that engage the key networks (education, economics, development and planetary unity) along with presentations by world leaders. A trip to the Teotihuacan pyramids is also planned. Costs are \$22 to \$385 for part-time participation and \$550 for full-time. (Make your air reservations early.)

Council '88 will be structured to include a *futures dialogue on planetary transformation*, an *interchange forum on transformation processes*, and a *modeling lab on becoming a planetary people*.

Objectives are:

- To visualize strategies for change toward the 21st century.
- To report and evaluate efforts underway toward collective survival.
- To share the cultural experiences of Latin America and Mesoamerica in the formation of strong civilizations.
- To demonstrate effective interchange and collaboration among organizations concerned with the planet's future.

The Council will be followed by a two-week meeting of ICA representatives to examine global network operations and relationships.



ICA BOOKS

THE OTHER WORLD IN THE MIDST OF THIS WORLD: A Journal of the Spirit, produced by Service Ventures, Brussels, contains descriptions of 64 states of being, a journal to record the reader's experiences, and exercises to explore the reader's life. Paperback price \$9.95, plus \$7.75 handling charges. Contact Jon Jenkins, ICA, Rue Amedee Lynen, 8, 1030 Brussels, Belgium.

THE TRANSFORMATION FACTOR: A Guide to the Rising Tide of Change in the 80s, soon to be published by the Planetary Unity Team in Chicago, treats the consciousness revolution as the greening of the individual's and planet's soul and examines the socio-spirit implications of this new vision of reality. Direct inquiries to David Lazear, ICA, 4750 N. Sheridan Rd., Chicago, 60640, USA.

RELEASING PEOPLE ENERGY: Winning the Challenge of Corporate Change with the Technology of Participation, being written by a Chicago Anchor House team, cites case histories of successful application of ICA methodology to the private sector. The manuscript projected length is 50,000 words. A publisher is presently being sought. Write Laura Spencer, ICA, 4750 N. Sheridan Rd., Chicago, 60640, USA.

THE FOREST AND THE TREES, in process at the New York Anchor House, is a collection of stories about grassroots people who have struggled with tremendous hardships to better their lives. Stories focus on the interrelationships between the transformation of the individual, the community and the planet. Inquiries to Nancy Trask, ICA, 206 E. 4th St., NYC, 10009, USA.

JOURNEY TO THE EAST



Hermann Hesse's beloved classic, "The Journey to the East", is the story of the human quest for meaning and purpose -- the quest for a deeper life. It is the ancient and modern story of the journey of transformation.

The workshop provides an opportunity to enter into this story and live it through your own life. It enables you to explore the varied motifs of your life's journey:

The Deep Call of the Journey
The Quest for Personal Fulfillment
The Experience of the Wasteland
The Doorway & Threshold of Awakening
The Art of High Service

Dates: May 13 (7:30 pm) - May 15 (1:00 pm)

Cost: \$75/person (room & board additional)

Location: Institute of Cultural Affairs (ICA)
4750 North Sheridan Road
Chicago, IL 60640
(Phone: 312/769-6363)

HIGHLIGHTS is a periodic publication of the Institute of Cultural Affairs: Chicago. Special thanks to Marvyn Womack for sharing her editorial expertise and general good advice. Back issues of **HIGHLIGHTS** are available upon request for \$1.50.

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THE INSTITUTE OF CULTURAL AFFAIRS

is a private, not-for-profit, research, training and demonstration group concerned with the human factor in world development. The ICA is deeply committed to serve in the process of improving the quality of human life. For 30 years, the staff of the ICA have been pioneering in participatory problem-solving techniques, curriculum designs and educational methods. The ICA focus is on helping people help themselves — getting involved in shaping their own futures and thereby helping to create tomorrow today.

Originally a program division of **The Ecumenical Institute**, ICA was incorporated as a separate entity in 1973 to work directly with local community groups, educational structures, corporations, service organizations and governmental agencies. **The Order: Ecumenical** provides the full-time staff for the activities of **The Institute of Cultural Affairs** and **The Ecumenical Institute**. Members are from many national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.

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HIGHLIGHTS



News from Chicago and around the world

Fall 1989

CASE WESTERN AND ICA COLLABORATE IN A RESEARCH PROJECT

Since January, the ICA has been in a collaborative research project with Case Western Reserve University's Department of Organizational Behavior, Cleveland, OH. The Social Innovations Group of that department is doing action-oriented research aimed at discovering, understanding, and strengthening socially innovative, trans-national organizations who are addressing complex global issues, such as world peace, health, hunger, ecology, literacy, and racism.

Through a 10-year case-study series, Case Western plans to document "what really works" and begin to design new management education programs for increasing global awareness and imparting the leadership skills required for significant social innovation.

Case Western is especially interested in organizations like the ICA that 1) are committed to serve as change agents in developing a healthier world, 2) have mobilized social action forms that heighten human cooperation and learning potential across previously polarized boundaries, 3) advocate an egalitarian, empowering social philosophy and 4) normally don't receive primary support from governments.

Case Western states, "These nonprofit organizations throughout the world are a clearly visible expression of an active, powerful, and alive global citizenry. Our research endeavor is devoted to the generation of an interdisciplinary understanding and knowledge concerning the life-giving properties of such organizations, and in this case, the ICA."

The ICA is in good company. Others invited to participate as pilots in this research project include Greenpeace, the Hunger Project, International Physicians for Nuclear Disarmament, and the Nature Conservancy. Each organization is expected to write a case study for presentation at a global conference in Cleveland in November. Each year, over the next 10 years, other organizations will be added.

More than 100 staff, board members and volunteers have already been interviewed to get material for ICA's case study. This is done through the Appreciative Inquiry Process, a highly positive data-gathering approach that is based on four principles:

- 1) Explorations into an organization's life-giving forces should be appreciative in nature, emphasizing those peak aspects of work that have served to activate energies and gifts.
- 2) Explorations should be applicable, leading to knowledge that can be validated and used productively.
- 3) Explorations should be provocative, e.g., ideas challenging to become the best of "what is possible."
- 4) Explorations should be collaborative, fostering healthy conversation about the way things were, are, and can be.

The ICA provided staff, volunteers, and board members to assist in doing the interviews. A team is presently compiling and organizing the data received as well as scheduling additional interviews. This is an ongoing project for the next decade in documenting and creating ICA's future. The ICA is planning to interview anyone who has been related to the ICA over the past 10 years or more for this research.

"LOOKING INTO THE FUTURE" THE ICA NETWORK

Pittsburgh, PA December 1-3

Pittsburgh will be the site of "LOOKING INTO THE FUTURE: AN ICA NETWORK GATHERING," December 1-3, 1989. The ICA Network, an outgrowth of Our Common Future I held in Mexico last November, convened its first continental meeting in Dallas in February. Its focus is on how ICA methods can catalyze organizational change. Network gatherings offer a forum for ICA colleagues to stay in touch, share ideas and methods that work, display hand-outs and products, and collaborate, collaborate, collaborate.

The Pittsburgh gathering begins with dinner at 7pm Friday at the Royce Hotel and concludes with a noon send-out on Sunday.

Costs for the weekend are \$75 per person; \$130 per couple. Hotel accommodations are available to participants for \$45 a night. (Free housing in homes of area colleagues is likewise available on a first-come basis.)

To register, contact Vance Engleman, 304 Peebles St., Sewickley, PA. 15143. 412/741-0258

ANNUAL APPEAL CIRCUITS LAUNCHED

The ICA Annual Appeal Fund-raising Campaign was kicked off October 9 (Columbus Day and Yom Kippur) and runs through November 23 (Thanksgiving Day and Harvest Time). Mark your calendars to welcome ICA colleagues and hear all about what's going on across the globe.

INDIANAPOLIS HOSTS

"CLUES TO OUR COMMON FUTURE"

Ninety-one ICA colleagues from across the Midwest gathered in Indianapolis September 8-10 to search together for "Clues to Our Common Future." This was the third 1989 Heartland USA Conference on the "Our Common Future" theme launched in Mexico in November, 1988. The ICA has adopted the Our Common Future theme for the next four years, taken from the UN Brundtland Report on the future of the planet.

The weekend was eventful: conversations on "Clues to our Common Future" and personal mythology; a "Trend Benders" panel (four young adults discussing their vocations as a life of service); book launchings (Neighborhood Caretakers and Winning through Participation); singing and international folk dancing; reports on the ICA International meeting and the Case Western Reserve University project; financial reflections on fundraising and future investments; and celebrations.

Two speakers brought fresh new images and perspectives to the theme Our Common Future. Eunice Trotter, editor and publisher of the Indianapolis Reporter (the state's largest weekly newspaper), is also founder of Syndicated Writers and Artists, INC and president of the Indianapolis Black Media Alliance. She stressed the importance of the public role in encouraging the media to be ethically responsible. A creative suggestion was to send a "reporter report card" to newspapers, indicating what needs to be said in the media. This presentation increased our confidence that the media are sensitive to their market and individuals can make a significant impact with their input.

Peter Sterling, executive director of the Indianapolis Children's Museum, focused his presentation on his expectations for the 21st century and how the museum could play an educational role in responding to the trends. In the '90s, the museum programs will be tailored to 10-16-year-olds. Sterling spoke about the three R's as "reverence, responsibility and renewal" and how education is the number one issue to be addressed.

The interchange of the meeting evolved around four topics:

1. Media and Mythology stated the components of the new global myth with ads to quickly communicate the new images.
2. Environment and Housing shared innovative programs that are responding to the homeless and destruction of the environment.
3. Education resolved to have each core help develop the Earthwise module series.
4. Faith Communities imaged how a new spirit vitality can be injected into traditional structures.

There were reflections on how this time together embodied many components of transformation: new motivating mythology, commitment by the mass media, proactive support for effective new models of education, immediate implementation of healthy environmental measures, committed and competent support groups and deep spirit energy.

The next gathering - January 19-21, 1990, in Chicago - will focus on developing the Earthwise module series.

CALENDAR OF EVENTS

Oct. 9-Nov.23	Heart of America Annual Appeal Circuits	Nov. 4	ICA Open House, 3:30-7pm, Chicago
Oct. 28	"Implementing Your Strategic Plans" training seminar, Chicago	Nov. 11-12	ICA Board Meeting, Chicago
Oct. 13-15	"Survival of the Planet: A Challenge to Faith Communities" seminar, Minneapolis	Nov. 13-17	"Appreciative Organizational Analysis" conference, Cleveland
Oct. 15-17	"A Time to Live, a Time to Die", ethics symposium, Cincinnati	Nov. 17	Transformational Network Meeting, Detroit
Oct. 18-20	"Housing: What Must the Church Do?" United Methodist North Central Jurisdiction, Urban Network Conference, Cincinnati	Nov. 17-19	Thomas Berry Workshop, Cincinnati
Oct. 20	Transformational Network Meeting, Detroit	Nov. 30	"Sharing Educational Approaches that Work," Chicago
Oct. 26	"Sharing Educational Approaches that Work" meeting, Chicago	Dec. 1-3	"Looking into the Future" network gathering, Pittsburgh
Nov. 1-8	"Coalition for Tomorrow" symposium, Pacifica, CA	Jan. 5-20	The Space Between, Lima Peru
Nov. 3-4	Machakos Training, Chicago	Jan. 19-21	Heartland Conference, launching the Earthwise Learning Series, Chicago
		July 28 - August 19	Earthwise Think Tank
		Nov. 2-11	1990 ICA Global Meeting

GLOBAL NEWS from the ICAI General Assembly

The following is an edited transcription of remarks about the activities of the ICA around the world made by Mary Laura Bushman, Paula Otto and Jim Troxel, who attended the ICAI General Assembly.

On September 29th, 60 people from six continents elected the board of directors of the Institute of Cultural Affairs International (ICAI) in Brussels, Belgium. The board embodies, both in its composition and in the way members were designated, the style of a new model of global organization. Twenty persons, six each from Sphere East, South and West, were nominated by persons representing their respective geography. Alternates to the board were chosen in the same manner, resulting in a body of 38 people from 22 nations. This was the first General Assembly of the ICAI. The whole assembly described functions for its international operation and decided what roles various parts of the organization will play.

Decisions included the publication of the first international program report of the ICAI since 1984. A consensus was reached to jointly sponsor a global gathering in Taipei, Taiwan, November 2-11, 1990 hosted by ICA: Taipei and the Asia-Pacific Economic Network. The 1992 meeting of the General Assembly will be held in Barcelona, Spain.

...LATIN AMERICA

Mexico... The operating missional image of the five staff is to marry the ecological movement and the development network.

Everything they are trying to do is to make sure their ecological and environment concerns are part of the development activities. They are doing work in integrated sustained development education in rural development. Mexico is the only place in Latin America where the ICA does not have a Human Development Project. We work with other rural development agencies in training them in integrated and sustainable methods

Guatemala... Nine staff represent five different countries. While resident in the Conacaste village, they are working beyond it now, doing program contracts for expanding the institutional network of the non-governmental organizations. They are training and networking others directly involved in village projects. They are raising funds to set-up a Training, Inc. in Guatemala. Manuel Samayoa is on the national board of NGOs that is influencing national policy.

Jamaica... There are two full-time and one half-time staff. They are doing community development programs in the St. Thomas village development cluster and have expanded to the West Moreland cluster. So we are doing our second cluster there. They also continue to do program marketing.

_____	<u>Mexico</u>
_____	<u>Jamaica</u>
_____	<u>Guatemala</u>
_____	<u>Venezuela</u>
_____	<u>Peru</u>
_____	<u>Brazil</u>
_____	<u>Chile</u>

Venezuela... The keystone is the cultural research project where they have hired a woman to guide our staff in identifying the cultural contradictions of the nation of Venezuela. They have identified eleven contradictions. They are now trying to design programs that address those contradictions. Meanwhile they continue to have their human development services and work with the private sector in organizational development. Their Board President, Dr. Lara, attended the Brussels ICAI meeting.

Brazil... Of their eighteen staff, thirteen are Brazilians located in Rio Bonito and Rio de Janeiro. They are directly involved in rural development and they targeted six villages in one district where they are doing comprehensive integrated development, primarily in training. They are working in eight industries. The key people on each industrial team have been national staff in Brazil for years. Each industry has a desk with timelines and assignments, indicating what each industry is doing. They have received a \$225,000 grant from the Kellogg Foundation in Battle Creek, MI over a three year period. The key to receiving the grant was Kellogg's desire to give to an innovative, integrated development project which Rio Bonito was ready for. In addition they also continue the program consultant services. I found Brazil to be one of the more vibrant places around the globe.

Peru... Thirteen staff are catalyzing socio-economic justice, developing quality education programs, training women's clubs in Bolivia, trying to find ways to foster the planetary consciousness with their "Space Between Program". They have a very good strategy in terms of their training. They also are working with the local development project in Azpitia. They are working with a worker-owned cheese factory. They are monitoring an irrigation project and dealing with nutrition. The Peruvians were trained in proposal writing and have received grants from Wild Geese, from Bolivia and Peru, a church in Cincinnati, an eco-grant, and Friends of Azpitia (individual donors). There is very much a development emphasis, but also a thrust into the education and economic networks. The colleagues in Chile meet for roundtables and program facilitation.

In Latin America, money is the deep concern in everyone of our locations. All understand self-sufficiency, but with the fluctuating national economies, there is a deep struggle. The description of the Peru economy is shocking. In the past the economy was run off the U.S. dollar. The exchange rate with dollars was keeping up with inflation. One year the dollar would be worth four pesos; next year it would be worth six pesos. Since items would go up from four pesos to six pesos, it would be the same cash value. Now what is happening is hyper-inflation. The six peso item now costs forty pesos, but the dollars are only worth twenty pesos, which makes people twice as poor.

We had many conversations about how we could bridge Latin America and North America relative to funding, personnel, resources, and cultural exchange (as Europe and Canada do for India and Africa). We are looking for ways to create mutually beneficial strategies, like sending people to "The Space Between" program in Peru and encouraging the church adoption program in Cincinnati.

...MENA

(Middle East & North Africa)

Egypt.. Twelve Egyptian and six extra-national staff are based in Cairo. Their intensive strategy is to work with community development associations in and around Beni Suef while they do extensive probes across the continent. They are considering establishing permanent staff in Jordan and are doing programs in Sudan. They have a strong economic system for their staff, based on the number of years of service with retirement and health plans. They have a number of innovative collaborations. UNICEF has just purchased and is publishing 7,000 copies of the ICA health manual in Arabic to be used in the Egyptian villages as a health training tool.

Egypt

Ivory Coast

Nigeria

Kenya

Zambia

...BLACK AFRICA

Cote d'Ivoire (Ivory Coast)... There are twelve staff. They do conferences that empower their relationships with all the other NGOs in the development network. In Brobo they are doing an eco-farm demonstration, focusing on ecology and development. While they expand and broaden their local language training program, they continue to do consultancies in primary health care. They are moving from a village demonstration mode to more of a consultancy and training mode.

Nigeria... Shirley Heckman is now living in an international compound in Lagos. The ICA has assigned her to work with NIRADO, which was established out of the IERD. Shirley images working there three years to build NIRADO into a dominate NGO in community development in Nigeria. They provide her with all her needs to network and attend conferences, and she is having a ball.

Kenya... There are forty-seven Kenyans plus ten extra-nationals. Their key image is the Kenyanization restructuring journey. There are five training centers plus the Nairobi facility. Many of the staff work directly with the villages, doing water tank and health projects. Relative to the indigenization challenge, the extra-national staff announced two years ago that in four years there would not be any extra-nationals in Kenya catalyzing a radical turn-over of everything in Kenya. The Kenyans have accepted the challenge extremely well. An Institutional Capacity Building grant has allowed 15 people to take a health refresher course, 17 to take English classes, two to attend accounting classes, 19 to enroll in a management course and 20 to attend an action leadership program. They now have an elected leadership team of seven Kenyans. Beyond Kenya consultancies include Malawi (women, health, agriculture, goats), Swaziland and training for Save the Children workers going into the refugee camps.

Zambia... Thirteen part-time Zambian staff do consultancies with villages and organizations. They work with local government and voluntary groups in facilitating ICA methods. They sent a proposal with us to raise money to strengthen their capacity to establish a demonstration of an integrated community self-help program.

Korea Japan

Hong Kong

India

Taiwan

Philippines

Malaysia

Tonga

Australia

...SOUTH ASIA

India... India was represented in Brussels by Hiranman Gavai, who is now a tour leader for the Near East Foundation. He is organizing study tours in India in rural development for Middle East representatives. We have six staff located in Delhi, eight in Bombay and one in Calcutta. The Pune Team is focused on the integrated rural tribal development cluster development, including an innovative water development program. The Chikhale Team is creating a school for children and have just received a Canadian CETA grant. In Bombay they have a Corporate Service Team, focused on the private sector and a Human Capacities Team, developing new courses focused on the voluntary sector. Their latest edition of the Image just came off the press.

...SEAPAC(South East Asia & Pacific)

Philippines... Unfortunately they were not represented in Brussels due to lack of funds. They are doing both urban and rural development. Some of their work is related to a reforestation project that the government of the Philippines is funding.

Malaysia... We have six staff who have also maintained a balance between doing community development and corporate services (marketing and delivering planning services). Half of their staff are in community development training and half work with the private sector marketing and facilitating our methods.

Australia... They are in a radical entrepreneurial mode. The Pacific Services Team reports a grant for \$99,774 for Pacific programs. Some staff are in Tonga and the others relate to the Islands out of Australia.

...ORIENT

Japan... They were not represented in Brussels since they sent Wayne Ellsworth to the Economic Network meeting in India. There is a team which sells LENS program services, and many of them teach English.

Korea... The Greenwald's continue doing roundtables in their home. The law firm provided \$1,000 as dues from ICA:Korea. Gordon Harper from Taiwan visited their Board recently.

Hong Kong... Peter Fry was in Brussels, inviting us all to go to Shanghai for the global gathering in 1990. Woodside House now has thirty people living in it including staff and non-staff, so it is currently making more money than it is spending. The most visible thrust there is training young managers.

Taiwan... Here again this staff of seven are maintaining community development training and corporate service programs. We accepted Jo Thai's invitation for Taiwan to host the November 2-11, 1990 global gathering.

Belgium

West Germany

Austria

United Kingdom

Spain

Portugal

...EUROPE

United Kingdom... Had just finished a three week training program in Brussels of the Volunteer Service Program. Of the 30 volunteers, all except one was over 25. There were 12 VOW (Volunteer Orientation Weekends) held around Britain that recruited them. We are doing the first experiment of sending them to other NGOs that we have worked with since the IERD. Alan Beresford was the dean of the program. Their Cabaret on closing night was outstanding. We watched them making jokes of the whole program in a healing fashion and indicating their extreme gratitude for the opportunity to be given this kind of orientation prior to their departure.

The Netherlands... The Dutch are everywhere working with us around the world but Holland. In every place around the world where there are volunteers, at least one of them is Dutch. I understand that upon their return to Holland, they set up Return Volunteer groups that host roundtables to continue to recruit volunteers.

Belgium... That house is just vibrating with energy! One team runs the facility, operating a hostelry for EEC representatives, volunteers, community groups and university students doing their 3-6 month practicums. The French Green Party has their parliamentarians for the EEC stay there. Duke University students in Europe live there. This demonstration occasioned a discussion about a possible fifth network on Formation and Facilities to focus on how to use facilities effectively as a community formation. Meanwhile Service Ventures that does computer information service is going well. Starting in 1990 a six month program for ten third world people needing in-depth training in ICA methods and development skills is being funded by the government of Belgium. The January program is already filled and they are recruiting for 1991 and 1992. Another team focuses on ICAI and the fundraising support.

Germany... The new President of ICAI is Ursula Winteler from Hamburg. I asked her what country she represented. She said, "I could represent Austria, Germany or anywhere you want me to. Where do you want me to go?" She is President of ICA:Germany and the new President of ICAI. She participated in the IERD and is involved in international development groups in Germany.

Spain... The Richmonds are doing Human Resource Development and Informatics, pioneering a grassroots based econet system. Spain has just joined the European Common Market and has some catching up to do. One week a month they teach English for self-support, leaving the other three weeks open to focus on their missional work. They are eager to have some Spanish-speaking volunteers.

Portugal... Eighty people are on our staff, including a Dutch couple, other European volunteers and fifty Portugese. They have received seven grants, including \$190,000 from Rotary and \$275,000 from the European Economic Community. Some of the industries are now making money, which they invest in other non-profit uses in the project. The Montemoro Project now includes 21 villages in Northeastern Portugal. It is a demonstration of economically viable mountain villages, amidst a region of 65% unemployment.

...NORTH AMERICA

Toronto

New York

Minneapolis Milwaukee Detroit

Lincoln Cleveland

Iowa City Chicago

Kansas City Indianapolis

Cincinnati

Phoenix

Canada... Barbara Gallant represented Canada. I learned that for fifteen years she ran co-ops in Canada. She got to know us through the IERD. When we got to the development meeting and talking about new economic ventures and cooperatives, she came alive.

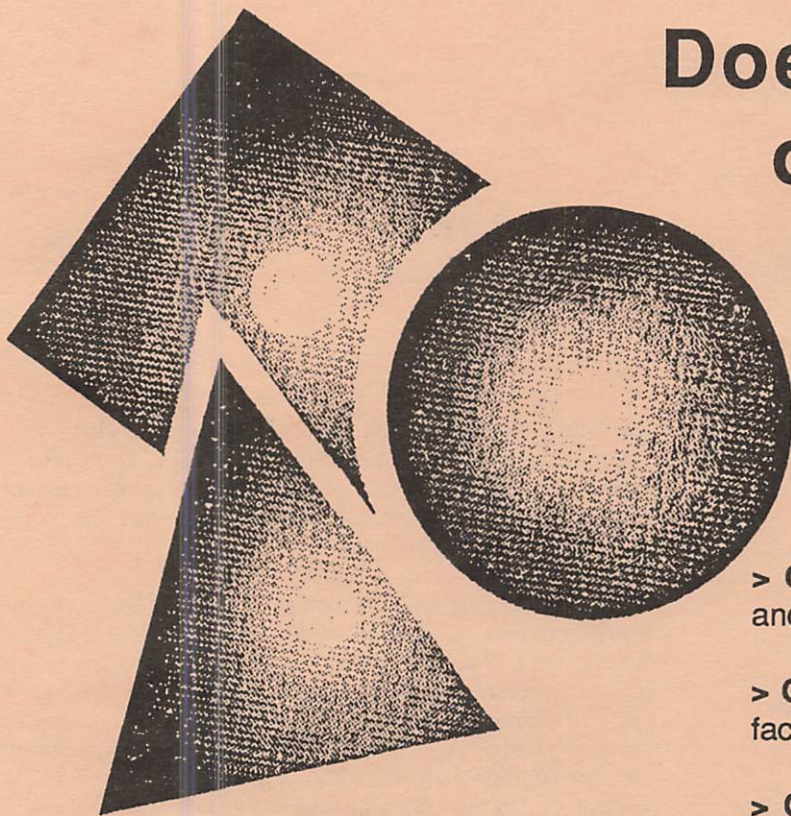
Some fundamental motifs from around the world. Of the 29 countries we are located in, 21 were present in Belgium. A dual mission has bubbled up: on the one hand training and facilitating community development groups, rather than our being in villages themselves. At the same time, marketing and delivering corporate services to the private sector has emerged as a primary operandi of the ICA. Where both the human development and the program faces are economically healthy, everything is going very well.

Another area to watch is the various economic experiments. There is a radical entrepreneurship in tension with a tight-knit corporate mode. Chicago is more on the corporate mode relative to ICA operations. The experiments are exciting and the verdict is not yet in as to what works best.

Another motif is the dialogue between being indigenous and being multi-cultural. Kenya best symbolizes this. They want to raise up local leadership, with the local staff in charge of running the operations. At the same time our capacity to be who we are is enhanced by our maintaining a multi-cultural staff. And at what cost do we want to maintain that multi-cultural base in each of our locations. The consensus is "Yes, we want to be multi-cultural, but on the terms of the local people. They have to be the ones to decide and pay for the privilege of having that multi-cultural staff.

The global/local is a part of this dialogue. One of the things that is emerging in this period of decentralization is that each local place is a global place. Each place has done very well in figuring out how to be the global presence of who we are, and figuring it out locally. The kinds of experiments like the research project in Venezuela, how to maintain the balance of staffing were exciting.

Agencies of the following fifteen national governments are providing grants or contracts to the ICA's work in international development: Belgium, Brazil, Canada, United States, Australia, Mexico, Sweden, the Netherlands, Germany, Portugal, Jordan, United Kingdom, Philippines, Guatemala, Peru and Kenya. In addition to that the European Common Market is supporting our work. Three agencies of the United Nations: UNICEF, UNDP and UNFPA are supporting our work. Various religious organizations support us. Different agencies of the Presbyterian Church, including local congregations, the Hunger Fund, Presbyterian Women. The following five foundations or private NGO funding organizations are supporting our work in more than one nation: Rotary International, The Wild Geese Foundation, IFESH (International Foundation for Education and Self-Help) in Phoenix, the Near East Foundation and the Hewlett Foundation.



Does your organization meet change as threat or challenge?

> **Change** means leaders need creativity and commitment from people.

> **Creativity** can burgeon in teams facilitated by skilled leaders

> **Commitment** doesn't just happen -- it takes processes that truly involve people.

Winning Through Participation: Meeting the Challenge of Corporate Change with the Technology of Participation, by Laura J. Spencer of the *Institute of Cultural Affairs*, is a how-to book of participative planning methods that illustrates proven, successful approaches to problem solving for all types of businesses and organizations. It features a Foreword by Rosabeth Moss Kanter, author of *When Giants Learn to Dance* and *The Change Masters*.

The **Technology of Participation (ToP)** methods go beyond the acknowledgement that participation breeds success. These methods provide practical tools for business leaders to meet the challenge of change through people- step-by-step procedures for designing and facilitating workshops that deliver positive results.

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- >orchestrating important transitions
- >problem solving

Yes! I would like ___ copy(ies) of **Winning Through Participation**, by Laura Spencer, *Institute of Cultural Affairs* at \$29.95 per copy, plus \$2.25 postage per book for 1-5 copies, or 4% of total sale price for 6 or more copies (IA, CA, LA & NY residents please add appropriate sales tax).

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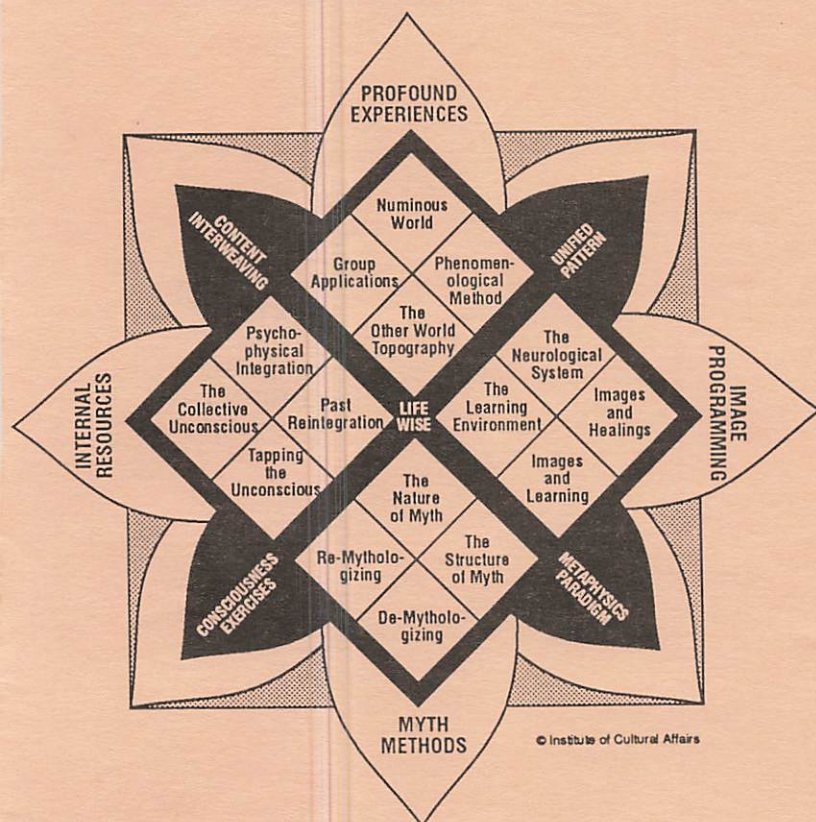
EARTHWISE LEARNING SERIES

A curriculum to develop planetary living capabilities

"EARTHWISE LEARNING," an educational curriculum conceived by the ICA as a means of developing planetary living capabilities, is on the drawing board to be developed and tested in 1990. The Earthwise Learning Series (ELS) will be a three-month program to enable people to make sense of today's world and respond creatively to its challenges. It is not a means of delivering more information but rather a distillation of essential concepts that can illuminate changes in our understanding of ourselves and the world. It will focus on patterns and processes, not data.

The ELS will draw upon previous ICA educational experiments, such as the Global Academy, University 13, the International Training Institute and the Human Development Training School. Course curriculum intends to deal with three basic questions:

- 1) What learning breakthroughs are challenging the world in which we live? (**KNOWhow** skills)
- 2) What skills do I need to interact with others and make a worthwhile contribution to society? (**WORLDwise** skills)
- 3) How do I experience the significance of human living? (**LIFEwise** skills)



Phase I: EARTHWISE MODULES LAUNCH

January 19-21, 1990

ICA colleagues across the Heartland are committing themselves to work in cooperation with the Earthwise Learning staff in Phoenix in developing three introductory modules:

- * "Myth and the Human Journey"
- * "Making Sense of the World"
- * "Methods of Individual and Group Creativity."

Each local group is meeting one weekend a month from January through June to develop and test one of the modules. Milwaukee and Cincinnati are working on the

Myth module; Indianapolis on the Creativity module. Other cores are deciding which module to target. The Heartland Conference, January 19-21, will focus on the Earthwise Learning Series, deciding the process and timeline for developing and testing the three modules over the six-month period.

These modules will provide the opportunity to try different approaches to teaching the curriculum. They will incorporate individual and group processes, multi-modal teaching techniques, and intuitive approaches to learning. This process of regional developing/testing the modules will give participants a chance to contribute their insights to the process.

Phase II: EARTHWISE THINK TANK

July 28-August 19, 1990:

Research and development of the 21 intensive modules of the three-month Earthwise Learning Series will be explored during the think tank.

If you are interested in participating in this curriculum development process, put these dates on your calendar now. Any group or individual interested is welcome to participate in this pioneering venture of developing a comprehensive curriculum for the 21st century. For additional information call, ICA:Chicago (312 769-6363.)

ICA:CHICAGO HOSTS VISITORS FROM AROUND THE WORLD

May through September, 1989

Dick West, Bombay, India
 Shirley Heckman, Abidjan and Lagos, Nigeria
 Donna Wagner, Brussels, Belgium
 Eunice and Sherwood Shankland, Alexandria, VA
 Michael, Molly, Nathan, and Jeremiah Shaw, Seattle, WA
 Rod and Rose Worden, Mexico City, Mexico
 Doug Rettig, Southern IL
 John P. Cock, Galax, VA
 Judy and Jack Gilles, Bombay, India
 David McCleskey, New Delhi, India
 Lin Wisman, Brussels, Belgium
 Richard Seacord, Brussels, Belgium
 Roger Marsh and daughter Julie, Sydney, Australia
 C. Michael Shaw, Centerville, MA
 Sue Barkony, Minneapolis, MN
 Liz Barkony, San Diego, CA
 Pam Bergdall, Nairobi, Kenya
 Rosemary Albright, Minneapolis, MN
 Nadine Addington, St. Paul, MN
 Kay Lush, Atlanta, GA
 Charles Lingo, Atlanta, GA
 Carl and Ellie Stock, Pittsburgh, PA
 Heidi Holmes, Toronto, Ontario
 Don Hinkelman, Sapporo, Japan

VOLUNTEERS NEEDED AT ICA:CHICAGO

If you have time when you can volunteer
please call **769-6363**
Weekend projects are possible

THINGS YOU CAN DO!

Facilitation	Painting
Research	Building repairs
Mailing list update	Plastering
Audio tape transcription	Marketing assistance
Filing	Interior wall construction
Decor creation	Management assistance
Data entry on computer	Conference set-up:
Photocopying	-packet preparation
Billing	-room readiness
Organizing supply room	-hosting
Switchboard relief	-linens
Finance tasks	

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HIGHLIGHTS is a quarterly publication of the Institute of Cultural Affairs: Chicago. Special thanks to our volunteers, Marian Lies and Marvyn Womack, for making Highlights possible.

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HIGHLIGHTS

News from ICA:Chicago, Mid-America and around the globe

Spring, 1990



DEVELOPING THE EARTHWISE CURRICULUM

ICA staff and colleagues from across Mid-America met January 19-21 in Chicago to launch the development of the Earthwise Learning Series (ELS). This curriculum is anticipated to be the transformation of the eight week Global Academy taught by the Institute in the past twenty years. The ELS curriculum is envisioned to be an alternative to the general education program offered during the first two years of most colleges.

James Wiegel from the Phoenix office and ELS coordinator, an enlivening leader, assured hard questions and depth reflection on the curriculum. He guided the group toward clarity on the vision, the intent, and the process by which this endeavor will be practically implemented. The group was impacted by the timeliness of the development of this curriculum as expressed in the following statement of need and intent:

The world of the 1990's promises to be quite unlike anything we've known before. The crumbling of old political forms, the delicate state of the environment, increasing refinement of technology and communications - these are but a few of the many faces of our evolving planet. The "global village" we talked about in the 1960's has indeed arrived. But it is not some grandiose reality that exists at the frontiers of history. It is the very stuff of our daily lives, rooted in mundane, local situations. The challenge we face is finding skills to live as planetary citizens in the midst of every day life.

Most of us could barely claim to have

those skills and, if so, only within our own field of personal or professional expertise. At best, we are operating with the know-how, albeit updated and refined, of earlier periods of history. It's as though we are still driving around in a model-T Ford in the age of the computerized automobile.

The last few decades have seen us surrounded with an amazing array of breakthroughs in almost every field of human endeavor - brain research, international relations, patterns of consciousness - the list is endless. Many of these breakthroughs hold the promise of new skills for a richer life.

Few of these breakthroughs, however, have trickled down to the point where many of us are able to understand them and integrate them as everyday life skills. All too often we simply experience ourselves as victims of information overload with no way to synthesize and apply these breakthroughs. At times, as change swirls around us, we feel ourselves and the institutions with which we are associated as ineffective or irrelevant. Too easily, we feel defeated and angry in managing our lives and we long, according to Joseph Campbell, to "actually feel the rapture of being alive." The ELS curriculum is being developed as a response to these life problems.

Individuals from many walks of life are seeking the opportunity to become proactive in learning skills to manage their lives. Participation in ELS will provide an opportunity for persons to see clearly and hear deeply the breakthroughs available. It will enable

them to select and apply them personally, in work and community life, as well as in the broader society.

ELS participants will experience:

- a sense of personal responsibility for the condition of life on the planet from the broadest to the most intimate level;
- a perspective on the major trends shaping society and their lives today and an understanding of the power they possess as individuals to affect those trends;
- creative methods for individual and group learning and action drawn from brain research, psychology, grassroots development and small group dynamics; and
- a deeper appreciation of their own life journey and their unique capacities.

Continued on page 7



NEWS FROM ICA:CHICAGO

The State of Illinois passed the Chicago School Reform Act last July, mandating the election of local school councils in 540 Chicago schools. Each school is required to develop a three year School Improvement Plan this spring. To date fourteen of twenty-one schools requesting information have asked the ICA to facilitate their planning sessions. Part of the intensified response is a result of working in January with the Chicago Principals Association and their subsequent recommendations.

ICA is also sponsoring a "Sharing Education Approaches That Work Conference" on April 7th at DeVry Institute, Chicago. Teachers, administrators, and local school council members are invited to highlight their **successes** in schools. During the conference they will share practical "**how-tos**" on successful curriculum development, local school council learnings and innovative programs addressing particular needs. In addition there will be opportunities for **interchange and collaboration**. The long range intent of both of these programs is to shift the image of the Chicago school system from being one of the worst educational systems in the nation to among the best.

CALENDAR OF EVENTS

MARCH

- 2 **Earthwise Learning Series Research: Creativity Module**
Indianapolis Call John Gibson (317/925-9297)
- 3 **20th Anniversary Peace Conference**; Creighton University, Omaha
- 5-9 **World Conference on Education for All, Thailand**
ICAI Representative: Evelyn Philbrook, Malaysia
- 6 **Earthwise Learning Series Research: Myth Module**
Milwaukee - Every Tuesday Evening
Call David Middleton (414/476-4077)
- 24 **Global Care and Celebration Day**, City Convention Center, Omaha

APRIL

- 6-8 **Unconditional Love and Forgiveness Seminar**
Presented by Edith Stauffer, Bismarck Hotel, Chicago
- 7 **Sharing Education Approaches That Work Conference**
DeVry Institute, Chicago 8 am-2 pm Call Karen Troxel (312/769-6363)
- 9-20 **International Business Academy**
Leadership Skills for Asia Business in the 90's, Kuala Lumpur, Malaysia
- 22 **Earth Day** Check media for local celebrations
- 27-29 **Exploring the Mystical Life**, (Based on Matthew Fox's book, COSMIC CHRIST)
International Conference Center, Chicago Call Lyn Edwards (312/769-6363)
- 28 **Conference of Cincinnati Women** Call Judy Lindblad (513/771-9436)

MAY

- 3 & 10 **Leadership Training Series** by ICA staff
- 3-5 **Women Hold Up Half the Sky: Visions and Voices for the 90's**
Iowa United Nations Association, State Historical Building, Iowa
Call Marileen Johnson (712/225-4945)
- 25-27 **ICA:Mid-America Meeting: Introducing the Earthwise Introductory Modules**
St. Edmunds Conference Center, Cincinnati, Ohio Call Judy/ Norm Lindblad (513/771-9436)

JUNE

- 20-21 **Leadership Training Series** by ICA staff
and International Conference Center, Chicago
- 27-28 Call Joyce Reese (312/769-6363)
- 28 **Public Event honoring Archbishop Tutu from South Africa**, Cincinnati

JULY 27- AUG. 6 **Earthwise Learning Series Think Tank** (see registration form on page 7)

NOVEMBER 2-11 **ICAI Global Meeting**, Taipei, Taiwan (see article on page 3)

ICA:INTERNATIONAL

BOARD OF DIRECTORS

The Board of Directors was selected at the General Assembly September 29, 1990, held in Brussels. There are six directors and six alternates for each of the three spheres: East, West and South.

Directors

K.P Choong
Malaysia
Cyprian D' Souza
India
Mangla Gavai
India
Shizuyo Sato
Japan
John Walmsley
Australia
Bill Wang
Republic of China
Alan Berresford
England
Ray Caruso
USA
Mary Coggeshall
USA
Duncan Holmes
Canada
Ursula Winteler
Federal Republic of Germany
Jess Sixkiller
USA
Ann Yallop
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Venezuela
Inga Bessin
Guatemala
Rogelio Cova
Mexico
Edward Mutiso
Kenya
Jonas Sinjangwe
Zambia
Andrea D'Suray
Belgium Representative
Sir James Lindsay
Ex-Officio

Alternates

Symond Kock
Singapore
Shanker Jadhao
India
V.S. Mahesh
India
Zenaida Armas
Republic of the Philippines
Wendy Saegenschneider
Australia
Gordon Harper
Republic of China
Andrew Daw
England
Mary Laura Bushman
USA
Eunice Shankland
USA
Barbara Gallant
Canada
Hannerl Golda
Austria
John Oyler
USA
Hilda Anwar
Egypt
George West
Peru
Margaret Krause
Brazil
Eduardo Christensen
Chile
Sammy Nyambane
Kenya
Felix Akpe
Nigeria



l to r: John Oyler, George West, Barbara Gallant, Mary Coggeshall, John Walmsley, Ursula Winteler, Sammy Nyambane, Ray Caruso, Mary Laura Bushman, Sir James Lindsay

OUR COMMON FUTURE In an Environment of Change Taipei, Taiwan November 1-11, 1990

It is not too early to put this date on your calendar and begin to plan for your attendance. The Asian Economic Network and ICA met in Taipei on January 29-February 3, 1990 to do the initial planning for this global meeting of four themes: Life Learning, Sustainable Development, Organizational Transformation, and Global Ecology. At the present stage of planning, three modules are planned: November 2-4, Asian Perspective for the 90's; and November 5-7, Focal Points for Change: The Networks Response, and November 8-11, A Networking Organization: ICA Common Future. A brochure has been designed and is in the hands of the Bombay ICA office for production and mailing. For your planning:

Registration Fee.....\$250.00 per person. One-half of all registration is needed by July 15.

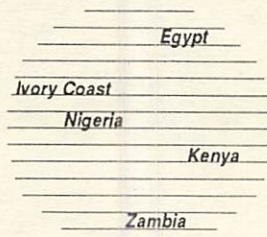
Accommodations.....Two-person room plus food: \$300/ person
Four person room plus food: \$250 / person

For further information, call Lyn Edwards (312/769-6363)



Sir James Lindsay, former President and Ex-Officio member of the ICAI Board of Directors, presenting a copy of *Winning Through Participation* to Lidy Broersma, P.T.T.-Telecom, District Zwolle, Training Department. P.T.T.-Telecom is a longtime user of the ICA's participatory methods.

The Executive Committee of the ICAI Board is pleased to announce the appointment of BETTY PESEK to the full time position of the Secretariat. DICK ALTON in Brussels and VAUGHN O'HALLORAN in New York will serve parttime on the Secretariat. Betty will live in Brussels for the next year.



...FROM KENYA

KAYE HAYES, VISITING ICA STAFF MEMBER, WRITES FROM KENYA

"I love Kenya. I always have. The people here are so eager to learn and so willing to do anything for their community. The harambee spirit ("Let us work together") means that they are willing to have workdays to build a school or a water tank or repair someone's house. It is refreshing to be in a community where people care for each other.

My training has been in three areas. In Western Kenya, near the Uganda border, we have two projects. With one, we are conducting planning sessions with the local health office because of typhoid from the local river. It is the only water source and they use it for all personal functions: cooking, drinking, cattle, goats, and irrigation. I am writing a curriculum to educate the people and to hold a planning meeting to build water tanks for personal use. It is very hard to change traditional ways, but it is harder to watch younger children die.

The second area of training has been strategic planning meetings with rice farmers who want to have an irrigation scheme. The government has hired us to do the training so we have very good support for this. We are training local leaders to lead the meetings.

In the third area I am training fifteen groups of women who want to start their own businesses rather than just survive. I have been training the Kenyan ICA staff who then train the women to do such things as market analysis. The hardest part has been to teach projected profit and loss statements. This calls for multiplication, division and percentages which is a higher form of math. Some of these women's groups are illiterate so we contact the sons and daughters who can read and write and try to get them into the training so they can help their mothers.

I love doing this kind of work, getting the instructions down to the very simple procedures that anyone can follow and watching these women try to figure out questions like how many products can you make in a week? They are interested in basket and rope-making, some crops, running a small roadside shop, sewing uniforms, and raising chickens. There are so many factors to consider, and I am using many books to be as comprehensive as possible. It is so good to be back in a useful and meaningful job, doing what I know best."

...FROM EGYPT

PROJECTS IMPROVE HEALTH AND FAMILY INCOME

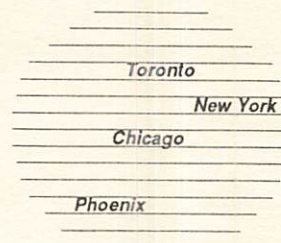
ICA is working with community development associations in and around Beni Suef. This self-help endeavor focuses on economic intensification through agriculture and small business development, localization of health, education and environmental services, training programs, and exchange events. ICA staff from Egypt have done programs in Jordan and the Sudan. UNICEF is publishing 7000 copies of the ICA health manual in Arabic to be used as a health training tool in Egyptian villages.



...FROM TAIWAN

"DEEP ECOLOGY" SYMPOSIUM

A ten-day symposium sponsored by ICA Taiwan and the Taiwan 2000 Steering Committee featured Dr. Arne Naess, a leading figure in the international "deep ecology" movement. Over 500 people had an opportunity to hear and talk with Dr. Naess and thousands more heard him via radio and television. Questions addressed included: "What is Taiwan's responsibility for preserving the life systems of our planet?" "How can Taiwan become an Asian role model in ecologically sustainable development?"



...FROM THE UNITED STATES

NATIVE AMERICAN LEADERSHIP DEVELOPMENT PARTNERSHIPS
Phoenix, Arizona

Leadership teams from several Native American nations and tribes are participating in ICA methods. Tribal leadership is being trained to catalyze effective grassroots action in community-based health care, youth employment, life and thinking skills, community development and preschool programs. A unique part of these self-development projects is that they build on the rich heritage of Native American leadership and community action, while honoring their spirituality, values, and culture.

OHIO DRUG SUMMIT
Columbus, Ohio

ICA volunteer staff members from across the Midwest worked with Governor Richard Celeste's office to design and facilitate a statewide Drug Summit which was held November 30-December 1, 1989. Participants received a report on substance abuse in the state and heard reports from David S. Liederman, CEO, Child Welfare League of America; Mary Ann Saar, Director for Operations and Public Safety, Maryland Governor's Office; Dr. Lorraine E. Hale, Executive Director, Hale House, New York City, and entertainer, Dick Gregory. Workshops were held on a variety of substance abuse related topics. On the second day of the conference, county teams met to outline strategies for action.

...FROM INDIA

CHANGES IN INDIA

Dennis Jennings, an ICA staff member from Chicago, spent 5 weeks in India, October-November, 1989. He attended the Asian Economic Network Gathering and did marketing and facilitation with the ICA Corporate Services staff. While in India, Dennis visited ICA projects and some of the spiritual sites of India. He reports that the ICA staff in Bombay are doing very sophisticated and professional work with the Indian private sector. Under Rajiv Gandhi much of the government regulations of industry were removed, exposing Indian companies to the increasingly globally competitive forces. India finds itself dealing with the same market realities of mass customization, continuous product and service improvement and customer responsiveness that all companies do. These companies want to use the latest participative management methods and processes. ICA has become a well-known name in Indian private sector networks.

In India the spirit-religious dimension is always right under the surface. There is less resistance to talking in spirit-mythic language in the East than in the West. On Indian national TV the Go drej Company is sponsoring a weekly series on the ancient Indian epic, the Mahabarata. The response there is very much like the response was here to Joseph Campbell's myth series. On Sunday morning from 9-10am everything stops in households, hote, and businesses as people watch the Mahabarata.

...This spirit-religious dimension is reflected in the organizational transformation that ICA:Bombay is doing with private sector companies. For example, a group of twenty-eight managers from the Crompton-Greaves Fan Manufacturing Division, when asked to give titles representing the kind of spirit they wanted released as a

result of their task force implementation work, drew upon the pantheon of gods and goddesses from Hindu tradition. The title for their whole quarter was "JEEVAN JYOTI" (translates "the soul which is the tissue/body.") Most intriguing is the "Open Heart" task force, whose intent is to create a culture of openness throughout the division and to bring people together on a common platform essential for sharing. The first step was the recognition of memos between managers and supervisors as a dishonoring top down approach indicating a lack of trust. As a result, they are developing face to face dialogue approaches to create solutions to production and quality concerns.

LOCALLY LED INTEGRATED PARTNERSHIP IN PUNE

In the Pune District of India, the ICA work has entered a new phase, led by village people who have gained the skills, confidence, and commitment to serve others. They work in an integrated rural tribal development cluster which features an innovative water development scheme. These leaders view their work in village development as a partnership with private businesses providing funding, government agencies assisting with the systems, voluntary organizations like the ICA facilitating the development process, and local people doing the development. The ICA staff in Pune also trains businesses and local agencies in development approaches and methods

Mexico
Jamaica
Guatemala
Venezuela
Peru
Brazil
Chile

...FROM MEXICO

DEMONSTRATING SUSTAINABLE DEVELOPMENT FOR THE NATION

Because deforestation in Mexico is rapidly creating deserts out of former lush areas, the ICA is combining an emphasis on environmental restoration with integrated

community development. An intensive project in the micro region of about 100 square kilometers will serve as a demonstration of the viability of new conservation modes and the possibility of significant reforestation. A three-year extensive project will provide documentation and training in ecologically responsible integrated development to agencies and communities all over the country.

...FROM BRAZIL

KELLOGG FOUNDATION GRANT ENABLES NEW FUTURE FOR RIO BONITO

ICA:Brazil has received a \$225,000 grant from the Kellogg Foundation in Battle Creek, MI over a three year period. The entire Board of Directors of the Foundation visited Rio Bonito and was enthusiastic about the innovation and commitment they witnessed. They remarked that "this visit was the highlight of their Latin America Trip." There are currently 34 full time people employed in the project.

The ICA staff report that launching the Integrated Rural Development Project for Small Farm Families and Workers in Rio Bonito has been transforming. Twenty-five local health orienters are visiting monthly every family in communities with children under five years. Rural teachers are actively seeking assistance, and the demonstration school already has dramatic changes in the number of children that pass the year. A first class demonstration farm is being completed and will serve as a training center for new agricultural techniques and crops.

The consulting services with the private sector has resulted in multiple programs with six large companies and several projects on organizational transformation. These companies are interested in demonstrating excellence in their fields, modeling a new form of participatory management and actively seeking ways to participate in societal renewal.

1989 was a watershed year for ICA:Brazil after a decade of service.

A WORKING TOOL

PROCEDURES FOR THE DISCUSSION METHOD

The discussion method is a tool used for reflection. The method is a progression of questions that take a group on a journey of consciousness. This method is also useful for reflecting on experiences such as a day's work, a news event or a celebration.

Order your questions in the following pattern so that a progression in consciousness takes place. Create questions appropriate to the experience.

LEVELS OF QUESTIONS

OBJECTIVE: What did you see, hear, notice?

REFLECTIVE: What is your relation to the experience?
How did you feel? What did you like, dislike?

INTERPRETIVE: What is happening here? Where do you see this going on in life, in your life?

DECISIONAL: What would you name the experience (or art form)? What story would you tell about it?
What would you say to it?

SAMPLE DISCUSSION METHOD EXERCISE

*As we look toward the year 2000, the new forces, (as described in **MEGATRENDS 2000** by John Naisbitt and Patricia Aburdene) promise to transform our world and our lives. Using the discussion method, reflect on these trends individually or as a group.*

- 1) Booming Global Economy
- 2) Renaissance of the Arts
- 3) Emergence of Free Market Socialism
- 4) Global Life Styles and Cultural Nationalism
- 5) Decline of the Welfare State
- 6) Rise of the Pacific Rim
- 7) Decade of Women in Leadership
- 8) Age of Biology
- 9) Religious Revival of the Third Millennium
- 10) Triumph of the Individual

OBJECTIVE: What do you notice in this list?

REFLECTIVE: What trend is, for you, surprising?

INTERPRETIVE: Where do you see any of these trends present:
in the world, your community, your own life?

DECISIONAL: What would you name the decade of the 90's?

SAMPLE DISCUSSION METHOD EXERCISE

ICA RESOURCES

WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with the Technology of Participation by Laura J. Spencer of the ICA, is a how-to book of participative planning methods that illustrates proven, successful approaches to problem solving for all types of businesses and organizations.

Orders can be placed through ICA:Chicago for \$29.95 plus \$2.25 handling charge.

MEET THE FUTURE by Gordon Harper, Director of ICA:Taiwan, is a collection of 120 short readings on the changing style of leadership. It is for anyone who wants to understand how the changing times are affecting business today. These readings were originally broadcast on Taipei radio.

Orders can be placed through ICA:Chicago for \$15.00 plus \$2.00 handling charge

WHAT MORE CAN WE ASK FOR? by Donnamarie West, ICA:Peru, is a journal of experiences which illuminate the richness of the culture of Guatemala.

Orders can be placed through ICA:Chicago for \$7.95 plus \$2.00 handling charge.

EDGES: New Planetary Patterns published quarterly by ICA Research in Toronto, Canada. Each issue is thematic on current edges in new age consciousness. The articles are thought provoking and will keep you well informed on critical topics.

A one year subscription can be obtained for \$25.00 by contacting EDGES - ICA Research, 577 Kingston Road, Suite 1, Toronto, Ontario, Canada M4E 1R3.

WOMEN OF THE WORLD and **MEN OF THE WORLD** posters, 18"x 24". are attractive and impactful, very suitable for framing. Notecards with envelopes are also available.

Orders can be placed through the ICA:Chicago office. Posters: \$10.00 and note cards \$1.00 each, including handling charges.

"In our schools, students are mostly trained to get the answer quickly. Part of teaching is helping students learn how to tolerate ambiguity, consider possibilities, and ask questions that are unanswerable."

*Sara Lightfoot
Professor of Education
Harvard's Graduate School
of Education*

SOMEONE YOU SHOULD KNOW

continued from page 1
... Earthwise Curriculum

Three major decisions were made during the weekend:

- (1) The introductory modules will be developed in the following locations:
 - A. "Myth and the Human Journey "- Cincinnati and Milwaukee
 - B. "Methods of Individual and Group Creativity "- Indianapolis and Kansas City
 - C. "Making Sense of the World "- Chicago and Iowa

(2) Segments of the modules will be shared at the May 25-28 meeting in Cincinnati.

(3) An Earthwise Summer Think Tank will test the three modules July 26-August 6, 1990. Participants are invited to test and evaluate the series. Each two day module is \$75 (room and board are an additional \$25 per day.) The ten day package is \$500 for the modules and room and board. Early bird registrations by June 1st receive a 5% discount.

The days between the modules will be for prep and/or evaluation and task forces working on the future development of the curriculum series.



AUDREY AYRES

Audrey Ayres first met the Institute in January 1967 when she attended a weekend seminar held in Fifth City on the Westside of Chicago. That was the beginning of 22 years of volunteer work with the ICA. There is little that Audrey hasn't done during the years: cooking for programs; taking babies to the clinic for a staff family; marketing and facilitating programs; doing fund raising circuits and training Fifth City preschool teachers

how to write funding proposals and computerize financial records. Currently, she spends two days a week in Fifth City and two days a week as a member of the 2020 Team giving form to the Volunteer program, responding to the letters of request for information about the ICA, and serving as Secretary for the U.S. Board of Directors. Audrey's husband, Joe, spends his week helping elders file income tax returns and teaching them how to manage their income; preparing audits for not-for-profit organizations; and serving on the board of the Naperville, IL. Wesley United Methodist Church. The Ayres have four grown children and enjoy being creative grandparents.

FUNDING

Here are some suggestions that you may find useful in planning your benevolence giving.

- The most common form for charitable gifts is **cash**. Charitable gifts of cash and most property are fully deductible when itemized on your tax return.
- **Stocks** (including mutual funds), many **bonds**, and other securities make ideal gifts for people of both average and above-average means. When securities which you have owned on a long-term basis (currently defined as twelve months and a day) have increased in value, you can usually save by giving them, rather than selling and giving cash.

The ICA is grateful for your contributions and looks forward to your continued support.

EARTHWISE SUMMER THINK TANK

JULY 26-AUGUST 5, 1990

Name: _____ Date: _____

Address: _____

Company/Organization: _____ City _____ State _____ Zip _____

Telephone: Home(____) _____ Office (____) _____

- 1) 10 days - full package...July 28 - August 5
 2) Myth & the Human Journey...July 28 & 29
 3) Methods of Individual & Group Creativity...August 1 & 2
 4) Making Sense of World...August 4 & 5
 Early Bird Registration by June 1st 5% discount;
 additional 5% discount for members
 (Check appropriate box)

1	2
3	4

Mail to:
 Earthwise Think Tank
 The Institute of Cultural Affairs
 4750 North Sheridan Road
 Chicago, IL 60640
 (312)769-6363

THE ICA LOGO

The ICA logo was created in the 1971 Summer Research Assembly to portray the life style of living at a time between the no longer and the not yet. D.H. Lawrence speaks to its meaning from his poem, "Song of a Man Who Has Come Through".

Not I, not I, but the wind that blows through me!
A fine wind is blowing the new direction of Time.
If only I let it bear me, carry me, if only it carry me!
If only I am sensitive, subtle, oh, delicate, a winged gift!
If only, oh most lovely of all I yield myself and am borrowed
By the fine, fine wind that takes its course through the
chaos of the world
Like a fine, an exquisite chisel, a wedge-blade inserted;
If only I am keen and hard like the sheer tip of a wedge
Driven by invisible blows,
The rock will split, we shall come at the wonder, we shall
find the Hesperides.



THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers, and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS is a quarterly publication of the ICA:Chicago. Your contribution of \$50 or more entitles you to membership (including a quarterly newsletter and program discounts) and helps support the programs and projects of the ICA.

ICA MID-AMERICA OFFICES

CHICAGO

4750 N. Sheridan Road
Chicago, IL 60640
(312)769-6363

DETROIT

1024 Parker
Detroit, MI 48219
(313)822-8300

INDIANAPOLIS

3038 Fall Creek Pkwy
Indianapolis, IN 46205
(317)925-9297

CINCINNATI

% Judy and Norm Lindblad
10479 Springfield Pike
Cincinnati, OH 45246
(513) 771-9436

The Institute of Cultural Affairs
4750 N. Sheridan Road.
Chicago, IL 60640

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA:Chicago, Mid-America and around the globe

Summer 1990

ICA CHICAGO HEADQUARTERS BUILDING BECOMES COMMUNITY RESOURCE CENTER

In 1921 the Kemper Insurance Company built an eight-story building at 4750 North Sheridan Road in Uptown. It has since become an historical landmark with its terra cotta facade and "L" shaped concrete reinforcement. In 1971, Kemper Insurance donated its building to the ICA in recognition of its work in local community development. At that time it was designed by the ICA as an international training center for its work worldwide. In 1986 the ICA decentralized its global operations, allowing ICA:Chicago to revision and renovate its building for direct community services to Uptown and the surrounding area.

Leasing program space to not-for-profit organizations and service agencies along with the operation of the International Conference Center has allowed the facility to become a community resource center of major significance.

Beginning in 1986 with the signing of a lease with Travelers and Immigrants Aid, this historic building has experienced a renaissance as the available space has filled. Just one glance at the building directory indicates the service and ethnic diversity of the groups who use the facility every day. The program offices of the ICA and the building management team occupy space on the first floor.



The Mayor's Office of Employment and Training is the most recent agency to move into the building. During the past month, over 500 young people have come to apply for summer employment. A new entrance is being constructed at the south end of the building for the Department of Human Services.



Board member Mary Warren Moffett at elevator ribbon cutting with guest August Chidichimo, Director, Community Development Block Grants, City of Chicago

With the economic stability of a fully leased building, the building development team has been able to secure loans to do \$1,000,000 of building improvements. Since 1986, the building has undergone a major "face lift" to make possible a future of service to the city of Chicago and the research and training work of the ICA. The windows on the second and third floors have been replaced by tinted energy-saving windows. New boilers reduce fuel costs by 15%; the electric service is updated and metered. Two automatic elevators enhance the use of the first five floors for rental space and provide easy access to the top three residential floors.

Valuable assistance was provided by many individuals and organizations. Recently, an appreciation evening was held to honor the contributions of board member and architect Sheldon Hill, Robert Maganuco of Sidley and Austin law firm and Don and Mary Warren Moffett, board members. They were thanked for their help to the building team's efforts. Forty-eighth Ward Alderwoman, Mary Ann Smith, has also lent her support at every step.

One of the services of the Institute, made possible by the building, is the International Conference Center. It offers customized services for conferences, seminars and retreats for a variety of clients: service organizations, national and local church meetings and youth groups. Because of Chicago's central location, the Conference Center is a popular location for national task forces and training sessions to meet.

Continued on page 9



MIDWEST NEWS

EARTHWISE LEARNING SERIES THINK TANK July 28 - August 6

"The task we have, then, is to learn how to learn what it is we need to learn, and learn it."

"The only rational way to develop individual learning is through a conscious transformation which we take to mean the creation of a critical mass of people who have developed a new learning perspective. This perspective must be cultivated by a form of learning and education which begins with a global raison d'être which balances local, national, international, and global requirements, and which fosters an integrative and complete development of human beings."

-- No Limits to Learning, Club of Rome

ICA:Chicago is convening a ten day think tank for those who want to create modules towards developing planetary living capabilities. This past six months there has been intensive design and research on four introductory modules of a three month Earthwise Learning Series design. At the Midwest Area meeting in Cincinnati, May 27-29, 1990, the initial research on the modules was presented. These modules include:

1. "A New Image of Learning", researched by Phoenix ICA colleagues;
2. "Myth and the Human Journey", researched by Cincinnati and Milwaukee colleagues;
3. "Methods of Individual and Group Creativity", researched by Indianapolis and Kansas City colleagues;
4. "Making Sense of the World", researched by Chicago colleagues.

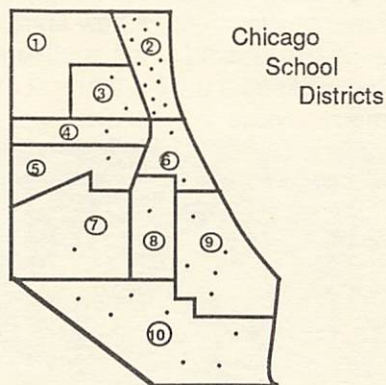
The 54 participants reviewed the designs and experienced a portion of each of the modules. This research is the starting point for the think tank.

The July think tank will introduce the learning theory and process of the Earthwise Learning Series and do further refinement and development of each module, including a test run. Some time will be for envisioning the future development of the entire Earthwise Learning Series over the next two to three years globally.

Participants will experience shaping a Teaching-Learning Community where each will be in touch with their own learning processes as they facilitate learning in others. The environment will have a marketplace atmosphere where people will have the opportunity to share what they

have to offer with others in terms of learning techniques, meditative exercises, humor, etc.

Anyone who is interested in helping to assist in this research is welcome to attend parts or all of the think tank. The fee is \$40 per day, plus \$25 room and board. The entire ten day package is \$500. A 5% discount is given to any ICA members for registrations received before July 13. For further information, call Karen Troxel at ICA:Chicago. Registrations have already been received from Brussels, Japan and Taiwan. (A registration form is on page 5 of this issue.)



ICA PARTICIPATES IN THE EDUCATION TRANSFORMATION OF CHICAGO PUBLIC SCHOOLS

In January, 1989, ICA:Chicago created the 2020 Team to do research and development on needed programs in the '90s that would facilitate and encourage positive social trends towards a healthy world in the year 2020. As one of its first major tasks, the 2020 Team has focused its energy on supporting global and local trends related to education transformation. This article outlines the journey of the team this past 12 months in playing an initial role in assisting Chicago's School Reform.

From January to May the 2020 Team has done planning with 30 public schools and over 550 participants. The central focus was facilitating the creation of three year School Improvement Plans, mandated in July, 1989, by the Illinois State Legislature.

The Chicago Public Schools are in the midst of radical structural change under the banner of "School Reform". The keystone element of this change has been the formation of Local School Councils (LSCs) to manage each local school. Eleven members serve on each council:

six parents, two teachers, two at-large community representatives and the Principal. In the high schools a student is also on the council. LSCs have the authority to choose their principal, allocate the budget, and give advice regarding curriculum. In addition LSCs have the responsibility of advising in the creation of three year School Improvement Plans.

In 1989 the 2020 Team interviewed principals in the public schools of Rogers Park, Edgewater, Uptown, West Ridge and Lincoln Square neighborhoods, documenting the successes in their schools and introducing ICA planning methods. This resulted in three schools as well as the Chicago Principal's Association Governing Board requesting workshops in January. Those sessions proved to be so successful that word spread by word of mouth in the next three months.

Each program averaged ten hours of facilitation and generated a 15 page planning document. Through the efforts of ten ICA facilitators and five volunteers, it was possible to respond to all the requests by the May 8th deadline. Jan Ames, Marian Lies, Ruth Gibson, Mindy Rice and Betty Pesek made invaluable contributions by assisting in the facilitation, documentation and some Spanish translation of the programs.

The 2020 Team is writing up the learnings from working with these 30 schools to discern the next programs most needed by the schools. It is already apparent that training in parent involvement, multi-cultural awareness, communication skills, self-esteem development, educational philosophy and leadership skills are needed.

One unifying factor in Chicago's school reform is a growing conviction on the part of the whole city that the future of Chicago, and society as a whole, are inextricably bound to the ability of schools to effectively meet the increasingly diverse needs of children. Change is coming to the Chicago Public Schools. Local residents and local schools are rising to take responsibility for educating our children. This reform is local people claiming a stake in the future; it's history being created before our eyes.



MEXICO

A one year project with 100 families, has been initiated in the four communities of Rancheris Hernandez, La Cima, Hermita, and Virreyes, in the state of Puebla. The first program will extend the construction of Lorena stoves (20 have already been built) for an additional 80 families. These stoves consume only 10% of the wood fuel normally used for open cook fires and, by venting the smoke outside the house, improve the health of the women cooking and entire family. The second program will involve the construction of 100 latrines along with health education by local promoters. The third program will be the construction of a health clinic to make available a health resource with medicines and a focus for regular circuits by health practitioners.

NIGERIA

The Republic of Nigeria, Africa's most populous nation, was the setting for the "Local Community Planning and Facilitator Training Program" conducted over five weeks during March and April by NIRADO, the Nigerian Integrated Rural Accelerated Development Organization, an ICA affiliate.

The program was conducted under the direction of Shirley Heckman, an ICA volunteer assigned to work with NIRADO for three years. She was assisted by Owo and Elina Olatunji from ICA's Ijede Human Development Project, Mangala Gavai and Dick West from ICA:Bombay and Jim Troxel from ICA:Chicago. In all 24 trainees participated in the intensive five-week effort and 20 communities each created development plans for their area.

PORTUGAL

During 1989, the ICA was involved in the largest single training program ever held in the Montemuro Villages. Five skills training courses involving 88 students full-time for seven months were held in the towns of Gosende, Gralheira, Mezio, Campo Benfeito, Riva, Monteiras and Picao. The life skills training courses were in cheese-making, weaving, office procedures, electro-mechanics and sewing.

The skills training was requested by the European Social Fund, which together with the Ministry on Work, totally financed the project, costing more than \$2,000,000 USD. The ICA, as the course organizers, had to recruit and teach students, remodel classrooms, provide a noon lunch, hire and train teachers and monitors, select teaching materials and practical equipment like sewing machines, transport students and food, and do the bookkeeping including paying all the bills and student stipends.

Illustrative of productive income generation are the Picao weavers. From a village with the tradition of weaving on looms, the Picao women not only produced 25 fields of linen to process and weave, but branched out into cotton and wool weaving and embroidery.

Using looms hundreds of years old, a village monitor taught the women weaving skills, while a teacher provided the theoretics and introduced embroidery. The women have a room ready when the course is over to continue production. Since most of the older women still weave, the younger ones now have a skill which can be used as the basis for future income.

ZAMBIA

According to a recent external evaluation, the work of ICA is considered to be a necessary activity that no one else seems to be doing at this time in Zambia. However, the evaluation also revealed a number of organizational and administrative constraints which seriously affect the creative implementation of the programs of the staff. The eleven ICA:Zambia staff members have much experience with implementing programs at the grassroots level and training people in participatory methods, but have little expertise in managing an organization. To deal with this, the staff is in the midst of reorganizing and searching for a Zambian Administrative Secretary. They have held two week long workshops to create organizational and financial policies.

Key strategies for the future include continued work with the Ward/Branch development program in the Districts of Zambia. The Training Center in Kapini will play an increasingly crucial role as it provides the venue for training not only village and ward leaders, but also extension offices and NGO field staff.

KENYA

- Contracts with the Ministry of Agriculture provide the community participation component in the Small Scale Irrigation Development Project
- Solar cookers are being introduced to 20 women's groups in western Kenya which save money and prevent the depletion of forests
- Strategic planning programs with 60 women's groups across the nation provide strategic planning skills, facilitator training and exchange visits for the purpose of increasing their capacity to manage their own programs.

COTE D'IVOIRE

In this country land is held in common by the village and anybody can apply to the chief for a portion of cultivable land. However, at this point, the growing population means that each person's share is becoming smaller and less fertile so people face a continuing pattern of shared poverty. The ICA staff intends to demonstrate various methods of increasing organic matter in soil using the low input concepts which have been pioneered by the Dutch in reaction to the excesses of the "Green Revolution". An EcoFarm of 14 acres of typical eroded hillside is 6 months into being with banana orchard, peanut, yam, corn, and sweet potato crops all harvested or underway to establish a baseline for productivity.

VOLUNTEER OPPORTUNITY:

New York's Alternative Work Camp

Activities of the ICA foster a partnership climate in which local initiatives and perspective are strengthened, thereby making grassroots collaboration in development decision-making and implementation a viable alternative. New York's Alternative Workcamp begins with a contextual week in Manhattan, followed by three weeks in the Montemuro region of Portugal. Participants live in the community of Mezio and assist the resident ICA team (several of whom are international and national volunteers) in the ongoing project implementation. The program focuses directly on the role of the change agent - from the perspective of both project staff and community residents - and challenges participants to explore the assumptions and expectations they hold concerning development work. This year, the Alternative Workcamp will be held from July 18 - August 14, 1990. If you would like more information, contact Jill Egland at ICA:New York, (212/475-5020 or 212/505-7540)

EDUCATING TO INNER IMAGERY

The following is an excerpt from Keith Packard's (an ICA:Kenya staff member) paper in which she reflects on the power of images in the educational process.

In my own life experience, I have come to know that images are powerful in determining behavior, or more foundationally, images are powerful in influencing life direction. I chose education as a field that might hold a set of clues. How is it that people might journey from one perspective to another -- and yet another...and in doing so, grow in understanding and compassion, break down harsh barriers and become educated? ...Where is the way out of what appears to be a never-ending cycle of poverty, whether it is limited access to creature comforts and the goods of this world, or a poverty of spirit that fails to find meaning and happiness in life as it is given? What is it that releases human potential, that enables some to be creative contributors no matter what their surrounding situation?

I have grown to respect the power of images. The term IMAGE is intentionally broad and a bit elusive. An image is like a picture. It can be described with adjectives. "I am fat." "The world is flat." "Africa is awesome." Some images are more precise than others. All affect how we relate to ourselves and to those around us. Images are received by our senses... All these messages come from our "outside" experience.

But it's been amazing for me to discover that images are programmed from within as well. Carl Jung has provided a new dimension to the concept of images by revealing their power held within the unconscious, and the importance of providing ways by which these images can be invited into consciousness, be it through dreams, journal writing, meditation, and other means. We are born with images of ourselves, our world and others. These images are communicated from our experience in the world, and by our unconscious. Our images govern the decisions that we make, the attitudes that we have, the beliefs that we cherish, the style in which we act out life. If I am to change any attitude that I have about myself and my world, any belief that I hold to be true, it is the image underneath that attitude and belief that first must be affected.

PRESCHOOL INFLUENCE REACHES NEW HEIGHTS

Rockwell International has adopted one of the elementary schools in Downey, CA., one of many touched by the imaginal education curriculum of 5th City. Rockwell is involved in the Space Industry. When 5 astronauts came to visit the school recently, the principal asked the kindergarten class to sing "Voom, Voom, Astronaut".

The astronauts were so impressed that they told the local press and the next day there were TV cameras out to film the children singing the song. Rockwell is also thinking about taping the song and playing it from NASA to the astronauts for their wake-up song the next time they are in space.

IMAGINAL EDUCATION, BRAZIL

The Imaginal Education program as part of the Rio Bonito Integrated Rural Development Project, provides practical training and support for rural teachers in learning new teaching methods and in developing the school-community relationship.

While brainstorming ideas for how to increase school-community integration in Mata, the Imaginal Education team and the school director came up with the idea of a kind of treasure hunt that would require the students to talk to community residents in order to complete their tasks. The students loved the idea and participated enthusiastically. The tasks were fun and educational. They researched the local history, how to milk a cow, and how to make a garden. The president and past-president of the residents' association were interviewed along with many others. It was a very productive effort. On the final day, the teams received prizes and felt honored by their accomplishments. The most gratifying comment came from a mother who has a son in the school. "I asked my son if he could go to the field today to help his father; and he said to me, 'Mom, I can't miss school today. I have some very important....'"



WORLD CONFERENCE ON EDUCATION FOR ALL

The World Conference on Education for All was held March 5-9, 1990 in Jomtien, Thailand. UNICEF, UNESCO, UNDP and the World Bank sponsored the event. Evelyn Philbrook, ICA:Malaysia, represented the Institute of Cultural Affairs International at this conference. The ICAI was one of the 137 Non-Governmental Organizations (NGOs) chosen to be delegates. The NGOs as a community have always been observers, but not necessarily delegates in shaping the policy guidelines which large funding agencies follow in the UN network. The NGOs have demonstrated that they can produce, particularly in Third World countries. Some NGO's are huge networks, like the Catholic church or the labor unions. The ICAI is among the smaller group of networks which have the flexibility and possibility, unlike many others of creating new structures, models and demonstrations in education and development.

At the World Conference, governments and international aid agencies committed themselves to ensuring that the goal of universal literacy will be attained by the year 2000. The UNDP, UNESCO, and UNICEF will double their allocations to basic education which presently receives only half of 1 percent of official development aid. UNICEF's commitment will reach 15% of its total spending. The World Bank pledged to lend \$1,500,000 in each of the next three years.

NEW SCHOOL FOR VILLAGE IN PERU

A new school constructed with funds and work teams from Rotary International and Depauw University was inaugurated in a new straw house section of Mala near Azpitia. Local residents and members of the San Borja Rotary Club assisted in the project. The Minister of Education dedicated the school on Easter Sunday.



SPACE BETWEEN PROGRAMS SCHEDULED

GUATEMALA	July 15-29, 1990
MEXICO	September 7-22, 1990
PERU	January 11-26, 1991

This program is directed by Donnamarie and George West, ICA staff members in Peru. It is designed as a journey on which the participant sees below the surface of a culture: gets to know people from all walks of life through in-depth conversations; and bridges some of the spaces between humans. Each program resides in three locations; in a village, in the capitol city, and in the "sacred space", such as Tikal in Guatemala, Cusco/Machu-Picchu in Peru and the Aztec gardens and Pyramids of Mexico. Each "Space Between" has days of special focus on education, business, development, women and the "informal economy".

The cost of the program is \$1600, excluding airfare. All expenses are covered after arrival. For further information, call ICA:Chicago (312)769-6363 and ask for Lyn Edwards.

BASIC LEADERSHIP METHODS

SERIES I

June 20-21 & August 15-16

Discussion Method is a process which helps to guide interpersonal communication in a natural, productive way.

Action Planning is a process which promotes the successful launch of a project at its critical phase.

How to Lead an Effective Meeting is designed to practice the essential aspects of effective meeting preparation: S.T.E.M.P. (Space, Time, Eventfulness, Method, Product).

SERIES II

June 27-28 & August 21-22

Problem Solving Method teaches problem solving skills which releases individual creativity leading to participation in a plan of action built by the team.

How To Create a Focused Presentation that is understandable, precise and vital, that communicates effectively.

SERIES III

October 16-17

Strategic Planning Method is a pull together of the Discussion Method and Problem Solving Method into a highly participatory format which uncovers the vision of the group, discerns the root causes blocking the vision and decides on the arenas of action.

Each session will be held at the ICA Conference Center, 4750 N. Sheridan Rd., 8:30 am to 4:30 pm. Cost for each series (2 days) is \$125. Fee for additional people from the same organization is \$75.

Contact person: Joyce Reese, ICA: Chicago (312) 769-6363

1990-1991

REGISTRATION FORM FOR ICA EVENTS

Name

Address

City

State

Zip

Telephone: Home

Office

Organization

Be sure to enclose fees prior to the event as well as any other information necessary to complete your registration.

Mail to: The Institute of Cultural Affairs,
4750 N. Sheridan Road
Chicago, IL 60640

Check appropriate box/es:

Earthwise Learning Series Think Tank

July 28-August 6, 1990

(see article on page 2 for information)

Basic Leadership Methods

Series I, June 20-21 & Aug. 15-16, 1990

Series II, June 27-28 & Aug. 21-22, 1990

Series III, October 16-17, 1990

Chicago, Illinois (see article on this page)

Space Between

Guatemala July 15-29, 1990

Mexico September 7-22, 1990

Peru January 11-26, 1991

(see article on this page)

1990: Our Common Future

November 1-11, 1990, Taipei, Taiwan

(see article on page 8 for information)

A WORKING TOOL

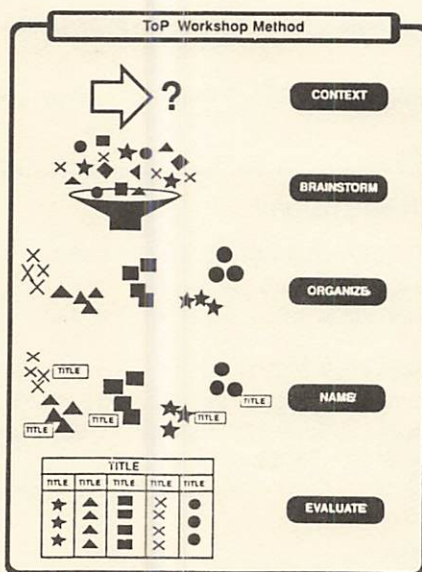
THE WORKSHOP METHOD

The workshop method is a group process. It requires everyone to participate in a new way. One of the hardest things is to listen deeply to everyone's input because sometimes new insights are gained by hearing something more insightful than what any one person actually says. In this regard, the workshop method is a group "think". It requires everyone to offer their own thinking, yet be detached enough from them to hear and see their input mix together with others to create new, more profound insights.

Procedure

The five steps of the workshop are:

- 1) Set the **context**
- 2) **Brainstorm** data and ideas
- 3) **Order** the data
- 4) **Name** the categories
- 5) **Evaluate** the work and its implications



WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with the Technology of Participation by Laura J. Spencer of the ICA, is a how-to book of participative planning methods that illustrates proven, successful approaches to problem solving for all types of businesses and organizations.

Orders can be placed through the ICA:Chicago for \$29.95 plus \$2.25 handling charge

One among many letters of praise:

"I am delighted to see the tested-in-real-life ToP methods explicated for general dissemination. Recognition is now widespread that the 'new breed' of worker, as well as the rapidly shifting external environment, demands a kind of general participation in decision-making that most corporations have little experience with. Many kinds of training workshops are available, but few have the track record of success claimed by ICA's Technology of Participation. It is one of the best tools I have seen to help meet the new corporate need."

Willie Harman, President, Institute of Noetic Sciences

MEET THE FUTURE by Gordon Harper, Director of ICA:Taiwan, is a collection of 120 short readings on the changing style of leadership. These readings were originally broadcast on Taipei radio.

Orders can be placed through ICA:Chicago for \$15.00 plus \$2.00 handling charge

BETWEEN TWO WORLDS, revised printing of **WHAT MORE CAN WE ASK FOR?** by Donnamarie West, ICA:Lima, is a journal of experiences which illuminate the richness of the culture of Guatemala.

Orders can be placed through ICA:Chicago for \$15.95 plus \$1.50 handling charge

EDGES: New Planetary Patterns published quarterly by ICA:Toronto, Canada. Each issue is thematic on current edges in new age consciousness.

A one year subscription can be obtained for \$25.00 by contacting EDGES - ICA, 577 Kingston Road, Suite 1, Toronto, Ontario, Canada M4E 1R3

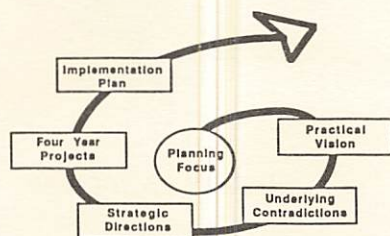
APPROACHES THAT WORK IN RURAL DEVELOPMENT, edited by John Burbidge, ICAI, Munchen, K.G. Sawr, October 1988. Compiled in three books, they combine a discussion of emerging rural development trends with practical methodologies in participatory development supplemented by profiles of successful self-help projects initiated by rural community groups.

Orders can be placed by contacting John Burbidge, ICA:Seattle, 1504 25th Avenue, Seattle, WA 98122 (206) 323-2100

WOMEN OF THE WORLD and **MEN OF THE WORLD** posters. 18"x24", are attractive and impactful, very suitable for framing.

Orders can be placed through the ICA:Chicago.

Posters: \$10.00 each, Notecards: (Men of the World only) \$1.50 each, including handling charges.



BOOK REVIEW

If you are on a quest for metaphors to actualize positive leadership attitudes and approaches in the 1990s, Strategy of the Dolphin by Dudley Lynch and Paul L. Kordis, may be your answer. Using the metaphor of how carps, sharks and dolphins operate in a pool, the authors point out the gifts and limits when one's beliefs about scarcity and abundance are operating. The visual diagrams and the metaphoric language allow the reader and the student in each of us to expand our own capacity to enter consciousness as dolphins knowing that this is not all there is to consciousness!

"Even if you are on the right track, you'll get run over if you just sit there."

Will Rogers

TRAINING, INC. INDIANAPOLIS

Training, Inc. Indianapolis has been selected by the national headquarters of International Business Machines (IBM) as one of their national Job Training Centers. This recognition has been given because of the high quality of skills training and sustained performance in the job market of its graduates. Training, Inc. is one of six offices nationally initiated by the ICA. Other locations are Boston, Chicago, Newark, Pittsburgh, and Washington, D.C. A pilot is underway in Guatemala. The graduation ceremony for the current class in Indianapolis on June 29, 1990 will include the 1000th graduate of the Training, Inc. job training program, which prepares participants with office and management skills. This recognition by IBM was accompanied by a gift of 15 computers, 15 electronic typewriters and two laser printers. This equipment assures the continued operation of service to the business community in Indianapolis.

INDIA LEADERSHIP DEVELOPMENT LAB

The Indian Hotels Company is the leading hotel chain in India. It has a culture of developing its leadership from within its ranks with many senior executives rising from low entry positions. With its rapid expansion it is faced with the challenge of accelerating the pace of leadership development among talented mid-management personnel.

The ICA was selected to design and facilitate one aspect of this process. Three skill arenas were designated and modules created for Individual, Team and Culture Skills. These modules programmed the following operating principals of the company. "First, each individual needs to understand his/her own unique capacity and style of leadership. Leadership is more a question of decision than position. Second, is the skill of handling people or teamwork. Being a leader today is not being charismatic but having the capacity to mobilize the skills of a group of people in a joint effort. Third, one must lead an organization. Assuming responsibility for the destiny of a company means mastering the skill of culture development" These three modules were presented over a period of three weeks; one module each week.

This Leadership Development Lab met with an affirmative response from the employees of the Company, from top level management to service personnel. All participants committed themselves to six month objectives which called on them to utilize their skills, creativity, sensitivity,

facilitation and adaptability. Perhaps the best indication of leadership effectiveness is how those for whom they work and who work for them are responding. All indications to date are that the vast majority have been recognized by both levels as having demonstrated what the company culture admires the most, a people-oriented style.

ICA FACILITATES MONSANTO AROUND THE WORLD

The Monsanto Chemical Company (MCC), a Fortune 500 corporation with 50,000 members, has for the past few years undergone organizational transformation. It has moved from predominantly a commodity chemical company with two-thirds of its sales in the United States, to a broad-based international corporation with an orientation toward high-technology products.

An ICA program team led strategic planning events last year for the development of a company-wide Safety Plan and with Personnel Systems as they focused on "the most effective ways to meet personnel data needs in the MCC community during the 90's."

In addition, the same team led three two-day training programs in team building skills at the world headquarters in St. Louis, MO. At least 30 copies of the ICA book Winning Through Participation circulate through the company for its continued use of the ICA methods. ICA offices in India, Malaysia, and Taiwan have facilitated programs for Monsanto in those locations.

In February, 1990, Keith Mottet, a retired executive of the Falk Corporation of Milwaukee, WI, visited Guatemala as part of his church program to be of assistance to villagers, which ICA staff hosted.

In one of the mountain villages Keith met Bill Alerding (ICA staff working in Guatemala) who explained ICA's role in community development. He sold Keith a copy of Winning Through Participation, the ICA's book on participative methods.

On the plane trip home, Keith read the book and was impressed with its content. Upon his return he discussed the book's relevance with some of the key executives at the Falk Corporation. More copies of the book were ordered and read. The ICA was called and invited to discuss Falk's needs in strategic planning and the possibility of conducting a retreat for the company's executives, which ICA facilitated April 30-May 2 in Milwaukee.



STATE OF THE WORLD

From a 1990 Worldwatch Institute report on progress toward a sustainable society by Lester R. Brown, et al.

This year the Worldwatch Institute has focused on the question, "What would an environmentally sustainable global economy look like?"

Knowing no models are available, we asked, "If we were to paint a picture of what life would look like, what principles would apply? Assuming the birth and death ratio would balance, tree cover, greenhouse effects, and soil loss would be stabilized, we then decided to paint a picture of what life could look like in the year 2030, which is closer to us now than World War II. We determined that this picture would:

- 1) Satisfy the above principles
- 2) Use only existing technologies
- 3) Not use power by fossil fuels, but renewable resources like plutonium and solar
- 4) Population projections would not increase but stabilize at eight billion or decline
- 5) Incorporate more efficient use of energy

Some "for instances":

Transportation: The bicycle will become the dominant mode of transportation with public transit predominating in urban areas.

Housing: Super-efficient houses which use body and appliance heat.

Alternative Energy Sources: Electricity will be generated only 1/5 from hydroelectric power. Wind will be expanded rapidly and could be the source of 1/4 of all the USA electricity.

Wastes: Before 2030 there will be mandatory recycling rather than landfills.

New values are emerging. Materialism is not going to make it. Acquisition of material goods beyond needs for well-being is on its way out. People will be judged by who they are versus what they possess. They will be concerned about their real needs versus contrived needs.

NEW YORK MENTAL HEALTH ASSOCIATION "IMAGE CHANGE" MODULE DEVELOPMENT

The Mental Health Association in New York State funded a weekend think-tank to pull together learnings of ICA staff on how image change happens and to write some curriculum modules that are based on the learnings. Nineteen people met on the weekend of May 11-13, 1990 in Newark, New Jersey. Many of the participants have been involved in incorporating imaginal approaches to learning into their workshops. The workshop modules designed are:

- * **The Individual Pathway to Productivity**, a three session workshop offering options for new images of health, recovery, productivity and value to society.
- * **Empowering Service Providers**, a five session workshop for the state agencies providing services to people discharged from mental hospitals.
- * **Being a Player in Changing the Work Environment**, a three session workshop designed for professionals. It focuses on the perspective of being the "victim of the system" to being a responsible player.
- * **Stand and Deliver**, an initial meeting format aimed at individual and group planning and leadership skills.

THE 21ST CENTURY PARADIGM

Leslie Kenton of Wales, writes in Institute of Noetic Science's newsletter, "It seems to me that for real healing (both personal and planetary) to take place we need to embrace a whole new paradigm of reality: a paradigm of wholeness. In other words we need to acknowledge, to embrace, and to begin living what the mystics throughout the ages and the quantum physicists in the 20th century have been telling us: All that exists in the universe, all life, all substance is interdependent, infinite, and of One Mind. For like the threads of the tapestry, each of us - everything in the universe - is dependent upon one another for support and life. It seems to me that until we come to experience this and know it in our hearts all our "good" actions no matter how well-meaning can at best be *temporary* and *local*.

EVERY PART OF THIS EARTH
IS SACRED TO MY PEOPLE.
EVERY SHINING PINE NEEDLE,
EVERY SANDY SHORE,
EVERY MIST IN THE DARK WOODS,
EVERY CLEARING, AND
HUMMING INSECT
IS HOLY IN THE MEMORY
AND EXPERIENCE OF MY PEOPLE.

Chief Seattle

ICA INTERNATIONAL CONFERENCE

**1990: OUR COMMON FUTURE
In an Environment of Change
Taipei, November 1-11, 1990**

Reflecting the new importance of the Pacific Rim in the coming century, the 1990 conference will be held in Taipei, Taiwan. The conference is open to all.

The conference will focus on global happenings, trends, and creative participation in the four ICA networks of Development, Education, Economics and Global Ecology. Themes throughout will be • the journey of human consciousness • the ethics of service • a new mythology • whole systems integration • the learning organization. Traditional and outrageous celebrations are contemplated.

Registration Fee: \$250 per person. One half of all registration is needed by July 15

Accommodations: Two-person room plus food: \$300 per person

Four-person room plus food: \$250 per person

Airfares: From Chicago (Fri/Sat/Sun) \$1036 including tax (Mon-Fri) \$966 including tax

Hong Kong stopover \$75 extra

These rates are with United or Northwest Airlines.

For information, contact ICA:Chicago, Attention: Lyn Edwards

Kemper

continued from page 1

The Center can accommodate up to 400 people. In 1989, 86 groups and 5,000 people used the conference facilities. Some of the groups who have most recently met at the Center are the Mennonite Peace Section; Amnesty International; Committee on Volunteer Service and Action (CVSA); Seminar Consortium for Urban Parish Education (SCUPE); Re-evaluation Counseling regional and international meetings; and Church of the Brethren Education for Urban Ministry (EFUM). The staff of the Center has received many letters of gratitude for the quality of service these visitors experienced.

It is hoped that whenever you are in the Chicago Area you will visit the Institute for a firsthand look at the transformation that has happened on North Sheridan Road. You will experience the energy of a place where concerned people meet to plan responses to the needs of their communities and the world.

BUILDING DIRECTORY

- Bread for the World
- Centre, Inc./ Pencil Pushers
- City of Chicago:
 - Mayor's Office of Employment & Training
 - Department of Human Services, Northside Regional Office
- Ecumenical Institute
- Ethiopian Community Association of Chicago
- Institute of Cultural Affairs
- International Conference Center
- Institute on the Church in Urban Industrial Society
- Korean American Senior Center
- Lao Service Center
- Little Brothers' Friends of the Elderly
- People's Music School
- Salvation Army
- Southeast Asian Satellite Center
- Travelers and Immigrants Aid:
 - Refugee Services
 - Neon Street Center
 - Project Enterprise



DAVID MIDDLETON

David Middleton lives in West Allis, WI and is coordinator of the ICA:Milwaukee Field Office. He has been active in the work of the ICA for twenty years. During the past year his creativity has been focused on designing Myth and the Human Journey, one of three introductory modules of the Earthwise Learning Series.

David is the micro-computer manager for the Journal/Sentinel, Inc., publishers of evening and morning newspapers in Milwaukee. At the same time, he is gaining an advanced degree from Concordia University with graduation in sight in 1991. David is a refreshing person to know with a sense of humor, innovative program planning skills and passion for significant engagement in whatever situation he finds himself. His wife, Sharon, gives generously of her time as a volunteer with the Milwaukee Chamber Theater, a small repertory group with a national reputation. The Middleton family has three grown children: Amy, Lisa, and Peter.

FUNDING

"Contributions from individuals are the greatest single source of support for not-for-profits. Individual giving is the only source from which support is increasing. This fact is particularly important as corporate support continues to decline and foundation giving, relative to inflation, has decreased."

This statement from Major Gifts: Maximizing the Individual Gift, confirms our experience and is the reason we make this request of you. The 2020 Team, doing research and development of new programs, has focused on the public education of Chicago for the last eighteen months. Since January of 1990, the overwhelming response to our work in the schools poses a new challenge: what schools can afford to pay for the planning and training we offer does not cover the cost of doing it.

We ask you to consider a contribution to help match the schools' contribution. The ICA sees what we have to offer addressing the schools' current needs. Feedback and evaluations where we have facilitated programs support this. Mark your contribution 'Education Program' and mail to ICA:Chicago. An addressed envelope is enclosed.



THE BUILDING DEVELOPMENT TEAM

Back row: Marian Lies, Kay Townley, Bob Hawley, Barbara Barkony, Ken Otto, David Hutcheons. Seated: Mary Laura Bushman, Paula Otto

CALENDAR OF EVENTS

JUNE

- 16-17 **Unconditional Love and Forgiveness Workshop**
presented by Edith Stauffer, ICA:Chicago (call Joyce Reese)
- 20-21 **Leadership Training Series**
and 21-29 facilitated by ICA:Chicago (call Joyce Reese)
- 28 **Public event honoring Archbishop Tutu**
from South Africa, Cincinnati (call Judy Lindblad (513)771-9436)
- 29 **Training Inc. Graduation**
Celebrating the 1000th graduate, ICA:Indianapolis (call Anita Gibson)

JULY

- 15-29 **Space Between" - Guatemala**
(see page 5 for details)
- 27-Aug. 6 **Earthwise Learning Series Think Tank**
(see page 2 for details)

AUGUST

- 1 **Reception at International Conference Center**
Honoring Ursula Winteler, President of ICAI and Andrea de Suray, Board Member, both from Brussels, Belgium
- 4 - 5 **Earthwise Learning Series - Introducing:**
"Making Sense of the World", "Individual and Group Creativity" and "Myth and the Human Journey"
(see page 2 for details)

AUGUST

- 15-16 **Leadership Training Series**
and 21-22 facilitated by ICA:Chicago (call Joyce Reese)

SEPTEMBER

- 7-22 **"Space Between" - Mexico**
(see page 5 for details)
- 14-16 **Earthwise Learning Series**
Module "Making Sense of the World", facilitated by ICA:Chicago, (call Margie Tomlinson)

OCTOBER

- 10 **Movie Night at the Institute**
- 16-17 **Leadership Training Series**
facilitated by ICA:Chicago (call Joyce Reese)
- 19-21 **Earthwise Learning Series**
Module "Myth and the Human Journey"
(call Margie Tomlinson)

NOVEMBER

- 2-11 **ICAI Global Meeting Taipei, Taiwan**
(see page 8 for details)
- 14 **Movie Night at the Institute**
- 16-18 **Earthwise Learning Series**
Module "Individual and Group Creativity"
(call Margie Tomlinson)

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers, and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

ICA MEMBERSHIP. Your contribution of \$50 or more entitles you to membership (including a quarterly newsletter and program discounts) and helps support the programs and projects of the ICA.

HIGHLIGHTS Production Manager: Marian Lies, an ICA volunteer

One year Subscription, \$7.50

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA: Chicago, Mid-America and around the globe

Fall 1990



Opening reception for ELS Think Tank: Pam Bergdall, standing behind Ursala Winteler is leading group in song.

EARTHWISE LEARNING SERIES THINK TANK

The Earthwise Learning Series (ELS) Think Tank was held in Chicago from July 25 to August 6, 1990. Sixty-four staff, colleagues and new friends gathered from Asia, Europe, Latin America and the U.S. Those attending the ten-day think tank were participants, curriculum builders and facilitators. Mutual excitement was experienced with the constructs and helpful reflections on ways to improve the process, as well as how and where to use them.

Research and development on the ELS began in the fall of 1988, spearheaded by the Phoenix office of the ICA. Development of the modules has been in the hands of colleagues from across the Education, Development, Economic and Ecology networks. This diverse leadership was the highlight of the think tank. After two years of research by ICA staff and associates, the four modules are ready for refinement this fall. Testing over the next six months will determine what is on target in each module.

Each module is four sessions in

length; generally the morning and afternoon of two consecutive days. A notebook for each of the four modules compiled by think tank participants contains outlines, draft procedures, background materials and handouts. Audio tapes are in hand as well as a video tape of parts of the New Image of Learning module. Participants felt that the framework of the four introductory modules is solid enough to try them out this fall (see calendar, pg. 10).

A basic theme in all four modules is "transparency"; helping people get through complexity to ground themselves in their own deep life dynamic. They are learning adventures where facilitators and participants are partners on a learning journey. A brief description of the four modules follows:

1) **A New Image of Learning** is an introduction to the learning approach of the Earthwise Learning Series and a doorway into the vast learning enterprise going on these days. (Researched by Phoenix and New Orleans).

2) **Making Sense of the World** is an introduction to the emerging planetary common sense process and a doorway into an intensive course on the emerging scientific paradigm. (Researched by Chicago)

3) **Personal and Group Creativity** is an introduction to the emerging planetary common style and a doorway into an intensive course on the social and organizational process. (Researched by Indianapolis and Kansas City)

4) **Myth and the Human Journey** is an introduction to the emerging planetary symbol process and a doorway into an intensive course on planetary cultures. (Researched by Milwaukee and Kansas City)

Further multi-cultural and multi-learning input will come as these modules are introduced globally at the Our Common Future conference in Taiwan November 1-11, 1990. This is the next step in the research phase of introducing the basic ELS construct and modules. People from all four networks will leave Taiwan prepared to work on particular modules.

continued on page 9



Doing myth module research in Cincinnati and it's raining!

l to r: Ellen Rebstock, Nancy Lanphear, Ray Caruso, Sheryl Nordine Caruso, Judy Gilles (visiting from Bombay), David Rebstock and Norm Lindblad

CINCINNATI

A series entitled "Global Perspectives with Local Roots" sponsored by ICA: Cincinnati involves a number of new people as presenters and audience. To date, evenings have been focused on Jordan (Mark Rebstock); Peru (George and Donnamarie West); Lithuania presented by a Miami University professor; "Where is Europe Going?" presented by Eric Brooks, a retired British Foreign Office official. The series will continue on a monthly basis with firsthand reports from Iran, Yugoslavia, Columbia, Kenya and India. Attendance is over three times the usual turnout and each evening generates possibilities for additional countries and topics.

KANSAS CITY

Dramatic and memorable photographs taken in ICA Human Development Projects over the years will be the subject of **The Community of Earth**, a picture book to be published in celebration of the ICA's 20th anniversary in 1992.

In addition to photographs, song lyrics written by ICA groups, poems and quotes will be interwoven in the book's text paying tribute to the people, communities and volunteers whose efforts have contributed to building new communities around the world. Donna Woodard Ziegenhorn, associated with the ICA for 15 years, is managing director for the project.

Colored slides identified with the name of the photographer, date, and location of the picture and sent by insured mail before November 1, are to be mailed to Donna Ziegenhorn, c/o Harrow Brooks, 7930 State Street, Suite 215, Prairie Village, KS. Slides will be returned when the project is completed. For further information, please call (800) 847-2201.

MILWAUKEE

On September 21 the ICA: Milwaukee "Roundtable" had the first of six planned sessions for Fall 1990. The meetings are held every other week on Friday night, starting at 6:30 PM and ending at 9:30 PM. Thomas Berry's book, **The Dream of the Earth**, is the focus of the study and conversation. Roundtables through the years have provided a vehicle for expanding the horizons of people from a wide range of backgrounds.

For more information, contact: Rich and Leila Frank (414) 482-2670 or David and Sharon Middleton (414) 476-4077.

CHICAGO

The ICA's residential community at 4750 Sheridan Road welcomes Rosemary Albright from Minneapolis; Catherine Marsh and two children, Julie and Daniel, from Australia (Roger will join them in December); Keith and George Packard and two children, Truman and Maicah, from Kenya; and Robert Shropshire from Chicago. Their creativity and energy has enlivened the corporate life of the House and work of the Institute.

"OPEN DOOR TO EAST EUROPE"

The President of ICA International, Ursula Winteler, and a representative of ICA Germany, met with a group of about 30 concerned local citizens in Wolgast, East Germany, near the Polish border in early July. The ICA visitors had been invited to help the East German group explore methods to enhance popular participation in the creation of a new future for its part of Europe.

"They have seen how we work in the ICA," Ursula reported, "and they have asked us to come back so they can learn more. That is where we are going."

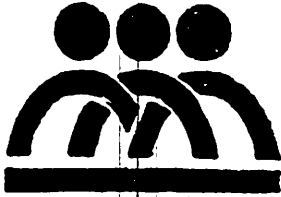
INDIANAPOLIS

Knowledge Systems, Inc. invites your request for their Fall catalog setting forth a selection of resources for personal and social change. Using the screen of Life Skills (for finding our home within and making it a place of ease; World Skills (for living in the breadth, depth and wonder of our interconnections); and Knowhow Skills (for being clothed in confident competence while doing a life), the compilation of books is excellent for either gifts or as a part of your permanent library. (Write Knowledge Systems, Inc., 7777 West Morris Street, Indianapolis, IN 46231).

CHICAGO

Volunteer training for one or more years of service to ICA development projects and/or service projects sponsored by other non-profit organizations will be held in Chicago, 4750 Sheridan Road, beginning January 13 through February 2, 1991. Training in facilitation methods and community life styles prepare the volunteers to effectively engage with staff in global projects. An intensive training weekend will be held January 18-20 to introduce the ICA and its development approach.

Cost for the full 3 weeks is \$550; for the weekend only, \$50. For information and registration, contact Audrey Ayres (312) 769-6363.



AZPITIA, PERU - TEN YEAR REPORT

The following selected highlights are taken from the ten year report on accomplishments in the village of Azpitia. The Azpitia H.D.P. was launched by the ICA in 1980. It illustrates what happens when a village decides to take charge of its future.

- The demonstration project in Azpitia won the government's "Bronze Shovel" award for self-development.
- The training center in Azpitia hosted leadership training programs six times a year for participants from Ecuador, Bolivia, Chile and Peru.
- The worker-owned cheese plant in Villa El Salvador is into its fourth year of profitable operations.
- Five workcamps for students from DePauw University, Indiana, resulted in many construction projects in Azpitia and surrounding communities as well as mobile medical clinics and intensive courses for health promoters.
- Two Rotary International workcamps constructed a primary school.
- Leadership Training programs and Women's Forums were conducted by ICA staff for 425 women sponsored by the National Confederation of Mothers Clubs.
- A three-kilometer irrigation canal was constructed in the home village of an ICA staff member who wrote the proposal and managed the project.
- A two-year reforestation project was completed which planted 7200 trees and seeded three nurseries.
- A nutrition training and demonstration program was held in 110 community kitchens resulting in a Ministry of Health request to expand the program to other kitchens.

ICA staff living in the House now includes six Peruvian adults, three children and three North Americans.

The Peruvian staff are from communities where the ICA has worked. They have been with the ICA for five or more years and are leading different aspects of the program.

KENYA - COLLABORATION FOR HEALTH CARE

In 1988 a major conference initiated by the ICA and co-sponsored by Hewlett Foundation, UNFPA, National Council for Population and Development and Nairobi City Commission focused on community based health care in slum communities of Nairobi. Representatives from six urban communities, various ministries and other organizations drew up action plans which are now coordinated by a joint action task force. As a contribution to this collaborative effort, Kabiro Health Care Outpost and ICA staff teach courses for voluntary health promoters from six urban communities. More than 150 people completed the three-week course in the past year.



MURRIN BRIDGE, AUSTRALIA - NATIONAL RECOGNITION

The ICA launched a comprehensive community development program for the Australian Aborigine village of Murrin Bridge in 1976. Today the village has strong leadership and has received national recognition for effective grassroots development.

Over the past year, two new houses and six new flats have been built. Keys for these houses were given to occupants in June and a formal opening is planned as soon as the electricity is connected.

A lot of this work was done through the Community Development Program (CDEP). Twenty-five people, by working two days a week on various community projects, are eligible to receive unemployment benefits. They also get credit for time spent learning skills on the job.

The CDEP recently completed a major upgrade of the sewage system, put up new tin fences around every house, acquired two new trucks, repaired the old machinery shed to house them, restarted the silk screening business with new equipment and are actively marketing products in the region.

Most of all, there is an impressive lift of confidence in Murrin Bridge. Craig Cromelin, who manages the CDEP, emphasizes that people have a lot of confidence now because they are doing things themselves. "You've got to want to do it yourself. Its got to come from within."

GUATEMALA - POTABLE WATER SYSTEMS

One of the most tangible results of ICA's village development training courses in Guatemala is that many villages from which course participants come are now interested in establishing their own water system. ICA is collaborating with other development agencies in seven villages and working with local water committees as consultants in order to encourage community self-sufficiency as well as to inform and advise about available financial and technical resources. The Institute sponsored a course on the Maintenance of Potable Water Systems in which 32 members were present from 17 local communities.



WHAT IS HAPPENING WITH CHICAGO LOCAL SCHOOL IMPROVEMENT PLANNING

The Education Team of the Chicago ICA office has released the report on its work with 29 Chicago Public Elementary Schools and their Local School Councils (LSC) and Professional Personnel Advisory Committees (PPAC). ICA reviewed the documents from all the planning sessions and compiled the basic summary that is contained in the report.

Six common themes appear in the three year vision:

1. Building parent and child partnerships in education;
2. Involving the community in the education enterprise;
3. Offering curriculum which prepares students for the future;
4. Setting performance and achievement standards with student participation;
5. Ensuring a learning environment that promotes educational excellence; and
6. Developing staff competence.

The next step of the process analyzed strengths and weaknesses. The strengths of the schools were seen as a small core of involved and concerned parents active in every school. Students are recognized for their high potential for learning and their multi-cultural diversity. Teachers are praised for their commitment, dedication and innovation. The weaknesses named limited parent involvement, inadequate student support system, isolation of teachers and administration, an inadequate learning environment and a fragmented curriculum.

In light of the vision and analysis of strengths and weaknesses, creative actions were brainstormed. The actions were prioritized in order to move the school towards measurable accomplishments. The following areas are projected as priorities ranked in order of frequency:

1. Increasing parent involvement;
2. Expanding the curriculum opportunities;
3. Upgrading the learning environment;
4. Strengthening staff development;
5. Developing school and community partnerships;
6. Pursuing fundraising activities; and
7. Appreciating ethnic diversity.

From our experience in these schools, we are encouraged by the energy, hard work and positive action produced by the newly

elected LSCs and PPACs. New partnerships are being created among the schools, community and businesses. People are committed to increasing the effectiveness of their schools and feel an urgency to find solutions for the issues facing them.

In order for school reform to accelerate in Chicago, the ICA suggests that:

1. School-based management requires not only an operational plan but the inclusion of continuous evaluation and refinement.
2. Successes should be broadly recognized in order to sustain further progress.
3. Educational leadership needs to increasingly assume the role of becoming facilitators of change.
4. A partnership focused on curriculum needs to develop between the LSC and PPAC.

In the past year of school reform in Chicago, it has been demonstrated that thousands of people actively support its purposes. Everyone's continuing effort to create a social atmosphere that is positive and their willingness to maintain the investment in time, money and energy is needed now to meet the challenge of school reform.

The findings of this report, while derived from the Chicago locale, are nonetheless relevant to other metropolitan areas. Copies of the full report are available on request by contacting Karen Troxel or Robert Shropshire at the ICA in Chicago.

DENVER STUDENTS BUILD CONSENSUS FOR THEMSELVES AND THE PLANET

At a time when despairing statistics and escalating drug problems color discussions of education, a group of Denver high school students has shown there is another side to the picture.

Participating in an all-day Global Forum, 50 young men and women from 10 high schools of the Denver Public School System came together recently to dialogue about their individual and common futures.



Sponsored by the ICA, the forum included presentations, workshops and panels. Workshop content moved from visioning through obstacles to action planning. Students experienced themselves caught up in a brand new experience of consensus building.

A central motif throughout the day was that of "partnership". This theme was amply demonstrated as young men and women, adult professionals and students, and people of different races worked together to map out needed directions for themselves and the future of the planet.

At a point in history when a balanced and peaceful future often seems little more than a fragile possibility, it's encouraging to hear tomorrow's leaders taking the initiative to make it a real possibility.

HOLISTIC EDUCATION

In our present culture, the integration of mind, body and spirit is a dominant theme in the literature of education as well as in other disciplines, such as psychology and medicine. In education it is a set of working assumptions that includes but is not limited to:

- Learning is an inner process of self-discovery and integration.
- Learning is a collaborative, cooperative activity.
- Human intelligence is a multi-faceted capacity with vast potentials.
- Whole brain thinking involves contextual, intuitive and creative ways of knowing.
- Learning is a lifelong relationship with our natural, social and spiritual environments.
- Education is fundamentally a dynamic, open human relationship.
- Education should cultivate a critical awareness of the moral, social, technological and political contexts of learners' lives.
- A holistic curriculum must be interdisciplinary with an integrated, global and ecological focus.

**BASIC LEADERSHIP METHODS**

October 16 - 17, 1990

Strategic Planning Method is a pull together of the Discussion Method and Problem Solving Method into a highly participatory format which uncovers the vision of the group, discerns the root causes and decides on the arenas of action.

Each session will be held at the ICA Conference Center, 4750 N. Sheridan Rd., 8:30 AM to 4:30 PM. The cost for the two-day session is \$125. Fee for additional people from the same organization is \$75.

Contact person: Joyce Reese, ICA:Chicago (312) 769 - 6363

If a man advances confidently in the direction of his dream to live the life he has imagined, he will meet with success unexpected in common hours. Henry David Thoreau

SPACE BETWEEN SCHEDULED IN PERU

January 11 - 26, 1991

Adventure in "The Space Between" offered by ICA in Latin America is:

- The space between here and there
- The space between us and them
- The space between our side and theirs
- The space between the haves and the have-nots

Through in-depth conversations, it is a journey to bridge some of the spaces between humans in three locations: village, city, and their "sacred space" - Cusco and Machu-Picchu.

Led by Donnamarie West and Peruvian colleagues, the cost of the program is \$1600 excluding airfare. All expenses are covered after arrival. Contact person: Lyn Edwards, ICA:Chicago (312) 769-6363.

1990-1991

REGISTRATION FORM FOR ICA EVENTS

Name

Address

City

State

Zip

Telephone: Home

Office

Organization

Be sure to enclose fees prior to the event as well as any other information necessary to complete your registration.

Mail to: The Institute of Cultural Affairs,
4750 N. Sheridan Road
Chicago, IL 60640

Check appropriate box/es:**Basic Leadership Method**

Series III, October 16-17, 1990

Chicago, Illinois (see article on this page)

**Space Between**

Peru

January 11-26, 1991

(see article on this page)

**1990: Our Common Future**

Taipei, Taiwan

November 1-11, 1990,

(see article on page 8 for information)

**Earthwise Learning Series Modules**

(see calendar on pg. 10 and indicate those for which you wish to register.)

Module/s

Date/s

A WORKING TOOL

THE SEVEN INTELLIGENCES

We possess not one, but at least seven distinct forms of intelligence. They are linguistic-verbal, visual-spatial, logical-mathematical, body-kinesthetic, musical-rhythmic, interpersonal and intrapersonal. This theory is backed up by the most current research on neuropsychology, psychological testing, developmental work with young children, cross-cultural studies and biological accounts of exceptional ability among scientists, musicians and individuals skilled in many other fields.

Here are some examples of how we access three of the seven forms.

- Linguistic-verbal: books, tape recorders, typewriters, word processors; label maker, printing sets, storytelling; talking books, writing materials, discussion, debates and public speaking.
- Logical-mathematical: strategy games (chess, checkers, GO), logic puzzles (Rubik's Cube), science kits, computer programming software, nature equipment, brain teasers, Cuisenaire rods, and detective games.
- Visual-spatial: films, slides, videos, diagrams, charts, maps, art supplies, cameras, telescopes, graphic design software; three-dimensional building supplies (Legos, O-Stix); optical illusion, visualization activities, and drafting materials.

FOR REFLECTION

Reflect on each of the three forms. (This reflective process uses your logical-mathematical intelligence.)

- What activities do you engage in that develops this intelligence?
- What tools in each category do you use most frequently? Least frequently?
- In which of the three forms have you acquired the most skill?
- How might you broaden your access to each of these three pathways of learning?

Recommended reading: **FRAMES OF MIND** by Howard Gardner (Basic Books, 1983)

WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with the Technology of Participation by Laura J. Spencer. The "how to" book, WTP, describing ICA's "Technologies of Participation" has sold out its first printing of 2500 copies and the second printing is being distributed. ICA India is contracting with a local publisher to make the book more accessible to its constituency. Translations are underway in Brazil and Venezuela.

ICA offices around the world and the network of ICA Associates have been major buyers/distributors. Direct orders from the publishers have come from business, educational institutions, government agencies and health/wellness organizations. For example, CARE, Burma purchased 50 copies; McDonnell Douglas, 50; Community College of San Diego, 10; and Texas Instruments, 10.

Orders can be placed through the ICA:Chicago for \$29.95 plus \$2.25 handling charge.

MEET THE FUTURE by Gordon Harper, Director of ICA:Taiwan, is a collection of 120 short readings on the changing style of leadership. These readings were originally broadcast on Taipei radio.

Orders can be placed through ICA:Chicago for \$15.00 plus \$2.00 handling charge

BETWEEN TWO WORLDS, revised printing of **WHAT MORE CAN WE ASK FOR?** by Donnamarie West, ICA:Lima, is a journal of experiences which illuminate the richness of the culture of Guatemala.

Orders can be placed through ICA:Chicago for \$15.95 plus \$1.50 handling charge

EDGES: New Planetary Patterns published quarterly by ICA:Toronto, Canada. Each issue is thematic on current edges in new age consciousness.

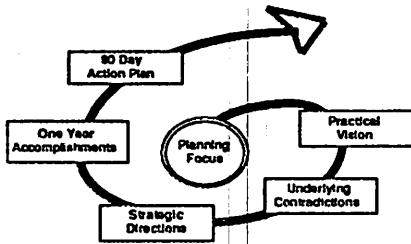
A one year subscription can be obtained for \$25.00 by contacting EDGES - ICA, 577 Kingston Road, Suite 1, Toronto, Ontario, Canada M4E 1R3

APPROACHES THAT WORK IN RURAL DEVELOPMENT, edited by John Burbidge, ICAI, Munchen, K.G. Sawr, October 1988. Compiled in three books, they combine a discussion of emerging rural development trends with practical methodologies in participatory development supplemented by profiles of successful self-help projects initiated by rural community groups.

Orders can be placed by contacting John Burbidge, ICA:Seattle, 1504 25th Avenue, Seattle, WA 98122 (206) 323-2100

WOMEN OF THE WORLD and MEN OF THE WORLD posters. 18"x24", are attractive and impactful, very suitable for framing. Orders can be placed through the ICA:Chicago. Posters: \$10.00 each, Notecards: (Men of the World only) \$1.50 each, including handling charges.

NEIGHBORHOOD CARETAKERS- Stories, Strategies and Tools for Healing Urban Community by Betty and Dr. Bert Dyson. Copies are available from ICA:Washington, 1301 Longfellow St., N.W., Washington, DC 20011. \$18.95 plus mailing.



NORTH AMERICAN ICA NETWORK CONFERENCE

"The Organization as a Learning Community", November 30 - December 2, 1990, New Orleans, Louisiana. This conference is open to all those concerned that business, voluntary, and government organizations become more effective vehicles of creativity, courage, and care. There are six agenda topics: Facilitation Edges, Facilitator Certification, Marketing Interchange, ICA Products; Organization Development Network; and Publication Strategies. The

meeting agenda is not finalized and input is welcomed whether or not you plan to attend. It will be held at the Dominican Conference Center and the Loyola Law School. The \$75 per person fee includes Saturday/Sunday meals and a Saturday night New Orleans celebration. Accommodations at the conference center cost \$17 per person in two - person rooms with connecting bath. Information on area hotels can be sent on request. The Conference begins 8 P.M. Friday night and ends 2 P.M. Sunday. Contact person: Jim Troxel, ICA:Chicago (312) 769-6363.

INTERNATIONAL BUSINESS ACADEMY

The International Business Academy, designed by ICA staff in Asia, is planned for February 1991 in Kuala Lumpur, Malaysia. The design includes three parts: the first, having to do with grasping the new global environment in which corporations operate; the second, with empowering individuals and teams for participation in that environment; and the third, with guiding organizations into transformation toward service and quality. The breakthrough was a three - pole screen of Quality, Service and Innovation, which is the organizational parallel to the individual brain-related disciplines of Intellectual, Moral and Spiritual. This provided a way to gauge the effectiveness of various curriculum modules in pushing beyond the cultural norm in each of these arenas.

STUDY ARTICLES

Below is a list of articles which are helpful in thinking about how ICA methods and philosophy could assist in altering the paradigm of the private sector.

1. "Who Needs a Boss?", Brian Dumaine, *Fortune*, May 7, 1990.
2. "The New Managerial Work", Rosabeth Moss Kanter, *Harvard Business Review*, November - December 1989.
3. "This Woman Has Changed Business Forever; How Anita Roddick of the Body Shop Has Customers and Employees Clamoring for Her Brand of Business", Bo Burlingham, *INC*, June 1990.
4. "The Emerging Theory of Manufacturing", Peter F. Drucker, *HBR*, May-June 1990.
5. "Beyond Teamwork", Chris Lee, *Training*, June 1990.
6. "What Leaders Really Do", John P. Kotter, *HBR*, May - June, 1990.
7. "The Social Architecture of a Learning Culture", August T. Jaccaci, *Training and Development Journal*, November 1989.
8. "Speed, Simplicity, Self-Confidence: An Interview with Jack Welch, Chairman and CEO of General Electric", *HBR*, September - October, 1989.
9. "Managing Without Managers", Ricardo Semler, President of Semco Co., Brazil, *HBR* September - October 1989.

Contact person; Jim Troxel, Program Enterprise Team, ICA:Chicago, (312) 769-6363.

WE NEED A NEW VISION

It is crucial to recognize that major problems of our time are all systemic problems, which means that they are all interconnected and interdependent. None of them can be understood in isolation. In fact, the more we study the situation, the more we realize that all these problems - environmental degradation, poverty and hunger, the threat of nuclear war, population growth, whatever problems you take - are just different facets of one single crisis, which is largely a crisis of perception. Only if we perceive the world differently will we be able to act differently. So we need a change of perception, a shift of paradigms in our thinking and in our values. We need a shift from fragmentation to wholeness, from a mechanistic view of the world to an ecological view, from domination to partnership, from quantity to quality, from expansion to conservation, from efficiency to sustainability.

• Fritjof Capra
Director of the Elmwood Institute

ANNOUNCEMENT FROM ICA INTERNATIONAL IN BRUSSELS

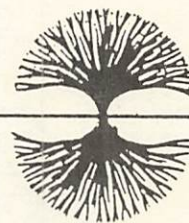
The ICAI has joined the Centre for our Common Future, headquartered in Geneva, Switzerland. An excerpt from the letter of acceptance by the Centre for ICAI membership is as follows:

"As a working partner of the Centre, the name of your organization will appear on the Centre's stationery in its next printing and will be featured in the list of partners carried in the next edition of the Brundtland Bulletin. In addition to this, the Centre offers a page in its future bulletins to the working partners so that 8 - 10 organizations per issue have the opportunity to report directly on their activities to a readership of around 2,500 concerned organizations and individuals throughout the world."

" THE COUNCIL FOR THE FUTURE OF THE WORLD'S CHILDREN "

The Council for the Future of the World's Children convened a meeting from June 12-18, 1990 at Noordwijk in Holland with 80 young people aged 12-18 from all over the world and about 12 Nobel prize winners. The following is an excerpt from a letter by Esther Stringham, daughter of an ICA staff member in Frankfurt, West-Germany:

Eighty-two children from 58 countries (counting Lithuania and Latvia as independent countries) came to discuss our future and that of the world. It was sponsored by the CFWC, the Royal Tropical Institute and UNICEF. During the week, we talked and shared our ideas with 13 Nobel Laureates. George Wald, a Nobel Laureate for medicine, pointed out that the "Third World" debt could be eradicated by taking 10% of the money spent on military purposes and using it to pay off the debts. We also wrote a book, made a video and wrote and produced a play. The book contains proposals for solving the "Third World" debt, the lack of education, the destruction of the environment and so on. The book and the video will be sent to heads of state all over the world. We performed the play on two nights: once for the citizens of Noordwijk and once for the Nobel Laureates, heads of business and government, including the Minister of Development in Holland and James Grant, the executive director of UNICEF. I really do hope that the various heads of state will listen to us and our suggestions and that they will hear our plea for them to go to the summit in New York concerning the future of children.



ICA INTERNATIONAL CONFERENCE 1990: OUR COMMON FUTURE in an Environment of Change Taipei, Taiwan - November 1-11, 1990

Our Common Future is the second in a series of biennial conferences sponsored by the ICA. At the first conference in Mexico in November 1988, over 500 global citizens looked at the issues and opportunities facing the planet as it evolves. Four networks were formed to become channels of activity and interchange across the world.

- * The Education Network is exploring the means of effective education and individual learning capacities in both structured and unstructured situations.
- * The Ecology Network is working on physical and cultural ecologies of our world, empowerment of the myth factor and individual consciousness capacities.
- * The Development Network is focusing on the ways of comprehensive local development by people in rural and urban environments. It is actively training groups of people in methods of development and linking macro-micro change processes.
- * The Economic Network is exploring means and methods to bring about effective work environments with sensitive and responsive organizations, principally in the private sector.

Our Common Future will be a time to expand our planetary perspective and create a local focus. It will be a time to interchange ideas and models, and a time to chart out future directions for those working in and through the global ICA networks. Registration \$250; Food and Lodging Double Room \$300; 4 in a room \$250. Contact person: Lyn Edwards, ICA:Chicago (312) 769-6363.

"One of life's most fulfilling moments occurs in that split second when the familiar is suddenly transformed into the dazzling aura of the profoundly new....These breakthroughs are too infrequent, more uncommon than common; and we are mired most of the time in the mundane and the trivial. The shocker: What seems mundane and trivial is the very stuff that discovery is made of. The only difference is our perspective, our readiness to put the pieces together in an entirely new way and to see patterns where only shadows appeared just a moment before."

Edward A. Lindaman
Thinking in Future Time

continued on pg 9

EARTHWISE...

continued from pg 1

In 1991 there will be an international think tank with representatives from across the globe gathering to assemble the work which will have been done across the full ELS construct. In 1991, trying out various modules in culturally diverse locations will deepen the research. The 1992 Council Event in Europe will be an opportunity for the polished ELS construct to be published for use worldwide.

The ELS is to be imaged as the basic glue of the ICA's work in the four networks. It will function as a broad strategy for pulling ICA wisdom into an expanded framework and for seeing how everything interrelates. It will show how the "global citizen" can develop a new consciousness for sustaining life. Contact person: Jim Wiegel, coordinator of the Earthwise Learning Series; ICA:West, Phoenix, AZ (602) 954-8976.

Ecology Network *(continued from pg.8)*

HIGH INDIVIDUAL AND HIGH COMMUNITY

A think tank was held August 6-7 in Chicago to create a five-session workshop called "High Individual and High Community". Those who participated were six women religious from the Sisters of St. Joseph of Concordia, KS; the Sisters of Charity of St. Augustine, Richland, OH; and the Sisters of Charity of Greensboro, PA; and two religious brothers from the Society of Mary Cincinnati Province. Dorothy Hackman, Judy Lindblad, Margie Tomlinson and Marilyn Oyler of the ICA helped facilitate and enable the event.

Several years ago, Sr. Gertrude Foley raised the question of looking at the Institute's Individual and Family course as a base for a course for religious communities. Last November in an issues identification workshop with the Society of Mary on community life, Br. Tom Giardino gave this new workshop its name. Plans are now being laid to have this workshop taught in a collaborative style with one ICA facilitator and one of the religious who helped build the workshop.

DON AND MARY WARREN MOFFETT

Mary Warren and Don Moffett (retired vice-president of UARCO), are Chicago residents and ICA volunteers for the past 25 years. They have actively participated in every phase of the Institute's history, both in its planning and implementation of strategies for strengthening the human factor in world development. They are on the Board of Directors and serve as working partners with the staff. As Town Meeting facilitators, Human Development Projects

consultants, teachers of LENS worldwide, and now currently involved in the rehabilitation of the Kemper Building and short and long range funding. Mary Warren and Don are role models for the committed volunteer.



From its beginnings, they have played a major role in establishing the Remains Theater as an exciting Chicago venture that has achieved national recognition in the theater world. They have two sons, Donald and James.

FUNDING

INVEST IN THE FUTURE!

"Our Children Are Dying in Our Schools" is a quote from New York City's Teacher of the Year, John Gatto. He speaks from his experience in New York City, but makes it clear that children in school across the country need help....School reform is possible...we need to rethink the fundamental premises of schooling and decide what it is we want all children to learn and why...Our greatest problem is getting the kind of grassroots thinking going on that could reform schooling."

ICA:Chicago in collaboration with the Chicago Public School system, is responding to the urgent need to bring about school reform through grassroot participation. Our research and development teams have created follow-up training modules that we are offering now in response to what the planning sessions were calling for. These modules include: Action Planning, Discipline, and Curriculum Planning. Seven additional modules are in the research and development phase.

Our work has recently been acknowledged by the MacArthur Foundation in awarding ICA:Chicago a grant for \$ 25,000. We are grateful for this foundation's confidence in our approach, and we are challenged by the demand to match this initial grant with individual donations.

We ask you to consider a donation to this effort. Your concern for schooling in America, expressed through your contribution, can make possible an approach that will serve Chicago and provide a reference point for school reform across America. Your gift will make a difference.

Contact Person: Keith Packard, ICA:Chicago, (312) 769 - 6363.

CALENDAR OF EVENTS

OCTOBER

16-17 **Leadership Training Series**
facilitated by ICA:Chicago (call Joyce Reese)

20-21 **Earthwise Learning Series**
Module "Myth and the Human Journey"
ICA:Chicago (Call Margie Tomlinson)

NOVEMBER

2-11 **ICAI Global Meeting - Taipei, Taiwan**
(See page 8 for details)

17-18 **Earthwise Learning Series**
Module "Individual and Group Creativity"
ICA:Chicago (Call Margie Tomlinson)

NOVEMBER 30- DECEMBER 2

North American ICA Network Conference
(See page 7)

DECEMBER

18 **Holiday Open House**
4 - 6 PM
ICA International Conference Center, Chicago

JANUARY 11- FEBRUARY 2, 1991

Volunteer Training for Extended Service
(See page 2)

JANUARY

11-13 **Orientation for Volunteer Service**
(See page 2)

18-20 **ICA:Mid-America Meeting**
ICA:Chicago (Call David Reese)

26-27 **Earthwise Learning Series**
Module "New Images of Learning"
ICA:Chicago (Call Karen Troxel)

FEBRUARY

23-24 **Earthwise Learning Series**
Module "Myth and the Human Journey"
facilitated by Milwaukee Colleagues
ICA:Chicago (Call Karen Troxel))

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers, and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

ICA MEMBERSHIP. Your contribution of \$50 or more entitles you to membership (including a quarterly newsletter and program discounts) and helps support the programs and projects of the ICA.

HIGHLIGHTS Production Manager: Marian Lies, ICA volunteer One year Subscription, \$7.50

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA:Chicago, the Heartland and around the globe

Spring 1991

INTERNATIONAL ICA CONFERENCE MAPS "OUR COMMON FUTURE"

By Sally Fenton

Sally has been an ICA:Taiwan staff member and is currently in Chicago.

Pointed presentations and lively dialogue among nearly 200 participants at the November 1 - 11, 1991 "Our Common Future Conference" produced three major recommendations to the Institute of Cultural Affairs (ICA) as suggested guides for future implementation. They call for:

- 1) Intensified development of the Earthwise Learning Series (ELS), a new ICA educational venture;
- 2) Expansion of the international network to include collaborations with related enterprises; and
- 3) Extensive preparation for the 1992 ICAI Conference in Eastern Europe.

Nineteen speakers from seven countries presented papers during the opening two-day Symposium on "The Asian Perspective for the Nineties". One serious overarching theme was the importance today of addressing cultural factors in achieving social change as applied to urban planning, traditional medicine, and the structural form of business organizations.

A full day immersed in the ELS curriculum led into half-day reporting sessions for each of the four ICA Networks. *The Organizational Transformation Network* heard reports about India's Transformational Leadership Lab; *Life Long Learning*, about education transformation in schools and universities and the "Education for all Conference" held in Thailand; *Planetary Ecology*, about reforestation projects; and *Sustainable Development* about network organization and field worker training.



Task forces in the network arenas gave form to plans, strategies, interchange and recommendations to the conference plenary.

The *Organizational Transformation Task Force* shared their experience of the depth of social concern in the economic sector. The practical question struggled with was: "How can we move the several thousand persons we meet each year in our consultations toward their profound potential for service?" Periodic meetings by long term clients and their families in Brazil in a "Galaxy" design pointed to one breakthrough format. Progress on research projects selected by each of the task forces will be reported in the India IMAGE Journal.

Four major strategies for the ELS came as recommendations from the *Life Long Learning Task Force*. They are:

- 1) Develop the three-month curriculum by conducting 15 - day think tanks during 1991 in Guatemala, Belgium, Malaysia and/or Denver.
- 2) Create "Earthwise Learning Communities" that generate grassroots input to continue research required for developing the ELS.
- 3) Conduct the four introductory modules with varied audiences to test their usefulness and effective impact.
- 4) Locate prospective partner

organizations to work with the ICA in sponsoring ELS events.

The *Planetary Ecology Task Force* was concerned with developing global consciousness. Five Roundtables were held on the topics of Physical Ecology, Cultural Ecology, Whole Systems Transition, Ecological Education and Global Consciousness.

Representatives of the network decided to organize their talents for writing. They will work on a self-assignment basis and submit articles to the Network Exchange, ICAI:Brussels

The *Sustainable Development Task Force* looked at the wide range of activities in developing countries including reforestation, village schools and skills training, network organization and field workers training. Education was seen as a priority to train practitioners for effective and efficient action in the field. Funding of Third World rural and urban work requires

continues on page 7



The "Individual and Group Creativity" module task force takes a break.

HEARTLAND ON THE MOVE

OUR GARBAGE IS DISAPPEARING!

by Ken Otto

Ken is the building engineer for the Kemper Community Resource Center in Chicago

That's right! Worms are eating our garbage. Ordinary red worms we've all used for fishing are eating all of the food garbage from the Chicago Residential Community's kitchen where about 40 people eat.

When visiting a relative at Thanksgiving, she showed me her "worm bin" which was located in her basement. It contained a lot of shredded paper and food garbage and I couldn't detect any odors. She hasn't thrown any garbage out for the last 4 months.

It looked so simple, I had to give it a try. I built a box 2' x 3' x 1' out of scrap 1/2" plywood. This size box can handle 1 lb. of food scraps per day. Unfortunately worms do not eat plastic jugs, rubber bands or cellophane.

To start the system, you need the proper amount and proper moisture content of bedding (where the worms live) which can be shredded paper or cardboard, peat moss or manure, and twice the weight of worms in ratio to the weight of garbage you produce daily. Then start putting your food scraps underneath the bedding. This initial "charge" of worms and bedding will take 3 - 4 months to turn into vermicompost; ie: compost that worms have partially digested. If one leaves it 6 months, there will be "worm castings" or manure and a very few worms.

I wanted to try this because it seemed like a doable and interesting thing to try since I have long been dismayed about how to reduce the amount of solid waste our building disposes of each day (the national average is currently 4.5 lb. per person per day). Other benefits include less waste and cost to the landfill, lots of worms for fishing at practically no cost and lots of fertilizer for house plants or sale to



the many Asian gardeners in our neighborhood on the north side of Chicago.

If this idea sounds simple and doable to you, procure the book **WORMS EAT MY GARBAGE** (\$7.95) from Flowerfield Enterprises, 10332 Shaver Road, Kalamazoo, MI 49002. This is essential to a successful project; it has all the details and answers to most of your questions.

One thing we have learned is that saving 50 lb. of food garbage per week is hardly noticed at all in the midst of all the office paper and packaging material that is thrown out. But it is a start toward reducing the 4.5 lb. per day.

OUT OF THE MOUTHS OF BABES

by Emma Melton

For 22 years, Emma A. Melton has used Imaginal Education methods as a reading specialist in Cleveland, Ohio public schools and as a facilitator in numerous educational, religious and community workshops. As a June 1990 retired educator, she is currently committed to two consultancies: The Society for Prevention of Violence's Social Skills Pilot and The World of Difference, a national promotion of ethnic, religious and racial harmony.

Consistent with the Social Skills pretest design, Emma Melton asks five year old Crystal, "What would you do if someone hit you?" The kindergarten replies, "I tell Miss Bell (her teacher). But my mother says to hit them back. My mother shouldn't be like that, should she?" Crystal reflects

the dilemma expressed by many of the children in Cleveland's Social Skills Pilot who seek to make logical connections between values, mandates, and reprimands of adults and peers that may not be consistent with their own self stories.

A graded curriculum provided by the Society for the Prevention of Violence enables such incongruities to be dealt with; exposing them, softening them and to some degree preventing them. Lessons written by local educators, address such life skills as self-esteem, self-control, respect for the rights of others, sense of personal responsibility and conflict resolution.

Emma Melton asks 5 year old Crystal, "What would you do if someone hit you?" The kindergarten replies, "I tell Miss Bell (her teacher). But my mother says to hit them back. My mother shouldn't be like that, should she?"

Shepherding the pilot in one Latch Key program and two elementary schools (769 children and 44 teachers), Emma's consultancy provides ready access to demonstration lessons, learning tools, evaluation, coordination of staff efforts and inservice for parents, teachers and interested community organizations

What has been learned? Some reliable coordination of values emerges as children, without awkwardness or embarrassment, are involved in role plays and reflections via ICA's Basic Discussion Method.



ADVENTURES IN CONTINUING LEARNING

by David Speicher

David is president and founder of Knowledge Systems, Inc. in Indianapolis. Trained in business administration and a computer bug, he decided to enter the publishing world in 1987.



The information explosion of today is a mixed blessing; it's a little like trying to get a drink of water from a firehose.

Knowledge Systems, Inc. is a small, adult non-fiction book and catalog publisher that is concerned with providing resources for positive personal and social change. It markets to people who want to stay on the leading edge of the times, but don't have time to wade through today's great outpouring of information.

So what is the leading edge? Wherever you find yourself becoming enraptured in awe. We provide a screen based on an individual's journey that presents customers with the changing consciousness and its spin-offs of new social forms in relationships, global trends, economics, health, education and inner growth.

We publish what we can (we have 3 - 8 manuscripts under consideration at most times). As the greatest wealth from new small publishers seems to be on the personal side of the growth equation, we seek manuscripts that

speak to broader societal change. We review literally hundreds of books to find about 200 that finally appear in our catalog.

The most valuable time we spend is getting feedback from customers - the phone, at booktables, testing new markets - trying to find where they're excited and amazed at life's new breakthroughs.

An introductory copy of "Guidelines for the 90's" is available on request. Knowledge Systems, Inc. 7777 West Morris Street, Indianapolis, IN 46231.

REFLECTIONS OF AN INTERN

by Jodi Howard

Jodi Ann Howard, a Northwestern University Senior originally from Bountiful, Utah, has been an intern with the ICA the past three months.

As a Senior studying human development at Northwestern University, I am required to work for a quarter as an intern in my field before graduation. After searching for an organization that fits my values, career goals, and personality I chose the ICA and fortunately they chose me as well.

I began my experience here in January by attending the pilot program of Leadership Options. This two weeks submerged me in the philosophy and methods that make the ICA different and effective in the world of development.

In my four years of study at Northwestern I have never truly known the meaning of human development. Within a week the ICA defined it for me and clearly showed how they have taken on the immense task of moving the world toward something better.

I have also loved the experience of

working in a learning community where the work begins within by furthering the development of the staff. I have felt nurtured here and acquired a reading list a mile long. It has truly been a time of learning and a valuable addition to my classwork in school. I feel as if these 3 months of the ICA have been the piece that I lost somewhere, and now finding it I can complete the puzzle and move on to new challenges.

I am certain there will be many challenges. At this point in time it seems that we are on the brink of discovering a different order: An agenda where people count more than politics and it is no longer fashionable to be world conscious but simply the way everyone lives.

It is my hope that, with the help of the ICA, people can move beyond their need for leadership training and social service agencies into a time where care and consideration for each other and the planet is the norm not the exception.

My experience here has been broad. Along with the practical knowledge of how to plan and launch a workshop, design a brochure, copy edit a newsletter and lead discussions, I have gained a new understanding of myself and the world. I cannot thank the people here at ICA:Chicago enough for what they have given me. I do not know much about what I will do after graduation in June; but as my internship quickly comes to a close, I know that my relationship with the ICA has just begun.



EDUCATION NETWORK

LIFE OPTIONS 2000 AND THE EARTHWISE LEARNING SERIES



LIFE OPTIONS 2000 is the title for the training and research program being offered in Chicago, July 4-14, 1991. LIFE OPTIONS 2000 is a bold exciting venture for the Heartland ICA Network. It proposes to stage the four ELS introductory modules, not only as a set of courses, but as a connected whole. These modules are "A New Image of Learning", "Making Sense of the World", "Individual and Group Creativity" and "Myth and the Human Journey". These modules have emerged from over 30 years of training experience, and 3 years of direct research involving the ICA network.

LIFE OPTIONS 2000 proposes to address the need for a foundationally different kind of leadership for the future. This would be a leadership based on the potential of a small group in interaction with and in support of each of its members' personal gifts and power.

LIFE OPTIONS 2000 will embody being a "Learning Community" to enhance the module experience. This will address the growing challenge across the business and education sectors of affirming and celebrating the fact

that diversity of race, religion, culture, age, sex, and economic expectations is increasingly the given reality in which work, education and life itself are experienced.

Inspiring a new generation of leadership for global social innovation is the objective of the ELS. The introductory modules along with the concept of the learning community offer an outstanding opportunity to experience and understand what it would be to go beyond training only a few individuals. A Learning Community is described by one contemporary author as the exercise of five simultaneous disciplines: 1) Functioning consciously as part of a whole system; 2) Freeing group thinking from prejudicial presuppositions; 3) Nurturing the full potential of each individual; 4) Creating common vision, principles, and practices; and 5) Learning to learn as a team.

Program fee for entire 10 days	\$400
Individual Modules (2 days)	\$100
Room & Board (dormitory style)	\$25/day

(Early registration : May 15, 1991 will include a 5% discount)
(Additional membership discount: 5%)



RELIGION KEY TO SOLUTION OF ECOLOGY CRISIS

Excerpts from a talk by Mary Catherine Bateson at a joint meeting of the Society for the Scientific Study of Religion and the Religious Research Association held November 9-11, 1990. Dr. Bateson is the daughter of Margaret Mead and Gregory Bateson, both noted anthropologists. Dr. Bateson teaches at George Mason University, Fairfax, VA.

Religion, not science, holds the key to dealing with the global ecological crisis, according to prominent social scientist, Mary Catherine Bateson.

Dr. Bateson cautions against the idea that the worldview and related ethic of any particular religious tradition is inherently superior to another. To believe otherwise perpetuates a "mythology of dominance" that sets up violent and destructive "win-lose" approaches to human problems, including the problem of environmental preservation.

"We are not going to solve the problems of our natural systems with any one religion." Rather, the role of religion should be to promote a "multiple sense of truth" and "broad peripheral vision" that encompasses the most inclusive view of reality.

ECOLOGY NETWORK

ICA:TAIWAN AND MONSANTO COLLABORATE

Taiwan has become a major industrial power in Asia. The environment, however, has suffered a high price for economic gains in gross national product and per capita income. The American Chamber of Commerce in Taiwan asked Greg Stevens, General Manager of Monsanto Taiwan, to help solve Taiwan's environmental woes. ICA: Taiwan was asked, in turn, to serve as consultants to facilitate the process of building an action plan to respond to a national ecological problem.

The ICA, in collaboration with Monsanto, designed a "Corporate Friends of Environment" program. It is a 2 - 3 hour workshop focusing on the 3R's: Reducing, Reusing, and Recycling. Today the employees of Monsanto, both inside and outside their workplace, are playing an active role in reversing devastating environmental practices.

In an article in the magazine, Monsanto (October, 1990), it was reported, "With the help of Taiwan's Institute of Cultural Affairs (ICA), Monsanto developed an extensive program for corporate environmental involvement not only at work, but also in the community...Monsanto serves as a test company. If it works with us, the ICA will introduce our program to other companies. More than 2 dozen firms have now considered the ICA/Monsanto plan and some, such as DuPont and Texas Instruments, have launched their own programs.



KENYA

The Year 1990 has brought many changes to the Institute of Cultural Affairs (ICA). Economic stability has enabled effective programmes through the year. With generous support from Misereor and village volunteers, ICA has continued its strong staff support and development programme, including sending two staff to the International Training Programme in Brussels and enrolling two more for the next programme in February, 1991. Misereor, along with Europe Third World, Wild Geese, and Corn Products Corporation, funded integrated project development, health education and water tanks in 54 villages in Machakos District and has renewed the grant for an additional 60 villages.

Work was initiated through a grant from Helveta bringing an environmental emphasis into ICA programmes. A solar cooker pilot project in Western Kenya was completed and health caretaker training and community health campaigns will be initiated with 25 groups in Kilifi district. As part of the programme, groups are introduced to solar cookers, bio-intensive home gardens, pit latrines and rain catchment water tanks, all of which raise the health level of the village. Income generation training and project start-up was made possible with 15 groups in Kilifi District by support from the Presbyterian Women of USA.

Excerpt from a letter from Art and Jean Smith - ICA:Kenya

ECONOMIC NETWORK

ICA SPONSORS ROUNDTABLE ON "WORKFORCE DIVERSITY"

The issue of how to manage workforce diversity gained public attention in 1987 when the Hudson Institute published a report funded by the US Department of Labor called "Workforce 2000: Work and Workers for the 21st Century". The report made clear that the homogenous workforce, long composed of and dominated by white males, is fast becoming extinct.

Relying on its multi-cultural and international work experience, the Institute of Cultural Affairs (ICA) is formulating programs that not only manage but also affirm diversity in the workplace. The ICA:Chicago office currently consults with a number of organizations and companies about appropriate responses.

A "Chicago Roundtable on Workforce Diversity" is one of the more creative efforts. Trainers, consultants and representatives from a variety of corporations meet quarterly. Three Roundtables have been held to date.

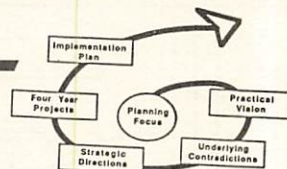
In January, Richard Shealey, ICA Board member and minority development consultant, led the group in a personal and organizational value clarification exercise. Part of a training program offered by Shealey and Associates,

PHILIPPINES

Our development work is with both rural and urban poor communities. In the Bicol Region project, we have set up livelihood programs at the barangay (village) level including agriculture, demonstration plots, tree planting, handicrafts, education in health, sanitation, nutrition and preschool curriculum.

In reforestation in the Bicol Region, 100 hectares of land at the foot of the Mayon Volcano have been committed to a reforestation program for the next three years. It has been approved and funded by the Department of Environment and Natural Resources (DENR). Joint efforts of ICA:Philippines and DENR got the cooperation of the Mi-isi Mayon Farmers Association, three Japanese foresters and our local foresters in Mi-isi. Recruitment of the Japanese technical staff was initiated by ICA:Japan and co-sponsored by the Association for Internal Cooperation of Agriculture and Forestry of Japan. Supporting the worldwide thrust on environmental conservation and management, the project seeks to restore ecological balance of the watershed and further prevent the degradation of the hectareage.

Excerpt from "Progress Report", ICA Philippines



the seminar is designed to help minority employees cope and thrive in a predominantly white work environment.

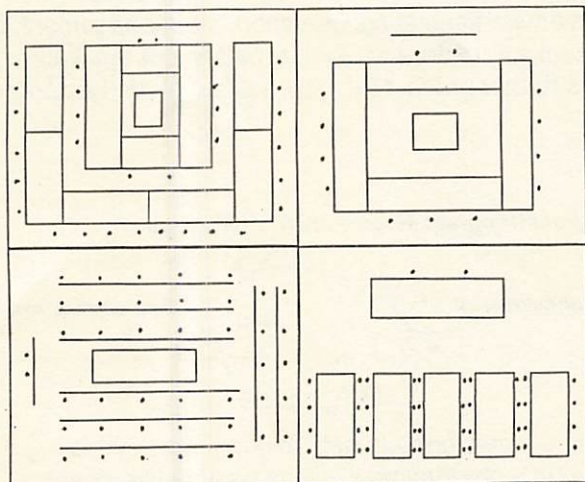
At the April 16th meeting, Mr. Quentis Rogers, Manager of Workforce Diversity Development for FMC Corporation, a Chicago based Fortune 500 company, will share with the Roundtable the program that his company is devising to respond to the challenge of diversity. Still in the design stage, Rogers invited ICA to facilitate meetings of a companywide task force to identify issues and formulate ways to meet needs. So far, a cultural transformation process and a training component for varied audiences appear needed. Task force implementation models are also in the design stage.

The April 16th meeting of the Roundtable will be held in the Chicago ICA office from 2 to 5 PM and is open to interested persons. An article on the ICA approach to diversity in the workforce is available through Jim Troxel, ICA:Chicago.

A WORKING TOOL

SPACE ARRANGEMENT

The space in which we live and work affects our sense of well being and relatedness. How a room is arranged and decorated sends messages that are either negative or positive in acknowledging that each person's participation is expected, honored and valued. Several space arrangements for a meeting, shown below symbolize unity while enabling everyone to be part of a dialogue within the the entire group.



WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with Technology of Participation by Laura J. Spencer of the ICA. is a how to book of participative planning methods, successful approaches to problem solving for businesses and organizations. (\$29.95 plus \$2.25 handling charge)

MEET THE FUTURE by Gordon Harper, Director of ICA:Taiwan, is a collection of 120 short readings on the changing style of leadership. These readings were originally broadcast on Taipei radio. (\$15.00 plus \$2.00 handling charge.)

BETWEEN TWO WORLDS, by Donna Marie West, ICA:Lima, is a journal of experiences which illuminate the richness of the culture of Guatemala. (\$15.95 plus \$1.50 handling charge.)

WOMEN OF THE WORLD and **MEN OF THE WORLD**, posters. 18" x 24", are attractive, impactful, and suitable for framing. (Posters: \$10.00 each, Notecards: (Men of the World only) \$1.50 each, incl. handling charges.)

Orders for the items above may be placed through ICA:Chicago.

EDGES: New Planetary Patterns published quarterly by ICA:Toronto, Canada. Each issue is thematic on current edges in new age consciousness. (One year subscription: \$15.00. Contact EDGES-ICA, 577 Kingston Rd., Suite 1, Toronto, Ontario, Canada M4E 1R3.)

APPROACHES THAT WORK IN RURAL DEVELOPMENT, Volumes I, II and III, edited by John Burbidge, ICAI, Munchen, K.G. Sawr, October, 1988. These three books, combine a discussion of emerging rural development trends supplemented by profiles of successful self-help projects initiated by rural community groups. (Contact John Burbidge, ICA:Seattle, 1504 25th Ave., Seattle, WA 98122, (206) 323-2100.)

Too short
Too tall
Too skinny
Too fat

Silly, dumb, loudly laughing

All the things I've spent a lifetime to avoid,
a clown picks up
and makes victorious

Dee Horn



To read Robert Bly's new book, **IRON JOHN**, is to step into a world of reflection on how the development of western civilization has given shape to the men who now inhabit that civilization. Using the ancient myth, "Iron John", written down by the Grimm Brothers around 1820, Bly weaves together mythology, sociology, poetry, experiences from men's retreats across the country and Jungian psychology. It is in this weave that Bly calls for older men to play a more predominant role in initiation of boys into manhood. Bly calls for men to go beyond being in touch with the feminine within to be in touch with the shaman, Zen priest or woodsman within. All who read this book are called to receive the male mode of being with renewed compassion. For all those women and men who want to participate in building partnerships in families, organizations and in the work place, this book is a must.

Published by Addison-Wesley Publishing Co., Inc. and available through Knowledge Systems, Inc. Indianapolis.

continued from page 1

practical cooperation between the funding nations and recipients. Three conferences in the next three years were planned to provide a forum on issues and solutions related to sustainable development in a fast-changing world.

The ICAI Board of Directors met during the task force sessions and proposed more proactive roles for Board members. During the plenary, members expressed their personal commitment for the coming year.

Numerous special events sparkled throughout the conference. A Chinese folk dance and acrobatic performance, a day of visits to cultural and innovative project sites, lunch with Taiwan's Minister of the Interior and Open House at the participants' visit to the Orient.



Elena Harper and Karen Troxel are absolutely pleased with the conference boutiques

RUTH CARTER

Ruth Carter was one of twelve women featured by the Chicago Tribune in the January 28, 1991 Sunday edition of Tempo Woman. This is an annual recognition of women who give service to the community. The ICA has a deep sense of pride and participation in this recognition of Ruth as one who holds on to the vision of giving life skills to preschool children in the inner city.

As a parent of four children, Ruth became active in the Fifth City Preschool in 1964. She completed her education in order to join the teaching staff. In 1977, Ruth became director and has guided the team of teachers and parents who run the school. It is a model of community based management. The school is noted for its high parental involvement and implementing action that maintains an environment of possibility; assures economic stability; and offers opportunities for service as aides in the classrooms. The imaginal education curriculum - created, refined and tested in the Fifth City Preschool - is the hallmark of the school's success and is used in preschools around the world.



Ruth reports that "Three or four thousand children have gone through this center and the majority of older ones are in college or they are working. They still come back and visit our school and they're still concerned about the neighborhood. And we have parents who come back and want to help just because their children were here."

SPACE BETWEEN, A Guided International Life Experience

Tony Pavlick, Whitewater, WI, a participant in the January 1991 Peru Space Between, says of his experience; "I have paid more for vacations but never have I learned as much! That's because on this vacation I lived in the culture not just looked in on it."

This is a journey...

- to experience the grandeur of past civilizations
- to encounter the disparities between nations and cultures
- to discover firsthand what it is like to live in a small village
- to visit the rural, urban and the "sacred space" of a nation
- to have in-depth conversations with people from all stratas of a culture
- to enjoy days of special focus on: women, education, development, etc.
- to witness dignity, pride, and joy in the midst of crushing poverty
- to face the realities, interpret them, and find an appropriate response

WHICH NATION WILL YOU SELECT TO BEGIN YOUR EXPLORATION OF THE SPACE BETWEEN? PERU or GUATEMALA or MEXICO

PROGRAM DATES

- | | |
|-------------------------------|-------------------------------|
| • GUATEMALA March 10-24, 1991 | • PERU July 26 - Aug 9, 1991 |
| • MEXICO Nov. 3-17, 1991 | • PERU Jan. 10-25, 1992 |
| • PERU Feb. 7- 22, 1992 | • GUATEMALA June 5 - 20, 1992 |
| • MEXICO • NOV. 1-14, 1992 | |

COST: Full fee, \$1600. Deposit, \$800 due with registration. Fee includes all meals, housing, materials and all travel inside host nation. It does not include travel to and from your country. Mail registration and one half of fee to Lyn Edwards, ICA:Chicago.

CALENDAR OF EVENTS

MARCH

- 1 - 3 Earthwise Learning Series (ELS) Module
"A New Image of Learning" - Seattle
- 2 July Program Coordination Team Meeting
- 13 - 14 Training: Discussion and Presentation
Methods
- 16 - 17 ELS: "Individual and Group Creativity"
Module, Omaha
- 20 - 21 Training: Workshop and Effective Meeting
Methods

APRIL

- 10 - 11 Training: Strategic Planning Method
- 12 - 14 ELS: "A New Image of Learning" Module,
New Orleans
- 16 Multi-Cultural Diversity Roundtable
- 27 - 28 ELS "Myth and the Human Journey"
Module - facilitated by Milwaukee, in
Chicago

MAY

- 4-5 ELS: "Making Sense of the World"
- 7, 14, 21, 28 Curriculum Development Lab (9:00-11:30 AM)
- 8 - 9 Training: Discussion and Presentation
Methods
- 10 - 12 Religious Studies I for young adults

- 11 - 12 ELS: "Myth and the Human Journey"
Module, New Orleans
- 14 - 15 Training: Workshop and Effective
Meeting Methods
- 17 - 19 Heartland Cores Meeting - Kansas City
- 17 - 19 Seminar: "Unconditional Love
and Forgiveness", led by Edith Stauffer

JUNE

- 15 - 16 ELS "Making Sense of the World"
Module, New Orleans
- 18 Multi-Cultural Diversity Roundtable

JULY

- 4 - 14 Life Options 2000

• All events are held in Chicago unless otherwise indicated

LOOKING TOWARD THE FUTURE

JAN. 5 - 21, 1992 Leadership Options

AUG. 30 - SEPT. 6, 1992
OUR COMMON FUTURE GLOBAL CONFERENCE
Europe

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, an ICA volunteer

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Anita & John Gibson
(317) 925-9297

KANSAS CITY

Donna & Dallas Ziegenhorn
(816) 444-7663

LINCOLN

Dorothy Hackman
(402) 466-5697

MILWAUKEE

Richard & Leila Crandall-Frink
(414) 482-2670

OMAHA

Marileen & Don Johnson
(402) 391-5433

ST. LOUIS

Nancy & Mike Vosler
(314) 772-4358

The Institute of Cultural Affairs

4750 N. Sheridan Road.

Chicago, IL 60640

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA:Chicago, the Heartland and around the globe

Summer 1991

THE JOURNEY TOWARD REALIZING WORKFORCE DIVERSITY

By Robert Shropshire

This is a section of a working paper prepared for Chicago Community Trust entitled "Managing Cultural Diversity in the Public Sector". Prior to this section, Mr. Shropshire analyzes the changing demographics of the workforce and demonstrates how they challenge managers to adapt to a new kind of workforce and make the accommodating changes in the structure of the organization.

The promise of workforce diversity is still to be fully claimed; it is in the process of unfolding. At the same time, with progress made to date, its journey can be mapped and guideposts developed to chart the path of an organization's efforts to fully affirm its workforce diversity. This journey in the broad has three phases.

The first phase is the time of "Acknowledging Diversity"; the time of identifying issues and learning to cope and tolerate them. In the arena of human relationship skills, this is the time when supervisory sensitivity is developed in the ability to alter stereotypical behavioral expectations and learning the appropriate "do's and don'ts" of various cultures. In the process supervisors' fears of their power being lessened because of their having to flex to different cultural styles other than their own are addressed.

It's also during this phase that the organization begins to experiment with flexibility regarding its internal structure. Management's motivation about cultural diversity programs are clarified; attrition is reduced when the diverse worker believes in the sincerity of management's efforts to incorporate diversity. Adaptive programs such as flex-time are introduced. Frequently

minority and ethnic support groups are instituted, usually on their own initiative.

In general a heightened cultural awareness takes place throughout the corporate culture and environment during phase one of the change process. Inherent prejudices are recognized and overcome. Unwritten rules begin to surface; unfounded myths and stereotypes get debunked. Some of this takes place through the introduction of sensitivity training sessions for all employees.

In the second phase of the journey "Managing Diversity" begins to take root. Learning to recognize and use differences within the workforce is practiced and frequently visibly demonstrated for the organization to celebrate. Human relationship skills are introduced to management in various kinds of training formats to increase their communication skills. The concept of mentoring is introduced and practiced. Management learns new participative approaches in their style of teamwork.

In terms of the internal organization, experiments with structural equity take place including cafeteria style approach to benefits. Organizational barriers to promotion are eliminated. Individually held negative attitudes toward people who are different are demonstrably changed. Diversity of the workforce becomes very visible within middle management.

Prototypes of a new diverse corporate culture is modeled during the second phase. The glass ceiling of promotion is punctured for women and minorities. The old corporate persona stereotype

is broken as it becomes harder to identify "one of us". Usually a thorough corporate cultural audit is performed and successful culturally diverse teams are recognized.

In the third phase the organization moves beyond merely managing diversity to genuinely "Appreciating the Diversity" of the workforce. Here the organization understands the inherent value in having diversity and affirms it as an operating modality. Human development training becomes comprehensive in nature as the organization grasps itself as a "learning community" wherein every employee is in some form of perpetual staff development.



The structure of the organization begins to enter what might be described as a whole system transformation. The hierarchy becomes flattened and compensation is linked to quality performance. Team based approaches to workloads become the norm. Flexible work structures are the baseline.

continued on page 7

HEARTLAND ON THE MOVE

A WELCOME TO THE WORLD

by Rachel Lanphear, assisted by her parents, Bruce and Nancy.

ICA:Cincinnati

My name is Rachel. I was born November 7th, 1990. A lot of wonderful things happened in the first few weeks of my life, but the best of all was the Christmas celebration. It was a welcoming party for ME! My grandparents, aunt and uncle, and my Cincinnati friends were present. The evening also symbolized the transition of Bruce and Nancy Lanphear into parenthood.

The festivities went something like this: after sharing a meal and visiting for a while, everyone gathered in the main room of our home. Grandpa Fred talked about what it meant to be a grandparent and invited those present to share remembrances of their own parents. Grandma Nancy explained the significance of being born in the year of the Horse according to the Chinese calendar, and presented me with a beautiful painting of a horse by a Qi Gong master.



Uncle Bob asked my new family of friends to select a picture out of magazines which would symbolize a "gift" to me and my parents. Each person there presented this gift to me as a blessing of their hopes and dreams, and to share their wisdom and learnings of life. To help me remember these, a mandala montage of the images was put together by the family artist. It now hangs on a wall in my room.



Aunt Sandy closed the ceremony with a reading about children by Kahil Gibran.

My grandparents believe that life's transitions should be celebrated and that family, friends, and the community should pause to reflect on these changes. For example, the transition of my parents into parenthood, into uncle and aunthood, and from childhood to adolescence. I thought the experience of birth was enough - but already I have learned to respect the insight and experience of my grandparents.

DOING WHAT IS NATURAL

by Marileen Johnson

ICA: Omaha

Greetings from Omaha, Nebraska; the Heartland! We are seeing the Lifelong Learning Community being born out of the educational ventures of the ICA and my participation in creating the Global Education Model in our school. From the early '80s, I lobbied for Global Education legislation to the present creation of classroom generated curricula. The framework has emerged around the basic themes of;

- global interdependence
- human resources, values and cultures

- the global environment and natural resources
- change and alternative futures.

Now two fundamental principles are evolving: **WHOLENESS** - all creation is part of an all-pervasive and overarching unity. ("We Are One.") **BALANCE** - the dynamically and harmoniously balanced systems of the Universe follow immutable laws; the Earth too, obeys these laws, as also we must.

So recently we gathered from across The Heartland to refine and further develop The Individual and Group Creativity Module of the Earthwise Learning Series. This experience has made it clear that ELS emergence comes at a time of general awakening and is giving us a "window of opportunity" to raise our own consciousness along with our students and communities.



In this creation we are learning that; 1) It is critical to create a clear rationale for what we are doing and have it ready to use. 2) The knowledge and skills we are gaining are crucial to deciding and acting upon the destiny of our Planet. 3) We must take every opportunity to be inclusive, aware of and open to all perspectives.

In the midst of the creation of the Lifelong Learning Community, I am falling in love with the world and join others in "doing what is natural": caring for **ALL** the planet.

*I expected sweet potatoes to taste like oranges.
Don't know why.
Just something in my upbringing and early dreams,
I guess.
I like oranges.
So I wanted sweet potatoes to taste like oranges,
cooked.
They will not.*

*I expected to be in charge of all the groups I joined.
Don't know why.
Just something in my upbringing and early dreams,
I guess.
I like being in charge.
So I wanted the world to grovel to my in-charge-ness.
It will not.*

*I expected God to be an easy way to get the things
I want.
Don't know why.
Just something in my upbringing and early dreams,
I guess.
I like things quick and easy.*

*So I wanted God to whip down from some pink
cloud on high,
listen to my commands,
tear down all the walls hiding victory
- and do it NOW, the way gods should.
God will not!*

*Dee Horn, Volunteer
ICA:Chicago*

PATTERNS

*by Donna Ziegenhorn
ICA: Kansas City*

My day of being "on the move" starts with driving the school carpool, filling up the hot pink Barbie and blue Police Academy lunchboxes beforehand. Once a fully engaged career person, tracking through a fast moving mainstream of deal-making, travel and generally high adrenal, I opted for a different lifestyle when our second child was born. Now instead, I often find myself idling over the strawberries at the market, selecting out the reddest, plumpest, most juicy ones...walking our shaggy "Benji" dog and taking in the colors and morning smells of a Kansas City spring..spending long moments mulling over and noting with fascination in my journal the generational patterns in which I am a part... Sometimes I even have a glass of iced tea with a neighbor while our children hit balls or swing.

In the traditional sense, my "result-oriented" actions include special projects which I largely do from my office at home. For example, recently I wrote a replication manual for the Kansas City Friends of Alvin Ailey which pioneered that national model for summer dance camp for at-risk youth. In a newly revitalized ICA core group, I serve as the liaison to the wider ICA organization. And I am still at work on pulling together a photographic book which will commemorate ICA's contributions in international human development, now scheduled for publication September 1992.

My family life with Dallas, Matthew and Berett includes bubble gum ice cream at the neighborhood Baskin Robbins, drawing for daily chores at our weekly family night gathering, sorting out glass, plastic and cardboard for the recycling bins in the garage and lots of action at the local church.



A Gandhi quote lives with me. "You are becoming the change you want to see." I often ponder about this. It seems the challenge is not so much to balance the many facets of life as it is to integrate them into one whole and to actually experience them all as part of the Great Spirit Journey...from choosing strawberries at the supermarket to stringing words together on the word processor.

THANK YOU KANSAS CITY CORE!!!

The Heartland Regional meeting was held in Kansas City, May 20 - 21, 1991 at Mo-Kan Conference Center of the Salvation Army. The weekend was spirit-filled from the beginning Friday evening's conversation on the travel heritage of those present to the ending meal at Sunday noon. The stories that were told painted a mural of the settling of the Heartland Region and created another bond of collegueship. Special presenters were Steve Cox and John Shuster who guided sessions on the journey experience of transition and change.

The Saturday evening celebration was highlighted by a tour of the city in an authentic refurbished London double-decker bus purchased by a Kansas City colleague and renamed the New Social Vehicle.

The business meeting Sunday morning 1) set the dates for the 1992 Annual Appeal visits during the months of September through November; 2) focused on recruitment and staffing the Life Options 2000 program and 3) financial support of the work of ICA throughout the region.



INDIA: TRIBAL GLORY

by H.S. Gavai

The Tribal Glory event, a sports and cultural program of ICA:India, took place in village Nere, taluka (county) Panvel, district Raigad, Maharashtra state, November 8 - 10, 1990 and was inaugurated by the social welfare minister, Mr. Ramadas Athawale. Over the three days numerous sports competitions took place - kabaddi, long jump, high jump, shot put, marathon running, to name but a few - and many tribal villages were represented in the dancing competitions.

The village of Dhammi provided wonderful entertainment on the first night with their colorful and dramatic interpretations of scenes from the Ramayana, and on the second night the audience of thousands was treated to four hours of singing, dancing and comedy from the Air India Cultural Group, coordinated by Ashock Kulkarni.

The program was a great success with over 5,000 people attending and 35 tribal villages being represented. It provided a rare opportunity to bring together many people and enable them to celebrate their own unique cultural wealth. In these rapidly changing times, it is important that such a cultural background is not only kept alive but also encouraged to grow and prosper.

ZAMBIA

The board of directors and staff of ICA:Zambia hired Ms. Ruth Lukona to serve as Executive Director beginning December 1, 1990. According to a report from Pamela Bergdahl, ICA staff, who lives in Lusaka and frequently assists ICA's work there, the new director has had many years of experience working for an NGO in Zambia. Her administrative ability is a welcome addition to the ICA team.

Finding an effective director has been a key strategy in ICA: Zambia's expansion and institutional strengthening. Requests from other development organizations who need ICA's facilitation skills in community participation are growing and need to be handled and accounted for professionally. The Zambia Council for Social Development recently had two ICA staff, Voice Vingo and Florence Chikatula, lead a training program for them. ICA is also handling a major participation program within the Integrated Rural Development Project in the Eastern Province of Zambia.

With these projects and new contracts already signed covering another year, ICA will have ten fulltime field staff working at full capacity during all of 1991. The managerial and office support of Ms. Lukona will be a necessary point in ICA : Zambia's growing strength as an indigenous development organization.

ECOLOGY NETWORK



PLEDGING ALLEGIANCE TO THE EARTH

The Earth Flag

The Earth Flag Declaration, based in part on the U.N. Declaration of Human Rights, is a statement of universal principles which it is hoped all people and governments will someday come to embrace.

THE EARTH FLAG DECLARATION

Everyone is born free and equal in dignity and rights.

Everyone has the right to a standard of living at least adequate for the health and well-being of self and family, including food, clothing, housing, medical care and necessary social services.

Everyone has the right to a pristine environment, to an ecosystem wholly free of pollution and pillage.

Everyone, including members of other sentient species, has the right to live, and to live without fear of torture, rape, physical or psychological abuse, or degrading treatment or punishment of any kind.

Everyone has the right to maintain her or his own unique cultural, social, and spiritual identity, and to live freely in the manner of her or his choosing, without repression or oppression of any kind.

Everyone has the right to an education offering assistance in the full moral, creative, psychological, spiritual, and physical development of the human personality.

Everyone has the right to participate in democratic decision-making structures and processes to determine the policies and priorities of government, community, and workplace.

Everyone has the right to work, including the right to just, safe, and favorable conditions of work, and to equal pay for equal work.

Everyone has the right to freedom of opinion and expression, freedom of peaceful assembly, and freedom of political association.

Everyone has the right to equal protection under the law.

Everyone has the right to travel freely within and among all States.

Everyone has the right to the past: to realize and enjoy humanity's accumulated legacy of knowledge, art, history, science, and technology.

Everyone has the right to a future: to a world free of the threat of annihilation, whether from nuclear weapons, ecocide, or other human-wrought cataclysm.

Everyone has the right to live in peace, free forever from the threat of violence or war.

Everyone has the responsibility to nurture, protect and defend the Earth and its inhabitants, and to create a more sustainable, just and peaceful world for all.





**DO YOU KNOW HOW TO MAKE THREE WEEKS BE SEVEN DAYS?
Hire this team to do your audit....**

This team has been doing national finances like preparing the annual audit, the annual IRS tax filings and the 15 required state reports since 1986 when the ICA decentralized. This has required designing computer software for a continental system of tracking and accountability that meets the professional standards of Arthur Anderson & Co., auditors for the Institute.



L to R: Sookja Hutcheons (Chicago), Paula Otto (Chicago), Jane Warren (ICA:West), Sally Fenton (Chicago), Jack Ballard (ICA:NY).



EDUCATION NETWORK

LIFE OPTIONS 2000

LIFE OPTIONS 2000 is the title for the training and research program being offered in Chicago July 4 - 14, 1991. It will stage the four Earthwise Learning Series introductory modules named below not only as a set of courses, but as a connected whole. The ELS has emerged from over thirty years of training experience and three years of direct research involving the ICA network.

This curriculum work has been a major focus for global, continental, regional and local gatherings. Input into its design and content has been made from participants of diverse cultural backgrounds and vocational engagement from the private, public and voluntary sectors. At the Our Common Future global conference held November 1990 in Taiwan, the four introductory modules were presented for critique and refinement. Since that

meeting and in preparation for the work of summer 1991 the "Myth and the Human Journey" module has benefited by weekend presentations in Milwaukee and New Orleans; "New Image of Learning" in Seattle and New Orleans; "Individual and Group Creativity" in Omaha; and "Making Sense of the World" in Chicago.

At the end of the action - research weekend held March 1 - 3, 1991 in Seattle, Dorothea Jewell remarked that "The 'New Image of Learning' is a new image of how to operate as a human being." She was one of thirty participants who had the chance to add their own insights and experience to the development of the New Image of Learning module of the ELS. Seven ICA staff, including Anita Gibson from Indianapolis and John Foss from the Philippines, helped ELS coordinator, Jim Wiegel, of Phoenix, facilitate the event for a broad cross section of people con-

nected with learning in the Puget Sound area. This report is typical of the gatherings held across the continent.

Registrations are being received daily so that expectations for a productive ten days in Chicago this summer are high. If you desire further information, call George Packard at (312) 769-6363.

The symbols used in this issue of Highlights are new and were prepared by Ilona Staples and presented by the ICAI Network Exchange.

The **shell** representing Development as an evolutionary process, a journey. The **planet** representing Ecology as comprehensive systems thinking. The **network** representing the Economic as participatory management (each point connected to the other). The **lamp** representing illumination and wisdom as the goal of Education.

A WORKING TOOL

An Energizer

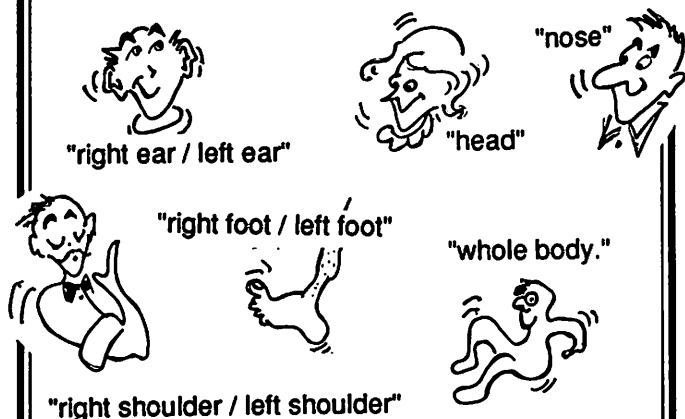
Often a meeting begins to show the effects of sitting too long, or thinking too hard and, at that point, it needs an infusion of energy. Here is a tool that is fun, easy to orchestrate, requires a bit of childlike play and allows participants to act out the hidden desire of many to conduct a symphony orchestra.

Materials needed:

A cassette player and a lively tape - Mozart is great, but big band music works as well.

Procedure:

- Have everyone stand spaced well apart
- Start the tape playing
- Begin to conduct the music in the best of tradition al style
- **NOW** " Let us conduct the orchestra with our..."



This is a five-minute exercise guaranteed to release fresh creative energy.

WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with Technology of Participation by Laura J. Spencer of the ICA. is a how to book of participative planning methods, successful approaches to problem solving for businesses and organizations. (\$29.95 plus \$2.25 handling charge)

MEET THE FUTURE by Gordon Harper, Director of ICA:Taiwan, is a collection of 120 short readings on the changing style of leadership. These readings were originally broadcast on Taipei radio. (\$15.00 plus \$2.00 handling charge.)

BETWEEN TWO WORLDS, by Donna Marie West, ICA:Lima, is a journal of experiences which illuminate the richness of the culture of Guatemala. (\$15.95 plus \$1.50 handling charge.)

WOMEN OF THE WORLD and **MEN OF THE WORLD**, posters. 18" x 24", are attractive, impactful, and suitable for framing. (Posters: \$10.00 each, Notecards: (Men of the World only) \$1.50 each, incl. handling charges.)

Orders for the items above may be placed through ICA:Chicago.

EDGES: New Planetary Patterns published quarterly by ICA:Toronto, Canada. Each issue is thematic on current edges in new age consciousness. (One year subscription: \$15.00. Contact EDGES-ICA, 577 Kingston Rd., Suite 1, Toronto, Ontario, Canada M4E 1R3.)

APPROACHES THAT WORK IN RURAL DEVELOPMENT, Volumes I, II and III, edited by John Burbidge, ICAI, Munchen, K.G. Sawr, October, 1988. These three books, combine a discussion of emerging rural development trends supplemented by profiles of successful self-help projects initiated by rural community groups. (Contact John Burbidge, ICA:Seattle, 1504 25th Ave., Seattle, WA 98122, (206) 323-2100.)

COMING OF AGE IN THE MILKY WAY by Timothy Ferris is a book for those who love words, delight in history, are charmed by story, fascinated by sudden surprises. "Turmoil and confusion and not calm assurance mark the growth of the mind..." and, "Error can often be fertile but perfection is always sterile." are two special twists of ordinary wisdom that make reading every page a fulfilling treasure hunt.

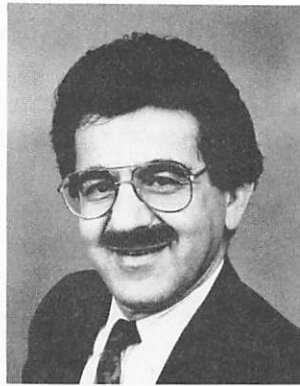
Special human touches about the great ones such as Plato whose name means "broad shouldered" and Aristotle who founded his Lyceum because he was a victim of academic politics and twice passed over as head of Plato's Academy even though he was an alumnus (nobody loves a man who knows everything and favors fancy dress) add spice to a banquet of mathematical formula and abstruse concepts in physics and astronomy. A closing section titled, "The Persistence of Mystery", is a rational journey into mystical insight. "The mind with its inherent limitations makes a frame within which our ideas can cavort..." and "Nature may be counted upon forever to retain the mysterious splendors and the limitations of our metaphors."

A helpful glossary is included, along with an ample bibliography, notes and an index. It is available from Knowledge Systems, Inc. 7777 West Morris St., Indianapolis, IN 46231.

continued from page 1

The full potential of everyone within the organization is recognized as the dominant way in which the organization achieves effectivity. Since each person is valued as a unique individual, the growth and development of all is promoted.

These three phases may on the surface appear to be simplistic. The reality is that in our experience many of the things are beginning to happen in the most effective organizations with whom we have worked - public and private. And while the process is not fixed, these patterns can be emulated and utilized in the designing of change processes for any organization that desires to emulate a truly diverse workforce and benefit from its promise.



RAY CARUSO

Ray has been an active member of the Institute of Cultural Affairs since 1969. It was that year (his 30th) that he was awakened to another reality caused by the race and political riots in Chicago. His response was to take a seminar called Religious Studies I. This seminar changed his life. Since then he's led two lives.

In his everyday, this-world life (you know the 9 to 5 routine), Ray is an executive Vice-President and General Manager of the Columbus, Ohio office for Backer Spielvogel Bates, Inc. a global advertising agency with 140 offices in 46 countries. At the heart of his everyday life is the family. Ray lives with his wife, Sheryl, in an urban community called German Village. Ray and Sheryl's current family project is to build an oriental garden in their back yard. They see this as a place to meditate and recreate. Ray also has three grown daughters; Laura (Athens, Ohio), Kimberly (Wichita, Kansas), and Dana (Chicago).

In his everyday, other-world life, Ray serves as President of the U.S.A. Board of the Institute of Cultural Affairs/Ecumenical Institute; and is a Vice-President of the Institute of Cultural Affairs International. This other-world life is shared with Sheryl and colleagues from all over the globe. At the heart of this world is the belief in transformation and the beauty of the human spirit. To be a part of those who care by creating and enlivening the structures of society is the vision that keeps the heart pumping and fulfillment realized.

Ray is excited about the plans that are being made for the global gathering in Prague in 1992 and hopes to see you there.

MEMBERSHIP APPLICATION FORM

Membership is renewable on an annual basis
Member fees provide general support of ICA activities locally and globally

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Name _____ New _____ Renew _____ Date _____

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Occupation _____

Organization _____

Address _____

City _____ State _____ Zip _____ Telephone _____

My particular interests are: _____

CALENDAR OF EVENTS

JULY
4 - 14 LIFE OPTIONS 2000
Chicago
26 - **AUG. 9** SPACE BETWEEN
Peru

SEPTEMBER THRU NOVEMBER
ANNUAL APPEAL 1992 CIRCUIT

SEPTEMBER
25 - 26 BASIC FACILITATOR METHODS
IN SPANISH AND ENGLISH
OCTOBER
3 - 4 Chicago
8 - 9
NOVEMBER
3 - 17 SPACE BETWEEN
Mexico
8 - 10 HEARTLAND REGIONAL MEETING
Chicago

DECEMBER
6 - 8 ICA ASSOCIATES
Minneapolis, MN

1992

JANUARY
5 - 21
17 - 19

LEADERSHIP OPTIONS
HEARTLAND REGIONAL MEETING
Milwaukee, WI

AUG. 30 - SEPT. 6, 1992
OUR COMMON FUTURE GLOBAL CONFERENCE
PRAGUE



THE ICA

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LINCOLN
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(402) 466-5697

MILWAUKEE
Richard & Leila Crandall-Frink
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OMAHA
Marileen & Don Johnson
(402) 391-5433

ST. LOUIS
Nancy & Mike Vosler
(314) 772-4358

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PERESTROIKA IN CHICAGO'S SCHOOLS

"By creating Local School Councils, Chicago has introduced a vehicle for fundamental reform of the public schools but, as in Eastern Europe, the real work lies ahead, after the 'walls' have come down." With this title and caption, William Ayers begins his report in *Educational Leadership*, May 1991. Mr. Ayres is Assistant Professor, University of Illinois at Chicago, College of Education. From September 1989 to June 1990, he served as an assistant to the deputy mayor for education in Chicago.

Following are other highlights of his article:

"The most far-reaching restructuring of a big city school system ever attempted got underway in October 1989, when more than 310,000 Chicagoans turned out to elect representatives to newly formed Local School Councils....

NEXT STEPS

"To begin with, everyone in Chicago uses the language of reform, but there is still a long path to travel if power and resources are really to shift from the center to the base

"Further, the people who have the power to propose and implement dramatic change will not necessarily do so. This is the *PERESTROIKA* problem: if one has lived in Rumania for a long time, one is out of practice in exercising freedom. In Chicago, as Local School Councils draft improvement plans, they often fall back on the taken-for-granted and the common-place....

"Finally, the most serious obstacle to reform is the failure of the reformers to capture the imaginations and energies of teachers. The failure to build an authentic partnership between parents and teachers could undo much of what has been positive to date.

"As in Europe, the outcome of upheaval in Chicago is far from certain. The conditions for fundamental change exist. But whether or not positive change for children, families, and teachers is the result depends on decisions made and initiatives enacted....

"Our options are open, lighthouses of hope and possibility are beginning to be put in place, long-term change can proceed from a base of support. Can we do it?"

ICA: A PARTNER FOR CHICAGO'S FUTURE

By Keith Packard
ICA Chicago staff

Since 1988 in Chicago, the ICA has worked in partnership with 11 school districts and the Chicago Citywide Coalition for School Reform to improve dramatically options for Chicago's children. Those of us actively involved in school reform understand that the nation is looking over our shoulder to see if this partnership can be a creative resource for others.

The approach of collaboration and partnership strengthens reform. In spite of media coverage focusing on competing political factions and balancing huge budget deficits, our

work in the last two years makes us refreshingly hopeful for the future generations. The hope is rooted in the awareness that we are a part of a foundational process of change.

During 1990 - 1991 we worked with Local School Councils (site-based governing bodies) and teachers in 39 schools where our approach to planning and decision making allows those closest to the situation to be in charge of school improvement. Council members know their ideas are valued. They learn to trust their insights and take responsibility for their decisions.

A second part of ICA involvement in school reform has been working with principals and teachers to clarify curriculum priorities while exploring ways to improve the climate for learning within classrooms. "Joy" is one word that describes the released energy when teachers share successful methods with other teachers and principals eager to learn.

These occasions provide opportunity for ICA to modify teaching and training techniques that we use in community development work while adapting them to teachers needs. "I feel totally affirmed and refreshed. This has been an oasis for me", is one memorable comment from a teacher who attended a laboratory of Innovative Learning ICA hosted in May.

A strength of Chicago school reform is the role community organizations, parents and neighborhoods play in the process. Their expanded participation makes possible broadbased changes.

continued on page 3

LEILA CRANDALL-FRINK

ICA Milwaukee

The days begin and end by giving medication to my brother who is recovering from a motorcycle accident, wheelchair bound and living with our family. I work as a dietary manager in a small alcohol and drug rehabilitation hospital. There I cook, teach nutrition classes, plan menus, purchase food and many related tasks. My home activities include cooking, sewing, reading, playing with the computer, crocheting, wood carving, and making stained glass items.



My family activities are very important to me. My husband, Richard, stepson Mike and brother Dell, make up my family at home. Our other four "in town" children visit at least once a week. One son, wife, and two granddaughters live in Maryland. Grandchildren are a great source of joy for me. The newest baby girl, three months old, is a regular visitor to grandma.

My community involvement includes the Milwaukee ICA activities of Roundtable, celebration of life events, newsletter production and working on the myth module of the Earthwise Learning Series curriculum. I am currently involved in helping design an environmental town meeting for the Milwaukee area.

My work with the myth module for the past two years, has been an experience in Learning Community. The six people who work with the ELS

curriculum experience caring for each other in our personal and work lives. We experience delight with ourselves when new insights break through. We learn to become playful, enabling ourselves to continue with a VERY LARGE task. Most importantly, we learn to trust and support each other.

SHELDON HILL

ICA Chicago

The Hill family had become "empty nesters" until the temporary return of one of our brood for R-and-R (rest and refinancing). But we find that refreshing in the understanding that the operative word is "temporary".

Betty, my wife, keeps me on the move meeting the demands of her job as fund-raising counsel with not-for-profits around the country. I keep self and spirit together in our restive world by maintaining my architectural endeavors while keeping my hand in the maintenance and improvement of the Kemper building, headquarters of ICA Chicago.

I've worked with Mary Laura Bushman, Kay Townley and Ken Otto (all ICA staff) in these efforts which largely have to do with satisfying the requirements of various departments of the City of Chicago. The building has become a lively center of varied social service agencies, many with an ethnic focus reflective of the polyglot neighborhood of Uptown. This means that our work is creative but with more of a social than an aesthetic edge. We can, however, all take pride in the improving appearance of the building as well.

Recently we completed an extensive renovation of space for the use of the Board of Education's program for Senn High School: Alternative Learning Center for Southeast Asian Students.

This involved meeting special code requirements having to do with being classified as a Class I school. We have worked our way through the morass with a renewed understanding that high level inspiration may well require grounding in some low level practices for actualization. Old lessons come hard sometimes, especially when one remembers thinking about being on the point of the edge of the New.



Sheldon Hill with Mrs. Richard M. Daley, wife of Chicago's mayor, at the opening of the Department of Human Services offices in the Kemper Building.

CHIPPING

by David M. Dunn
ICA Denver

Surrounded by plenty and want,
The aura of promise
The pallor of decay,
We find ourselves
Suddenly wide-eyed,
With chisel and mallet in our hands.
Hidden inside our lives
Is a trembling intention
Praying for release
From the excess
Which is its prison.

Like Michelangelos
Before crude blocks of marble,
We stand before ourselves
Trying to perceive
The essence of our future
Impatiently calling from within.

David is a writer and organizational facilitator working with school systems, human service agencies, and related groups in Colorado

WHAT DO THREE OLD MISSIONARIES HAVE TO TALK ABOUT AROUND THE SUPPER TABLE EVERY NIGHT?

by Jesse and Mollie Clements and Helen Fehr
ICA Indianapolis

Helen (90 yrs.): How was your day? What's happened?

Mollie (57 yrs.): After a hospital visit and a funeral, I talked with a couple who want to be married. They were also looking for a house they could afford. I referred them to Jesse at the Church Community project.

Jesse (61 yrs.): Yeah, they are interested in the three bedroom we rehabed on Hoyt Avenue. They couldn't believe it was only \$20/ square foot and that they could get in with sweat equity instead of a cash down payment.

Helen: Was that the house where those thirty volunteers from my alma mater at DePauw did the demolition?

Jesse: Yep. They and the probationers and local church volunteers put in 800+ hours per month.

Mollie: It's hard to believe the forty - five supporting churches grew out of only one Catholic, one UCC and three United Methodists who started just three years ago.

Helen: What do you suppose this is communicating to our inner city neighborhood? What do you think it means to people?

Mollie: Well, for some it provides a glimpse of the 'Kingdom'. It's a ray of hope in an otherwise bleak world. In fact, the greatest obstacle to the urban poor in becoming homeowners is that they don't dare to believe they can do it. They don't have faith in themselves.

Helen: We seem to have found a way to let some of them rebuild that faith.

Jesse: When they find themselves on a team creating a home from an abandoned house, seeing it turn from blight to beauty before their eyes, it unshrivels the soul.

(continued from pg 1)

The highlight for us this year is from work with one school's "Year Round Task Force". They are developing a consensus that will allow year- round schooling. By changing the school calendar so that students can study during summer months and take scattered one-month vacations, they will provide a consistent educational experience. The ICA provides a process for research and decision making that enables creative anticipation of dramatic changes within the neighborhood which a year- round approach will bring.

Results from ICA participation in the school reform process are impressive and encouraging. After the second year of site-based management, schools report enriched educational programs, improved student behavior, attendance and performance, teacher eagerness to learn new skills and approaches to learning and a "heads up" pride among all those involved.

Decisions made at the local level are in response to student, teacher, parent and administrator needs.

We are confident that this present action will assist in putting "lighthouse of hope and possibility in place and long-term change will be supported".





COMMUNITY KITCHENS FEEDING THE POOR AND HUNGRY OF PERU

What could be more of a grassroots activity than people, in a developing nation, coming together and organizing community kitchens to feed themselves? Pushed by soaring inflation and a bankrupt economy, this is just what hundreds of thousands of Peruvians have done.

Begun in sprawling squatter colonies of the capitol, Lima, community kitchens have become a regular feature of life in many parts of the city, including a number of middle class neighborhoods. They usually begin when a few women decide to pool their meager family resources to feed themselves. Some kitchens employ the same woman to cook all the time, while others rotate different women through the task. When a woman

cooks regularly in a kitchen, she receives free meals for her family in exchange for her services.

Although the women have played a leading role in the kitchens, they are not alone in their efforts. According to ICA staffer Donnamarie West: "Every member of the family pitches in. I've seen three-year old kids struggling with cans of water. It's not easy, but the community kitchens are keeping people alive in Peru".

For fifteen cents a plate, people enjoy a basic meal of rice, refried beans and vegetables. For many, this is often the only meal of the day. When a kitchen meets official standards, it qualifies for donations of food from the government or private agencies, which

result in a more diversified menu.

ICA Peru has used the community kitchens as a vehicle for nutrition training. So far, this training program has reached 110 kitchens. Financial support of the ICA enables projects like this to make a difference around the world.



Peruvian Youth - a community kitchen participant

ECOLOGY NETWORK



THE NECESSARY MAGIC

....I have been thinking about the many dimensions of the modern environmental movement. It's really an extraordinarily complex coalition of people and groups with widely disparate interests, concerns, motivations, and modes of action.

For some, the essential issues are economic. They argue that we can no longer pursue reckless and exploitative strategies of "growth at any cost" if the human community is to retain any semblance of economic viability. Others bemoan the loss of beauty, others focus primarily on the political dimension of the planetary crisis, reminding us that the division of the Earth into the "rich north" and the "poor south" is a recipe for disaster. And virtually all see a genuine threat to all life, including human life, if human patterns, values, and choices are not dramatically altered.

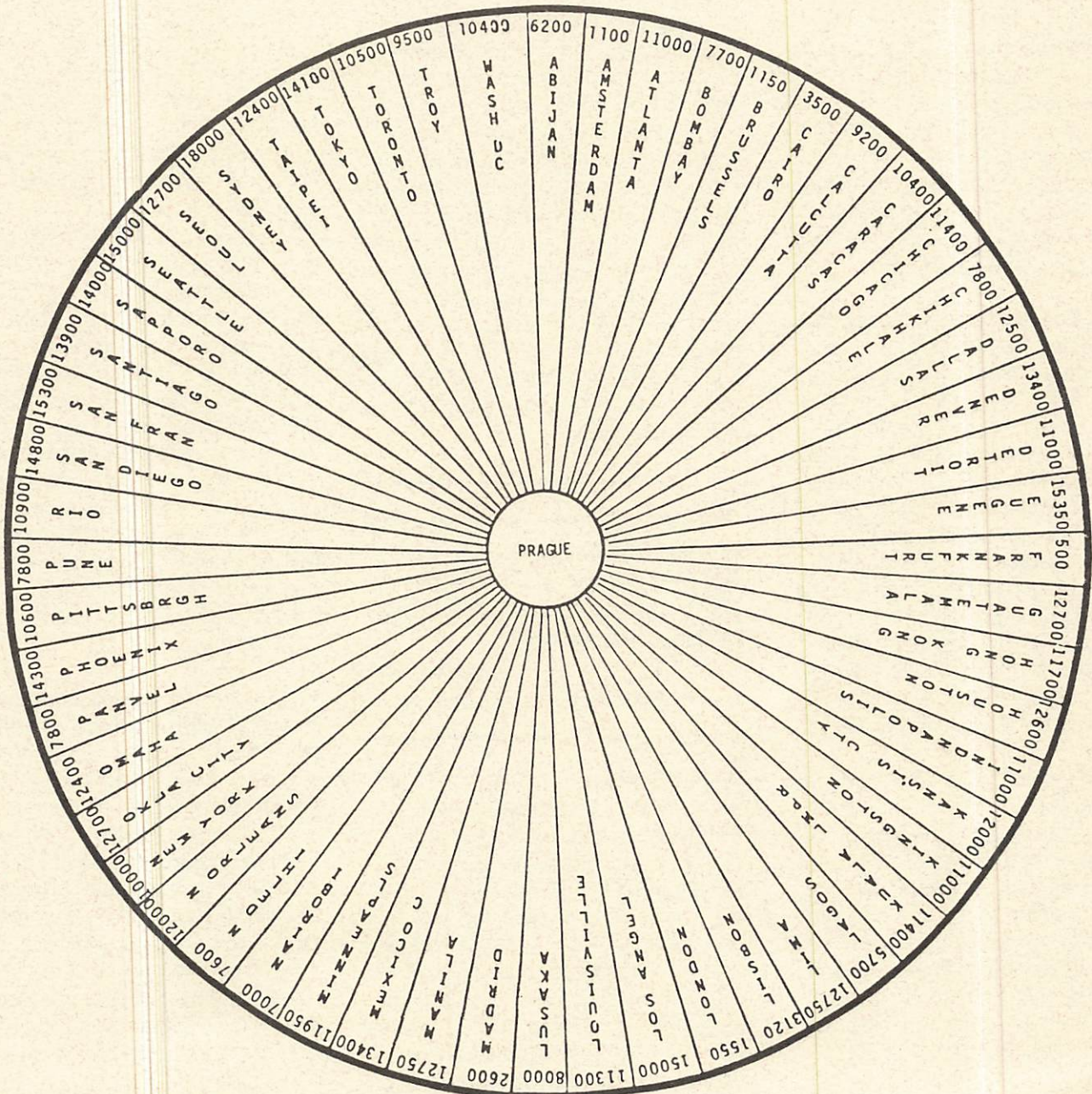
It's abundantly clear that each of these emphases has its animating truth. Yet, somehow, I get the feeling all too often that something is hauntingly absent from the discussion. Thomas Berry, in his powerful book, *The Dream of the Earth*, suggests that no degree of ecological worry, economic foreboding, or political discomfort can be expected to empower the kind of re-visioning process that the planetary community so desperately requires. Thomas is convinced (and has convinced me) that only a rekindling of the sense of the sacredness of all life can work the necessary magic. (an excerpt from an article by Jim Kenney, Executive Director, Common Ground).

"Humans must learn to see themselves less as beings separate from the Earth and more as a dimension of the earth. The well-being of the earth is the only way to the well-being of the human." Thomas Berry

HOW MANY KILOMETERS TO PRAGUE?

ICA QUADRENNIAL GLOBAL CONFERENCE

August 30 - September 6, 1992
Charles University - Faculty of Sports
Prague, Czechoslovakia



Heartland Region Coordinator

Dorothy Hackman
1811 No. 63rd Street
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Tel: 402/466-5697

PRAGUE INVITES YOU...



Every great city has at least one landmark that symbolizes it to the rest of the world and usually to itself. Say "Prague" and for most western people nothing comes to mind. However, this is changing. Having been out of the western tour circuit for the last forty years, only in the last year has Prague Castle begun to have the symbolic power for most of us that it has always had for the people of Prague.

Prague Castle does not exactly brood over the city. In fact, it is not your classic grey stone, turrets, and draw-bridge castle. Its outer "walls", as seen from the city, are pierced by hundreds of windows and the whole thing is painted a lively pinkish beige. Soaring from within the castle, indeed dwarfing the castle, is a great gothic church. I suppose we should not make too much of the Castle's being the heart of temporal power in the Czech and Slovak Republic while standing in its midst is a vast symbol of spiritual power and humanity's aspirations for meaningful existence.

What do you say about a city where a huge square, stretching for blocks down the hill from the National Museum, is named for good King

Wenceslas who is remembered for the rather unkingly act of feeding the starving on the feast of St. Stephen? Appropriately, it was in this Square that the people gathered each night "to vote" with their presence for a change of government in 1989.

Or what to make of people who chose a playwright as their president? A man, who, to the United States Congress, spoke of Consciousness preceding Being (surely a first for the US Congress). A man who warned the people that achieving material well-being would be difficult, but more

important and more difficult would be the achieving of a new individual and social spiritual ethos. What do you make of a people who chose as their leader a man who began the decade of the eighties in prison and ended it becoming their president?

One of the most poignant phrases of the last thirty years is, "The Prague Spring". The blossoming of the people of the Czech and Slovak Federal Republic that began in 1968 was brutally cut off in the spring of that year. It took more than 20 years for the irrepressible spirit of the people finally to assert itself. Today not even the greyest, wettest day can suppress the sense of freshness, newness and aliveness that seems to flow through the streets of Prague. Whether it is helping a visitor in the subway or sharing a table in a restaurant, people are concerned for each other. A visitor finds him/herself sharing in a liveliness that is in the air and gives a sparkle to every encounter.

"Hope is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out".

V. Havel, 1985

President of Czechoslovakia

What DO you make of all this? I am not sure, but I know that to visit Prague at this time is both a deep pleasure and a deep honour. How often do you find yourself in a society that has, as a society, come together and done the impossible, defying all conventional wisdom about governments, power and the "way things work"? How often do you find yourself in a community that is reinventing itself in all dimensions, including the spiritual? Their problems are vast and their resources limited. However, their vision is vast, their self-confidence strong and their hope is grounded deep in their spirit. I don't think there is much of a contest. To quote President Havel, "...the salvation of this human world lies nowhere

else than in the human heart, in the human reflect, in human meekness and in human responsibility."

There are many reasons to choose a particular place to hold a conference. Social transformation, with its accompanying ambiguity, political instability and economic uncertainty, is usually a reason not to go some place. The selection of Prague as a location for our quadrennial global conference was an intentional decision to put ourselves in such a place at such a time. As people who have always been concerned with the methods of social transformation and the spiritual awakening implicit in such transformations we are fortunate to have such an opportunity.

We in Europe intend to touch into the spirit of resurgence that is present in Central Europe and to bring that spirit into the conference. We intend that the conference be a great interchange across the four networks, between the East, North, South and West and between the four phases of human community. We intend that the conference be both a learning experience and a teaching experience for every participant. We intend that every participant experience a renewal of commitment and a reimpowerment of intention during our days in Prague.

Prague is not a beautiful tropical location (1986 in Mexico was NICE) nor is it an idyllic Alpine setting nor a retreat centre deep in the timeless English countryside. But it is the place where just a few short months ago the human spirit burst forth and changed the direction of history, and where the spirit continues to hold sway. To hold our conference in such a place in order to reflect about the new century soon to be upon us seems to be entirely appropriate. Going to Prague is a decision to go to the source.

SEE YOU IN PRAGUE

By Jim Campbell, ICAI Brussels

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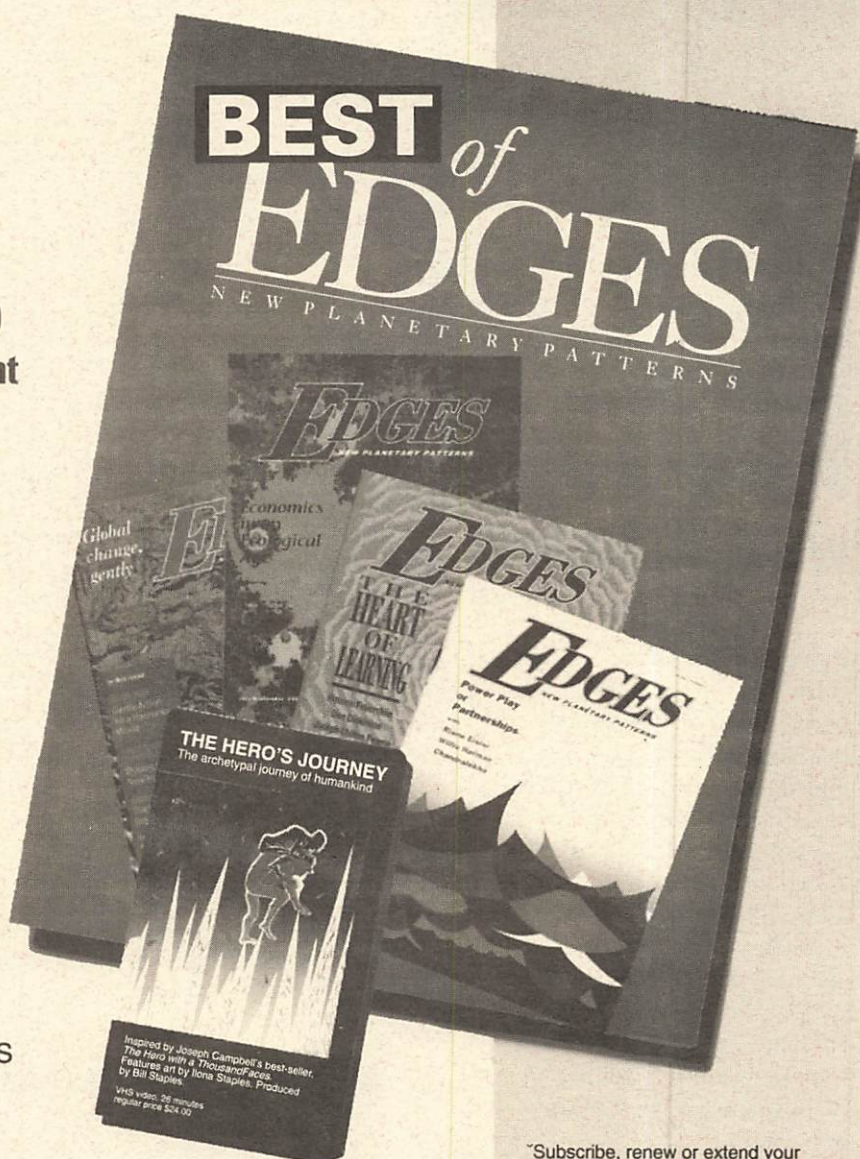
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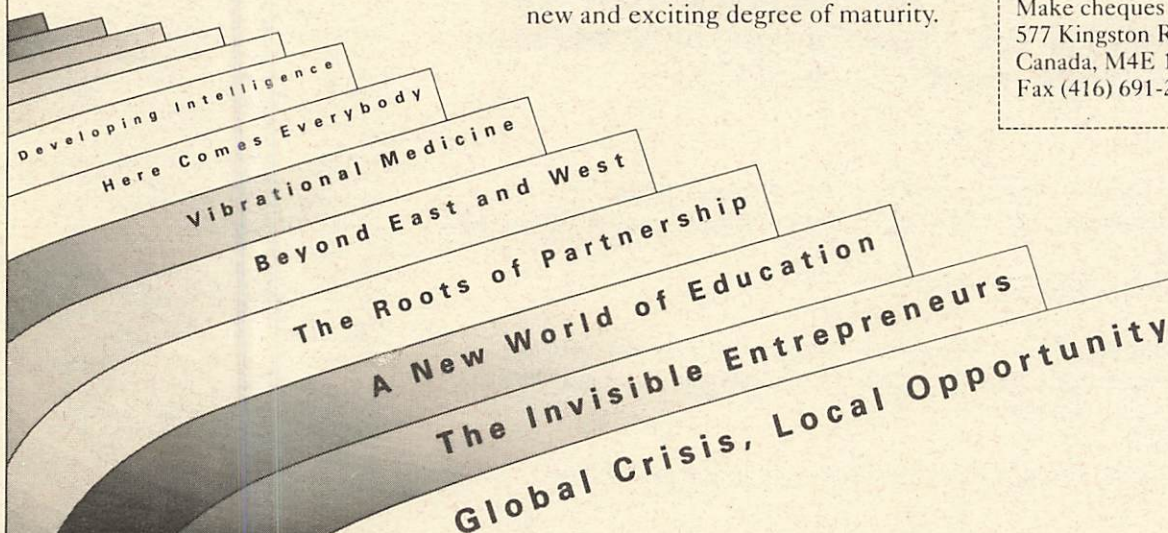
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TESTING THE DILEMMA METHODS

Networks of ICA colleagues continually test new methods for organizational transformation in their group meetings and conferences. In a recent gathering in Korea, the Asia/Pacific Organizational Transformation Network Core experimented with a technique called the "Dilemma Process" found in a recent book, *Charting the Corporate Mind*.

A "dilemma" is a trade-off or a balancing act which must apparently be maintained between two opposing values. For example: in a world of scarce resources a nation can emphasize education or military security, (guns vs. butter) but not both equally well. The technique tested tries to maximize both alternatives in a dilemma, to reach a solution in which neither loses.

The Asian meeting placed its focus on dilemmas facing its own network. Here are three examples of the 16 dilemmas they identified:

- 1) Operating as a discrete self-contained unit OR coordinating a powerful international organization;
- 2) Training the best OR keeping its market advantage; and
- 3) Being an authentic learning community OR pursuing personal economic growth and security

The Asia/Pacific OTN preserves a great deal of "open space" in its own development. Local entrepreneurial activity provides the main line of research. At the same time, the OTN sees some form of dialogue and structure as necessary to provide them with a reflective and globalizing learning environment. By experimenting with new methods, they have broken loose an insightful dialogue.

Reporter: Don Hinkelman, ICA Japan.



EDUCATION NETWORK

EXPANDING OPTIONS FOR LEARNING AND LEADING LIFE OPTIONS 2000

What does one do when our awareness is broad and care runs deep? When social concern is a friend and social change is a constant companion? We look for those of like mind (and sometimes to those of unlike mind), shared spirit and a willingness to explore new ways of learning and living together. This is the beginning of Learning Community.

Providing experience of a Learning Community is the essence of ICA's OPTIONS Programs. Participants bring their questions and their life experience and enter into a process of discovery and deepened awareness. **Life Options 2000**, offered last July 4 - 14, was that opportunity as 93 people from 8 countries wove a fabric of learning by participating in formal and informal learning opportunities.

Four modules from ICA's Earthwise Learning Series are the backbone of this program which encourages broad

thinking, depth awareness, creative action, and generates a spirit of teamhood by relating participants effectively to a hopefilled future. Concerned professionals from business, government and the private sector explored alternative approaches to community and global problems. Blended throughout it all were seasonings of refreshment, exhilaration and fun. This program will be offered again July 10 - 26, 1992.



ELS participants raise their voices in song

Leadership Options is another application of the Earthwise curriculum, designed so that people in vocational transition can focus

their care. This 17-day residential program explores human and community development with an emphasis on service-oriented leadership. There will be opportunities for individual and team projects, visiting and working with service agencies, and participation in selected social change institutions in Chicago.







There are many ways to take part in the **Leadership Options** program. The ICA staff is now inviting mentors to guide the program. Others are working on the curriculum. Social care agencies will help with apprenticeship aspects and donors will provide scholarships.

Dates for **Leadership Options** are **January 3 - 19, 1992**. Early registration fee (before November 8 1991) is \$950 (program fee, room and board). After November 8, the fee is \$995. Universities, colleges, churches and social care agencies are invited to send participants.

A WORKING TOOL CHARTING

Charting is a study tool designed to capture the structure of an authors thinking. Charting a paper (or book) provides a contextual framework for later reading

1. Number the paragraphs (or book by chapters) that you are studying
2. Turn paper long way and draw a line 1/3 from top
3. Divide line so that there is one space for each paragraph or chapter
4. Look quickly through all the paragraphs. What words catch your eye, what words are repeated? Write them on chart under the same paragraph number.
5. Quickly read first and last sentence of each paragraph. Below the line on chart write 2 or 3 words that help you remember what paragraph is about
6. Which paragraphs go together? Mark them above the line
7. Give title to each group of paragraphs
8. Divide paragraphs into 2 or more parts
9. What is each part about? Give a title to each part
10. Give a new title to whole paper
11. Reflect on what author is saying? Where/when experience?
12. What would you ask/say to the author?

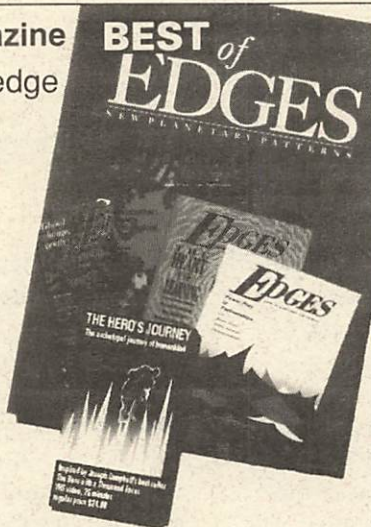
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WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with Technology of Participation by Laura J. Spencer of the ICA. is a how- to book of participative planning methods, successful approaches to problem solving for businesses and organizations. (\$29.95 plus \$2.25 handling charge)

WOMEN OF THE WORLD and MEN OF THE WORLD posters. 18" x 24", are attractive, impactful, and suitable for framing. (Posters: \$10.00 each. Notecards: (Men of the World only) \$1.50 each, incl. handling charges.)

Orders for the items above may be placed through ICA Chicago.

RECOMMENDED READING

THE FIFTH DISCIPLINE - The Art and Practice of the Learning Organization by Peter M. Senge. Published by Doubleday, NY 1990.

The author is Director of the Systems Thinking and Organizational Learning Program at MIT's Sloan School of Management, and a founding partner of Innovation Associates in Framingham, MA. At the base of this book is Systems Thinking - an efficient way of saying comprehensiveness as it combines with the realization that every aspect of reality is connected to the whole. To this base the author adds an abundance of catalytic insight into the role and function of individual interaction in the production of the organization's commitment to learning and evolution. The result is a pivotal breakthrough in the arenas of human and organizational transformation and development.

David Wood

FOURTH ANNUAL ICA NETWORK MEETING

"The New Leadership Paradigm" is the theme for the Fourth Annual ICA Network Meeting to be held December 6-8, 1991, Friday evening through Sunday noon. It will be held at the Wilder Forest Retreat Center in Minneapolis, MN., a comfortable, informal facility in an environment that encourages serious work, recreation and fun.

The initial list of eleven possible marketplace sessions is diverse and provocative. To name but three: "Revitalizing the Human Spirit in the Workplace"; "Working with a Changing Multi-Cultural Workforce" and "Building Inter-organization Partnerships". Greatly anticipated is a presentation by Roger Harrison, author of many articles appearing in trade journals on organizational transformation.

The cost is approximately \$130-150 which includes lodging, meals, materials, local transportation, celebration and administrative costs. For information and registration, contact a member of the Planning Team:

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Sherwood Shankland
Washington DC (703) 503 - 5457



David and his wife, Anne, attended the first public event held by the newly gathered staff of the Ecumenical Institute in Evanston, Illinois in 1963. Addressed by the vision of the Institute as an agent for the revitalization of local congregations and an instrument of care for the world, David has continued as a working partner and wise mentor from that first meeting to the present time. For twenty-five years he has served as President of the board of the Ecumenical Institute and later the joint board of the Ecumenical Institute and the Institute of Cultural Affairs. He has recently retired from that office.

David is a graduate of the University of Michigan School of Law and, until recently, a partner in the law firm of McDermott, Will & Emery. After practicing in Chicago for twenty-five years, David was sent to Miami, Florida to open an office for his firm. David and Anne now call Miami home.

In his legal capacity, David has been called on to negotiate, arbitrate, advocate, testify and do whatever has been needed to assure the Institutes' legal and fiscal accountability not only in North America but in locations around the world. More importantly, however, David has been a co-creator with the staff in designing and facilitating the many programs and methods that are the hallmark of the Institutes' response to the hope-filled times.

Having retired from the practice of law, David is currently teaching in the graduate program of the University of Miami Law School. David and Anne have five children and two grandchildren. Their home, located at the gateway to South and Central America, is a wayside inn for many colleagues and friends.

MEMBERSHIP APPLICATION FORM

Membership is renewable on an annual basis
Member fees provide general support of ICA activities locally and globally

Organization \$100 _____ Individual \$50 _____ Student \$20 _____

Name _____ New _____ Renew _____ Date _____

Address _____

City _____ State _____ Zip _____ Telephone _____

Electronic Mail / Fax / Other _____

Occupation _____

Organization _____

Address _____

City _____ State _____ Zip _____ Telephone _____

My particular interests are: _____

"Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it".

Goethe

CALENDAR OF EVENTS

SEPTEMBER THRU NOVEMBER

ANNUAL APPEAL 1992 CIRCUIT

SEPTEMBER

25 - 26

Power Tools for Today's Leaders:
Discussion Methods and How to Have
Productive Meetings

27 - 29

EARTHWISE LEARNING SERIES (ELS)
MODULE
"Individual and Group Creativity" - New Orleans
(contact Jean Watts (504) 865-7828)

OCTOBER

9 - 10

Power Tools for Today's Leaders: Workshop
Method and How to Create Dynamic Presenta-
tions

11 - 14

Spirituality and Ecology of the Ohio River
Watershed Bioregion Seminar, Indianapolis
(contact John Gibson (317) 925-9297)

18 - 20

ELS Module "Making Sense of the World"
New Orleans (see above)

24

Power Tools for Today's Leaders: Action
Planning

NOVEMBER

6 - 7

Power Tools for Today's Leaders:
Strategic Planning

NOVEMBER

8 - 10

ELS Module "New Image of Learning"
New Orleans (see above)

15 - 17

ICA Board of Directors Annual Meeting
Heartland Regional Meeting

DECEMBER

6 - 7

Fourth Annual ICA Network Meeting
Minneapolis (see pg. 7 for details)

1992

JANUARY

3 - 19

Leadership Options
Heartland Regional Meeting - Milwaukee
(Place and date to be announced)

MARCH 20
to APRIL 4

APRIL 24
to May 8

Space Between - Guided International
Life Experience - Guatemala
Space Between - A Guided International
Life Experience - Mexico

JULY 10 - 26

Life Options 2000

AUGUST 30

to SEPTEMBER 6 (contact Dorothy Hackman (402) 466-5697)

Global Conference, Prague, Czechoslovakia

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, an ICA volunteer

For information about events listed on calendar above, call the contact where the event is being held

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Lyn Edwards
(312) 769-6363

CINCINNATI

Judy & Norm Lindblad
(513) 771-9436

CLEVELAND

Emma Melton
(216) 991-6944

COLUMBUS

Raymond & Sheryl Nordin-Caruso
(614) 621-1112

DETROIT

Mari & Shri Gaur
(313) 822-8300

INDIANAPOLIS

Anita & John Gibson
(317) 925-9297

KANSAS CITY

Donna & Dallas Ziegenhorn
(816) 444-7663

LINCOLN

Dorothy Hackman
(402) 466-5697

MILWAUKEE

Richard & Leila Crandall-Frink
(414) 482-2670

OMAHA

Marileen & Don Johnson
(402) 391-5433

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA Chicago, the Heartland and around the globe

Spring 1992

THE EVOLUTION OF TRAINING, INC.

By **Anita P. Gibson**
ICA Indianapolis

Training, Inc. is always exciting because it is constantly changing. It's also true that some things are the same as when the program began over 15 years ago in Chicago!

1. The "Imaginal Education" philosophy and approach to self-esteem building and possibility thinking.
2. Staff commitment to team building, cooperative problem solving, group evaluation and mutual morale boosting.
3. A businesslike environment with office simulation experiences.
4. The simultaneous development of office skills and life management skills.
5. A broad partnership of community business, churches, government agencies, and educational institutions.

These are the foundational factors of Training, Inc.'s success in all seven locations where the program continues to win the respect and recognition of its peers in the training field. In Indianapolis, for example, Training, Inc. has been awarded:

- Indiana Vocational Education Award for Excellence in Partnership Building.
- American Society for Training and Development Award for Excellent Training Program in 1985.
- I NET (Indianapolis Network of Employment and Training) Outstanding Program of the Year: 1987
- Training Professional of the Year

given to two staff in consecutive years: 1989 and 1990.

Don't be lulled into thinking, however, that Training, Inc. just keeps going and going and going down the same Yellow Brick Road. Winds of change are constantly blowing through the fabric of the program making it ever new and relevant to the changing needs of the workplace and the unemployed.



Anita with Tim Collier in a computer training session

Some recent changes here in Indianapolis include:

1. Extending the training cycle from 14 to 18 weeks so that trainees with lower skill levels can achieve employability.
2. Staggering enrollment in the program to allow more entry and re-entry points per year and also to spread the flow of job-seeking graduates more evenly throughout the year.
3. Hiring a half time "counselor" to assist trainees with personal and family crises.
4. Replacing the highly successful "Lester Hill" business simulation with a new simulation that focuses more on the trend toward totally computerized office operations.

5. The addition of two week Focus Groups to achieve advanced skills in specialties of choice such as WordPerfect, Lotus 1-2-3, Secretarial Composition, Critical Thinking and Customer Service.

6. Job experience "internships" where the trainee does job search in the morning and then goes into a real workplace setting in the afternoon as a volunteer to get practical exposure to the business world.

In addition to these programmatic changes we are excited by the recent decision of the Junior League to initiate a follow-up "mentoring" activity for newly employed graduates and the decision of the United Way to certify Training, Inc. as a funding recipient.

Looking ahead, we see even more challenges and opportunities that will evolve the program dramatically. An alternative high school in Indianapolis is interested in forging an exchange program with Training, Inc. including extensive training of its teachers in Imaginal Education.

As the pools of accessible money dry up the challenge of being funding professionals looms big on the horizon. It's not only how do you get the money, but how do you conserve the resources available and still do the job with the training program. We have made some initial steps by asking companies that reap the benefits from the training program to include us in their contribution budgets and also to give in-kind office supplies which cut down budget expenditures.

One of the more difficult challenges is that of succession planning and methods transfer. ICA trained and motivated staffers will eventually retire

continued on pg. 3

HEARTLAND ON THE MOVE

LELA B. MOSLEY Director
Fifth City Community Center



In the spring of 1964, I began what would become a lifelong commitment to a then little known community called Fifth City, a 40 - block neighborhood in the East Garfield Park area on Chicago's West side. Lunchtime discussions with women about dreams and ideals for their children developed into evening sessions with many residents and local schools of the area.

By the fall of 1964 nearly 500 residents were meeting weekly in the basement of the Ecumenical Institute. From their enthusiasm and determinations to stop the deterioration of their community, Fifth City was born. Bounded by Kedzie, Central Park, Madison Avenue and the Eisenhower Expressway, Fifth City was divided into five stakes which were further divided into block clubs. Five guilds or committees were created to focus on specific issues.

Being a mother with two sons made it somewhat difficult for me to become involved in all the civil rights marches and demonstrations making their way across the nation. "Acting locally" became all the more significant. Becoming a volunteer with Fifth City took on a personal meaning. I have a son who was born slightly retarded and I couldn't

get him into school. When we started working on the social model for Fifth City, I saw that my son could have had a full life; that I could have taught him to read and write and how to communicate if I had started early enough. So my love for the Fifth City social model was education and I began working on teaching children how to study and learn, and eventually I returned to school for child development training.

When the riots occurred, following the assassination of Martin Luther King, Jr. on April 4, 1968, our leadership core was only five years old. But it was during those riots that we learned what it really meant to care for each other. Since then I have spent the past 23 years trying to help rebuild my community and share the vision of Fifth City with other cultures around the world.

Travels to Africa and the East in 1973 and 1974 were eye-opening. Having grown up in Mississippi, we had little but we were happy. Seeing the poverty and sadness in India and Ethiopia was really hard. And it was even harder to get people back home to understand that.

As Fifth City approaches its fourth decade of community service, I know there's still much work ahead. Government funding cuts in the 80's hit the social service sector hard throughout inner cities across the country. I feel that hope lies in the community residents themselves.

What I would like people to know about Fifth City is that it has raised the consciousness of a lot of people and made a difference in the way they perceive things. It has also brought awareness to public officials from Chicago to Washington that local people can make a difference in their communities. We have shown this again and again. Fifth City needs to stay alive because so many people have put their whole lives into it, so many more lives depend on it.

from an interview by Evette Cardona

DOROTHY HACKMAN
Lincoln, Nebraska

It is hard to realize that my first contact with the Institute was twenty-five years ago this year. In 1967, the Lincoln, Nebraska Council of Churches sponsored a weekend, Religious Studies I, which promised an experiment in worship. I attended. The experience changed my attitude toward my church, my children, my husband and my future on the planet. I re-decided to be an active churchwoman and stayed in the congregation I thought I would leave. I was released from feeling my family was a burden and found joy instead. I was convinced I had a contribution to make to the future.

I stayed in contact with the Ecumenical Institute (later the Institute of Cultural Affairs) as much as I could because it continued to draw me into the future and question the perspectives that were informing my decision to be part of the solution to caring for this world. It prepared me in a special



way for the death of my husband allowing gratitude and strength to support me. I found the methods and skills of participation which bring social change to be most exciting because of their need and use by the church, communities, government agencies, corporations and other organizations. Therefore, I have made it a point to actively engage in the research projects, Heartland regional meetings and global gatherings. This has made it possible to share information and materials with my Nebraska colleagues. Volunteering with the ICA for

a week or month at a time before, during or after an event, is satisfying and helpful.

My children are grown and I have grandsons. My church is still an important part of my life. The future continues to intrigue and beckon me so I'll continue to anticipate direction and support from and with the Institute and make my contribution to its work. I am currently serving as the Heartland Region Coordinator for the Prague Conference when I, once again, will be refreshed by the care and practical wisdom of colleagues from around the world.



SEE YOU IN PRAGUE!
AUG. 30 – SEPT. 6, 1992

RESOURCES

WINNING THROUGH PARTICIPATION: Meeting the Challenge of Corporate Change with Technology of Participation by Laura J. Spencer of the ICA. Planning methods, approaches to problem solving for businesses and organizations. (\$29.95 plus \$2.25 handling charge).

EDGES: New Planetary Patterns published quarterly by ICA Toronto, Canada. Each issue is thematic on current edges in new age consciousness (1 year: \$15.00. Contact EDGES – ICA, 577 Kingston Rd., Suite 1, Toronto, Ontario, Canada M4E 1R3)

WOMEN OF THE WORLD and MEN OF THE WORLD. Posters. 18 x 24, ready to frame.

Posters: \$10.00 ea., Note cards (Men of the World only) \$1.50 ea., incl. handling

ENVIRONMENTAL WISHLIST FOR 1992

Greenpeace, an organization concerned with our planet's environment saw some successes in the movement for environmental justice in 1991 as well as some shortcomings. Here are their hopes for 1992. May they be our hopes also.

- **AN END TO THE PRODUCTION OF OZONE-DEPLETING AND GLOBAL WARMING CHEMICALS**
- **A NATIONAL ENERGY POLICY**
- **REAFFIRMATION OF A STRONG ENDANGERED SPECIES ACT**
- **END TO NUCLEAR WEAPONS TESTING**
- **A GLOBAL FISHERIES MANAGEMENT PLAN**
- **A US COMMITMENT TO ADDRESS GLOBAL WARMING**
- **GLOBAL WASTE TRADE BAN**
- **A STRONG CLEAN WATER ACT REAUTHORIZATION**
- **PROTECTION FOR THE REMAINDER OF THE US'S PRIMARY FORESTS**
- **A PERMANENT HALT TO THE WASTE ISOLATION PILOT PLANT**

*If metal can be polished
to a mirror-like finish...
what polishing does the mirror
of the heart require?*

Rumi

Training, Inc.
Continued from pg. 1

and/or move on to new opportunities. This will require more effective ways to pass on the passion and [philosophy] of Training, Inc. to a new generation.

Finally we must consider how Training, Inc. can be a pro-active partner in transforming the workplace rather than simply preparing more productive employees to fuel the existing paradigms of the business world.

Both the ongoing integrity of its core values and its remarkable capacity for newness make Training, Inc. a great place to make a difference.

**INSTITUTE OF CULTURAL AFFAIRS
THIRD QUADRENNIAL CONFERENCE
PRAGUE, CZECHOSLOVAKIA
August 30 - September 6, 1992**

**"EXPLORING
THE GREAT TRANSITION
... OUR ONE WORLD"**

Conference costs, (approximately \$700) will depend on fluctuations in the Belgian franc and will cover all on-site expenses.

Air travel research is in progress to ascertain the most reasonable fares from Chicago and New York.

For information, contact:

**Dorothy Hackman, Coordinator
for the Heartland Region
1811 N. 63rd St.
Lincoln, NE 68505
Telephone: (402) 466-5697**

ICA NATIONAL STRATEGIES

- Inspiring the next generation of global social innovators
- Facilitating a new consensus in education
- Developing leadership for a multicultural society
- Transforming the quality of human services

These strategies are implemented through four networks: Sustainable Development – Ecology – Economic – Education

MILWAUKEE RESIDENTS SET ENVIRONMENTAL AGENDA

ICA Milwaukee members **Leila Crandall, Barbara Markoff, Meg Denman** and **Keith Mottet** were part of the facilitation team that led about 250 Milwaukee residents to design more than 50 environmental objectives during an Environmental Town Meeting held this past October 19th. The proposed Common Environmental Agenda for Milwaukee was drafted after 8 hours of group discussion sponsored by the **Interfaith Conference of Greater Milwaukee** and The **Milwaukee Coalition for Global Survival**.

The meeting attracted representatives from business and government agencies and more than a dozen local and state officials. Milwaukee **Alderman Don Richards**, also an ICA member, attended. The agenda calls for the State Legislature to draft an energy conservation policy and enact a variety of state laws aimed at restricting discharges of air and water pollutants. A bottle bill was also proposed for the state. The agenda included priorities for national and global action.

The agenda will be presented to the United Nations "Earth Summit" scheduled for Brazil in June of 1992.

*If you wish your heart to be bright,
you must do a little work*

ICA FACILITATES ASIAN SOCIAL SECURITY CONFERENCE

ICA staff from three nations facilitated an international conference on Social Security Systems in South and Southeast Asia. Professionals from six Asian countries met in Chiang Mai, Thailand, to share information on their national systems and explore how they might be improved.

Country papers and case studies provided a basis for participants to discuss better ways of caring for the large numbers of people not covered by the current systems.

ICA Taiwan handled overall coordination of the conference and was joined by staff from ICA offices in India and the United Kingdom. The German government's international aid agency, GTZ, sponsored the conference. ICAI is increasingly being asked to provide facilitation services for international conferences which seek a high level of participant input and consensus decision-making.

ICA COLLABORATES WITH THE CENTER FOR DEVELOPMENT IN MINISTRY

"I used the Technology of Participation method last night with our Parish Council. We used the focus question: 'What behaviors do we need to model for our parish?' It worked very well," was the report from **Rev. George Schopp** after the first two days of Basic Facilitation Skills training.

The six-day program (three two-day sessions) was sponsored by the Center for Development in Ministry (CDM) of the Archdiocese of Chicago and held in January at the International Conference Center of the ICA. The six days of training was spread over three weeks. Ideally, the two-day sessions have breaks of two weeks between sessions so that there is more opportunity to practice the methods. The sixteen participants came from parish staffs, Archdiocese offices and religious communities.

"This is a committed and dedicated group who have lots of questions about how to put together different approaches for effective participation in their church organizations," said **Margie Tomlinson**, the ICA lead facilitator. Using Winning Through Participation as a textbook, the methods were modeled and then, in practice sessions, participants led the group in an application of ToP methods. Co-facilitators included **Rose Keane** of the CDM staff and **Sr. Ellen Kalenberg**, of the Sisters of the Living Word, both of whom were in the Basic Facilitation Skills program in 1991.



l - r: Participants in ToP training, Jose Castello and Rev. Larry Reuter, S.J.

LEADERSHIP OPTIONS THE 1992 PRESENTATION

Watching and reading the media reinforces an urgency to develop and equip leaders who can offer comprehensive and integrated approaches to social change. During the first two weeks in January, fourteen participants in the Leadership Options course worked intensively to expand and deepen personal and corporate skills that prepare them to engage effectively in this task.

The course was held January 3 - 19, 1992 at the ICA International Conference Center in Chicago. Twelve participants came from the Heartland Region and one each from Canada and Colorado. They were a group with diverse concerns - educators,

HONG KONG GETS A NEW LEASE, NEW STAFF AND A NEW MISSION

persons in vocational transition, business professionals and students. Co-facilitators with ICA staff were **Janice Ames, Nancy Knowlton, and Donna Mohr.**

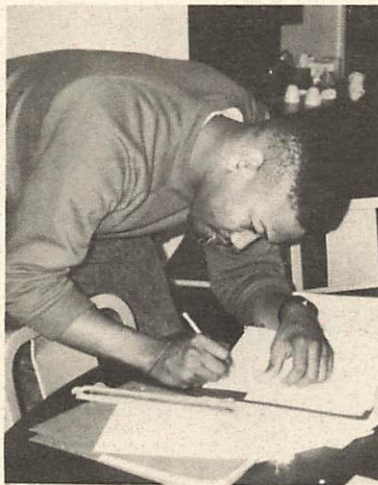
Seven Modules (8 1/2 days) provided encounter and dialogue with concepts, methods and technologies of development and related concerns. Four days focused on engagement in individual and team projects, exposure to service agency life and research into the resources of the city. Other days and early mornings and evenings were times of reflection, recreation, and guided retreats. Led by **Ken Otto**, an ICA staff member, a hardy number in the early hours received instruction in the meditative practice of Tai Chi.

A focus of attention woven through all activities was the question, "What is a learning community?" During the sixteen days of residential living, and working and learning as a team with a practical vision for the future, "learning community" moved from concept to significant demonstration through both corporate and individual transformation.

The Hong Kong local government has just renewed its lease with ICA Hong Kong on the Woodside House facility. A two-year extension has been granted by the Department of Human Services allaying fears that the location would give way to a new road leading up the Quarry Bay mountain.

The good news comes at an auspicious time as ICA Hong Kong restructures in order to respond to the islands' felt needs and to take advantage of market possibilities. To this end **Thea and John Patterson** have recently joined the location, moving from India. The vision combines opportunity with mission.

With only six years to go before mainland China takes over the administration of Hong Kong, many have wondered what role the ICA can play in this transition. The island's status as a British colony has worked against the development of a strong political system at the local level. Until mid-year 1991, no direct election had ever been held to select legislators. "Small islands of participation" are needed to assure openness in the decision-making process. Assuring these "islands of participation" is the new mission of Hong Kong.



Leadership Options Lab participants discuss their selections of research topics

*Until one is committed,
there is hesitancy, the chance to draw back,
always ineffectiveness.*

*Concerning acts of initiative (and creation)
there is one elementary truth
the ignorance of which kills countless ideas
and splendid plans:*

*That the moment one definitely commits
oneself
then Providence moves too.*

*All sorts of things occur to help one
that would never otherwise have occurred.*

*A whole stream of events issues from the
decision,
raising in one's favor all manner
of unforeseen incidents and meetings
and material assistance
which no man could have dreamt
would come his way.*

*Whatever you can do, or dream you can,
begin it.
Boldness has genius, power, and magic in it.*

Begin it now.

...Goethe

SOMEONE YOU SHOULD KNOW

Norm and Judy Lindblad

Meet the ICA Cincinnati Connection (before 1979, known as the Albany/Schenectady Connection) **Norm and Judy Lindblad**. Since early in their association with EI/ICA, which started in 1967, the Lindblads have helped connect local ICA activities to global needs and program resources.



The connections have included raising funds for development projects in Africa and Latin America from churches and individuals; identifying markets for ICA planning methods and training seminars in New York, Ohio, and Kentucky; locating global volunteers; and helping to maintain core groups for study research and service.

The Lindblads are quick to point out that some of these "opportunities" resulted from shifts in ICA staff configurations. "When the staff was reassigned the files and meeting node moved to our house!" Their house has also been a "wayside inn" for numerous ICA colleagues through the years, which they consider a big plus for themselves and their three children who are now in their 20's. All five Lindblads have enjoyed returning the favor by visiting and volunteering in ICA locations in this country and around the world.

Currently Norm is an engineering manager with General Electric Aircraft Engines and serves on the Session of Mt. Auburn Presbyterian Church. Judy divides her time between responsibilities as parttime Program Director at that church and keeping the Cincinnati ICA office in touch with the rest of the network. She also serves on the EI/ICA USA Board of Directors and as treasurer of the Metropolitan Area Religious Coalition of Cincinnati.

And what does the ICA connection mean to the Lindblads? "In this increasingly diverse and complex world, we are grateful for meaningful service that we can enjoy together, perspectives that enrich all we do, and one great way to try to keep on the cutting edge. We're looking forward to the Prague Conference this fall for all these reasons."

RECOMMENDED READING

COMPOSING A LIFE, by Mary Catherine Bateson
(Penguin Books USA, Inc. New York 1990)

This extraordinary book explores the act of creation that engages us all – the composition of our lives. Through the comparative biographies of five women, Mary Catherine Bateson provides a fascinating framework for her inquiry into the creative potential of complex lives, where energies are not narrowly focused toward a single ambition but rather are continually refocused and redefined. Each of the women in this book has faced discontinuity and divided energy at different periods in her life, yet each has been rich in professional achievement and personal relationships – in love and in work. Bateson's life-affirming conclusion is that life is an improvisational art form, and that the interruptions, conflicted priorities and exigencies that are a part of all our lives can, and should, be seen as a source of wisdom. Important and empowering, Composing a Life will change lives.

BOARD MEETS IN CHICAGO

The Board of Directors of the Ecumenical Institute and Institute of Cultural Affairs held its annual meeting, November 15 - 17, 1991 in Chicago. The work of the weekend produced a draft document of a Policy Statement for the Institutes. President Ray Caruso rehearsed an historical context for this timely task which was followed by a lively, healthy and clarifying discussion by board members and staff.

The celebrative event of the weekend was a dinner honoring outgoing president **David Wood** and his wife **Ann**, appropriately held at the Prague Restaurant with 60 in attendance. Singing and the telling of stories provided the collegial fun always present at an Institute gathering.

The presentation and distribution of a national brochure was the occasion for rejoicing. It is available for \$2.00 from any of the Heartland offices.

The Board of Directors for the year 1992 are as follows:

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Occupation _____

Organization _____

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CALENDAR OF EVENTS

FEBRUARY

- 14 - 16 ICA NATIONAL BOARD OF DIRECTORS MEETING - Phoenix
14 - 15 ICA/EARTH CARE RETREAT - Indianapolis Contact: John Gibson, (317)925/9297

MARCH

- 12 EVENING DIALOGUE, 7:30 - 9:30 PM, ICC - Chicago
"How to Integrate the Elder in a Post-Nuclear Family"
contact George Packard (312) 769-6363

- 13 - 15 HEARTLAND REGIONAL MEETING
Milwaukee; Cousins Center

- MARCH 20 - SPACE BETWEEN - Guided
APRIL 4 International Life Experience - Guatemala

- APRIL 9 EVENING DIALOGUE, 7:30 - 9:30 PM
ICC - Chicago
"What is Male/Female Partnership?"

- 24 SPACE BETWEEN - Guided International Life Experience - Mexico

- MAY 14 EVENING DIALOGUE, 7:30 - 9:30 PM
ICC - Chicago
*The Self-Organizing Universe:
Emerging Paradigm*

- JUNE 2, 9, 16, 23 The Seminar ToP Process using "Global Responsibility" by Hans Kung
JUNE 3, 10, 17, 24 Basic ToP Processes - Conversation and workshop
JUNE 4 - 11 Social Analysis Processes
These events to be held at ICC 4750 N. Sheridan Rd.
Cost: \$50 for non-members, \$40 for members
For information contact Margie Tomlinson, ICA (312) 769-6363

- JUNE 11 EVENING DIALOGUE, 7:30 - 9:30 PM
ICC - Chicago
"What are the next steps for Chicago Local School Reform"

- JULY 13 - 24 LIFE OPTIONS 2000

- AUGUST 30 - SEPTEMBER 6 Third Quadrennial ICA Conference, Prague (see announcement on page 3 for details).

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, an ICA volunteer

For information about events listed on calendar above, call the contact where the event is being held

CHICAGO
Lyn Edwards
(312) 769-6363

CINCINNATI
Judy & Norm Lindblad
(513) 771-9436

CLEVELAND
Emma Melton
(216) 991-6944

COLUMBUS
Raymond & Sheryl Nordin-Caruso
(614) 621-1112

DETROIT
Mari & Shri Gaur
(313) 822-8300

INDIANAPOLIS
Anita & John Gibson
(317) 925-9297

KANSAS CITY
Donna & Dallas Ziegenhorn
(816) 444-7663

LINCOLN
Dorothy Hackman
(402) 466-5697

MILWAUKEE
Richard & Leila Crandall-Frink
(414) 482-2670

OMAHA
Marileen & Don Johnson
(402) 391-5433

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(314) 772-4358

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THE NEW INTEGRITY

by John Epps

This is an excerpt from an article titled "From the Unit to the System: The New View of Reality" appearing in the latest issue of IMAGE, published by ICA India.

Frijof Capra's highly insightful tape on "The New View of the World" points out that the holographic view of reality in which each part contains the whole and each element gains its significance from its relationship to the whole, is now the norm in science.

When the OPEC nations shut off the flow of petroleum in 1974, the extensive reach of the economic system became conscious to the masses. What was heralded in the earth-rise photo in 1969 to the intellect became a reality to the pocketbook five years later; the globe is an interrelated, interdependent system, the relationships within which are immensely complex, but in some sense unified. Then the environmental issues surfaced, and humanity's link to the ecosphere surfaced. In medicine, specializations waned, and increasing attention was devoted to the wholistic view wherein the whole person was treated not simply a defective part. And one suddenly discovered environmental and psychological and nutritional and chemical and biological factors all swirling in relationships that were indecipherable but determinative to the health of the person.

One simply found oneself part of a whole that exceeded one's capacity to imagine. New dimensions kept cropping up altering one's sense of reality. Future Shock gave way to the Third Wave, and Megatrends and the New Paradigm attempted to chart the course on which we are now heading. A useful metaphor was the hologram-

the phenomenon in which light directed onto sensitized film can produce a three-dimensional image of an object not present. "The part contains the whole" became a watchword. One is no longer an isolated individual – nor even a related individual; one is part of a system. Many systems, really; but it is not the particulars that concern us now; the systems-nature of things became the operating assumption.

The greatest fear was to be cut off from the system. A cartoon of the clock which was taken apart and put back together and operated perfectly with half the parts left out – that

***"Train your heart to govern as spacious
an arena as it can; and to encompass,
through as many centuries as possible,
the onward march of humankind "***

Kazantzakis, Saviors of God

cartoon expressed our fears. Being part of the system meant having a vehicle through which to address one's concerns and pictures of systems abounded. Religious fundamentalism with its closed cosmic system flourished; eastern mystic systems with their poetic and enigmatic portrayals of the unified cosmos gained prominence even in some scientific circles. Meditation gained respect for its purported capacity to bring one into consciousness of unity with the cosmos.

The whole system has become the dominant concern of our era and this, more than any scientific findings, is the new view of reality.

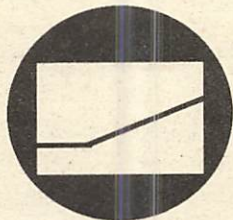
The spirituality of this era has also shifted. Morality and ethics have taken on preeminence. The way one performs within a system is of consequence, not simply to one's own reputation; it also affects the whole.

So the question of abortion becomes linked to global overpopulation; the question of pollution becomes linked to ecological survival; the question of war to nuclear annihilation; the question of drugs to that of a third world economics. And then the spectre of starvation on a massive scale in Africa, despite the technology and prosperity and good will, threw the world into a subtle systems-crisis.

People have come to care so deeply and perceive so urgently that we take stands. We declare our integrity. We do not deny other valid, even urgent, claims on us, but we declare where we stand. It is as if the weight of the world's issues is so pressing that one cannot wait to sort through the complexity that surrounds each life. One finds the system that is most compatible and jumps in. And herein lies the danger of fanaticism: ignoring the other valid and pressing concerns that are not part of the particular system in which I am involved. Paradoxically, the perception of the whole and my relationships within it, forces me to focus my attention on the particular cause worth my life. ***But the integrity that is valid today is one which acknowledges not simply my system, but the whole system in which mine is but a particular part....***

Commitment to active engagement in the whole future is the integrity being called for today. Ours is the unique opportunity to embody it in our total thinking and action and presence. Of such is history shaped.

John is a staff member of LENS International (Malaysia) and an active participant in the ICA Asian Organizational Transformation Network.



FIFTH CITY WELCOMES NEW EXECUTIVE DIRECTOR

Mr. Paul Johnson, the newly elected Executive Director of the Fifth City Chicago Reformulation Corporation (FCCRC) was welcomed at a reception held May 1, 1992 at the Community Center in Fifth City Chicago. Fifth City is where the ICA began its work in 1963. After 10 years of practical research, experimentation, and testing, a model for sustainable development was developed and shared across the world. For the residents and guests who gathered for this event, it was a time of remembering and celebrating 30 years of responding to the ongoing needs of this inner city neighborhood. **Mrs. Lela Mosley**, retiring Executive Director, recalled the courage and creativity required by many people to build a community of stability and hope which Fifth City has become.

Mr. Johnson has been on the Board of Directors for two years and brings to his new position enthusiasm and commitment. He addressed those present by envisioning the future as a time to continue assuring the influx of economic resources and the creation of social structures that will serve as a model of development for the ravaged inner cities of the nation. Community representatives and other guests extended their pledges of support, cooperation and best wishes to **Mr. Johnson** as he takes over the responsibilities of leadership for the FCCRC.

CINCINNATI CORE SPONSORS BENEFIT

From Peru to Praha was the theme of a gala benefit held at colleague **Myra Griffin's Dionysius Restaurant** Sunday, May 3rd. Over 40 people helped make the fund raiser a collegial, culinary, and monetary success. Music for the evening was provided by a Colombian flute player, Czechoslovakian violinist, and an American folk guitarist. Proceeds will go to assist someone from Peru to attend the "Exploring the Great Transition...Our One World" conference in Prague August 30 - September 6, 1992. Residents of Azpitia, ICA's demonstration village in Peru, have shared their training and learnings with other villages. The struggling economic situation in Peru today has made it difficult to plan to attend an international meeting. This benefit opens the way for representatives from Peru to share their expertise with people from other countries and to gain new ideas for incorporation in the work and programs of their villages.

Myra Griffin, who participated in a Space Between program in Peru is one of many who supports ICA projects in Peru.

The Cincinnati Metro Core hopes others in the Heartland (and ICA East and West) will find ways to assure truly global participation in Prague by helping with scholarships. They found doing a benefit was a fun way to raise money and network at the same time! For more information contact the Cincinnati Program Office (513) 771-9436.

KANSAS CITY HOLDS CENTERING LIFE PHILOSOPHY RETREAT

ICA colleagues in Kansas City are holding a retreat Saturday, June 6 at The Sisters of St. Francis Retreat Center from 8 A.M. - 5 P.M.. The question for discussion and reflection is how may we, as individuals, view our life as an integrated whole and make personal and professional choices borne out of our deepest life understanding?

Some of the activities include contextual presentations, a study from Global Responsibility by Hans Kung and a workshop drawing upon The Fifth Discipline by Peter Senge.

Guides for the retreat are **Jane McClain** (a former ICA staff member who has worked in Belgium, South Korea, the United Kingdom and India) and **George and Keith Packard** (ICA staff members based in Chicago who have worked in Kenya, Chile, Peru and the Philippines.) Each one brings a wealth of personal and professional background to this exploration of alignment around a centering life philosophy. For information call: **Donna Ziegenhorn** (816) 444 - 7663.

SPECIAL GROUPS COMING TO INTERNATIONAL CONFERENCE CENTER THIS SUMMER

- 1) 130 Mennonites for a Chicago Urban Retreat, July 17 - 19
- 2) 130 Taylor University faculty; planning with cultural diversity emphasis, August 26 - 28
- 3) Uptown Baptist Summer Youth Programs; 25 - 80 each week, June 13 - August 18.

NEWS FROM ST. LOUIS COLLEAGUES

St. Louis ICA Colleagues are hosting **Terry and Pamela Bergdall** from Lusaka, Zambia at the Third Annual ICA International Reception in St. Louis on Sunday, June 14, 1992, from 5 - 7PM. at the Cafe Balaban. This event is an occasion for new and seasoned ICA colleagues to be introduced and updated on the ICA's programmatic work around the world. This year's reception focuses on the ICA's work on the African continent.

In addition to the annual reception, the St. Louis core gathers twice a year over breakfast to share their involvement and happenings in their journeys of service.

Many from the St. Louis core have served or travelled with the ICA outside this continent and have contributed to ICA's work in Sustainable Development. All continue to serve actively in their own professions and communities.



*In the photo are: **David Reese** ICA staff, **Alan Frankel**, City of Kirkwood, MO; **Mike Vosler**, pastor, Epiphany United Church of Christ in Benton Park neighborhood of south St. Louis; **Mark Harvey**, United Methodist pastor serving in social work at Kingdom House, an inner city settlement house; **Madt Mallinckrodt**, partner in the Cafe Balaban in Central West End neighborhood (and his daughter, **Emma**); **Diane Wolff**, pastor at Ebenezer United Church of Christ in Augusta, MO; and **Ted Schroeder**, pastor, Emmanuel Lutheran Church in St. Louis, working in prison ministry.*

Other colleagues not shown in the photo are **Nancy Vosler**, Professor, Graduate School of Social Work, Washington University; **P.J. Mallinckrodt**, recent graduate in Spanish and mother of two young children; **Karen Mathis**, a registered physical therapist; and **Mary Harvey**, United Methodist pastor in Brentwood, MO.



*l - r: Milwaukee colleagues; **Don Richards**, **Leila Frink** and **Milwaukee Mayor, John Norquist** at the Heartland Regional Meeting in March.*

MILWAUKEE THE SITE OF HEARTLAND REGIONAL MEETING

Heartlanders gathered Friday evening, March 13, 1992 at a lakeside retreat center for some "Schmoozing" (that's Milwaukee-ese for conversation and interchange). It was the beginning of an event - filled weekend that will long be remembered.

Saturday morning, **Milwaukee Mayor, John Norquist** welcomed the group, opening the way for the morning study which was two-fold: 1) "The Role of the Urban Toward One World" and 2) "Signs of Hope". Several papers were read and studied followed by a dialogue with four influential Milwaukee civic leaders.

Everyone enjoyed an afternoon bus trip to several blighted neighborhoods to see what was new or being recovered. New approaches to healing the urban malaise are in place and caring structures could be seen and felt in these areas.

An Afro-American dinner followed by an evening of African and Middle Eastern music and folk dancing ended the day on a note of collegial fun.

Task forces met on Sunday to discuss "Inspiring the Next Generation: Designing What it Takes", a Learning Lab for Educators to take place in July; Leadership Options in January, 1993, the Third Quadrennial ICA Conference to be held in Prague, August 30 - September 6, 1992; Heartland Finances and other necessary business. A Celebration of Life ritual ended the retreat weekend.

Karen Troxel, an ICA staff member called the weekend "Full and rich". Life in the Urban was affirmed and a greater understanding of the interrelatedness between the rural and the urban was felt by all.

ICA STRATEGIES

- Inspiring the next generation of global social innovators
- Facilitating a new consensus in education
- Developing leadership for a multicultural society
- Transforming the quality of human services

These strategies are implemented through four networks: Sustainable Development – Ecology – Economic – Education

DESIGNING INNOVATIVE APPROACHES TO ETHICAL EDUCATION IN TAIWAN

In association with the Taisun Foundation, ICA conducted an Imaginal Education Program for Taipei elementary school teachers developing a program for supporting ethics in the student population.

The Imaginal Education Program gave the teachers an opportunity to discuss their roles and responsibilities and to explore innovative teaching technologies. The program includes four sessions. The first and second sessions focus on understanding a student's self-image and the role it plays in learning. Sessions three and four focus on applying day - to - day teaching. As a closing event, the teachers created scenarios of the future they see for teaching as it develops in the 21st century. In describing the impact of improved methods of teaching, they all began to think about the fear and fascination their future holds.

AN EARLY START FOR THE CHILDREN IN GUATEMALA

Fourteen years ago, San Miguel Conacaste was just another poor Guatemalan village. Situated in an increasingly arid part of El Progreso state, this neglected community of 1500 people depended on a good rainy season to obtain a meager crop of corn, beans and tomatoes. Today, Conacaste boasts a dozen stores, electricity, a potable water system, and a health clinic with a resident nurse and a doctor. But its proudest achievement is its community-run preschool.

Inspired by the commitment of a young woman, Eva Angelina Fajardo, herself from a family of 18 brothers and sisters, the women wanted a preschool that would provide care for their children and give them a headstart in education that none of them had enjoyed. After some false starts, the women turned to the small team of volunteers from the ICA which had been invited to work in the village. The ICA's contribution to the preschool project was not money but expertise and training in participatory methods, consensus-building processes, the imaginal education approach to learning and how to generate the needed resources beyond the village.

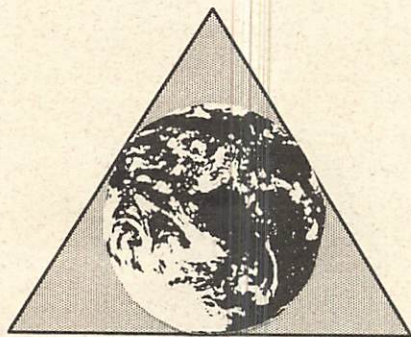
Today these women are sharing what they have learned with neighboring villages. Using their preschool as a model, the Conacaste teachers, in conjunction with ICA staff, have trained other villagers to write and teach their own curriculum and to set up and operate their own preschools. Since 1989, four more preschools have opened in the area with each new preschool replicating itself in a neighboring village. Sixteen teachers and over 300 children are now involved in this program. One tangible result of the efforts in Conacaste has been the production of two new preschool manuals. *Nuevas Metodologias: Para un Programa de Parvulos*, is on the philosophy and methods used; *Manual: Como Iniciar un Programa de Parvulos*, describes how to set up a preschool including daily lesson plans. These two volumes comprise a wealth of practical up-to-date information and firsthand grassroots experience.

ICA IN THE HARVARD BUSINESS REVIEW

The January - February 1992 issue of the Harvard Business Review talks about ICA's "Technology of Participation" as a method that permits people to take responsibility for their working environment. HBR Editor **Rosabeth Moss Kanter** writes:

"At a recent gathering in Jakarta, for example, Indonesian managers wondered whether new management philosophies stressing flatter organizations and a minimum of hierarchy were applicable to their less sophisticated workforce. The answer lies in giving people a set of specific process tools. The Institute of Cultural Affairs, a worldwide not-for-profit network of facilitators, devised a nuts-and-bolts technology of participation (called ToP) for community development in third world countries. In a kind of reverse technology transfer, ToP has now spread from mountaintop retreats in Jamaica to the Boardrooms of Brussels."

Rosabeth Moss Kanter is professor of Business Administration at the Harvard Business School and has also written the Foreword to ICA's book, *Winning Through Participation*.



KENNETH BOULDING, INSPIRER OF ICA'S IMAGINAL EDUCATION, HONORED IN DENVER.

The Image, a book written by Dr. Kenneth Boulding, helped shape the ICA'S "Imaginal Education" philosophy. At a reception by ICA colleagues in Denver, CO., Dr. Boulding shared a sonnet he had conveyed.

Sonnet for the Noosphere

*Our precious earth is made of many spheres,
Rocks, water, air, life, and the human race;
Each interacts with each, each has a place,
Endlessly changing with the passing years.
But now, something remarkable appears;
A sphere of knowledge, images that trace
Through human minds the patternings that lace
The real world; small? -- large and distant? -- near!*

*But knowledge, like all things, passes away,
As we forget, and as we ourselves die,
And must be born, in young minds constantly,
By teaching, learning, thinking, testing, play.*

*And to extinction will frail knowledge go,
Unless they who know, teach, and who teach, know.*

RIO EARTH SUMMIT AND GLOBAL FORUM

Many members and staff of the ICA around the globe have been watching with fascination, events leading up to the EARTH SUMMIT in Rio de Janeiro, June 1 - 12. Unlike more familiar summits, this one is much more comprehensive in scope. There have already been four preparatory meetings in Geneva and New York and ancillary events and campaigns around the world are continuing. Sponsored by the United Nations Conference on Environment and Development (UNCED), the Summit will draw most 166 national leaders and nearly 50,000 other delegates.

For the first time, 350 non-governmental organizations (NGO's), such as the ICA will be official delegates. The ICA will be ably represented by President of the Board of ICA International, **Ursula Winteler, Monu and Laxmi Bhattacharya** of ICA Bombay and others.

Little has been heard about the even bigger concurrent, unofficial Global Forum '92, for NGO's from around the world. It is being coordinated in part by the Brazilian NGO Forum of which ICA Rio is a member. **Nan Grow** who recently visited Chicago, reports that ICA Rio will staff a booth on behalf of the ICA and is requesting materials for display. Address your packet to: ICA, Rua Graca Araha 416, Sala 115, 20030 Rio de Janeiro, RJ, Brazil.

CHICAGO EVENING DIALOGUES INITIATED

"What is Happening in Chicago Public Schools?" is the focus for the June 4, 1992 dialogue to be held from 7 - 9 P.M. at the International Conference Center. A distinguished panel will lead the discussion. They are:

- **Audrey Donaldson**, Principal Darwin Elementary School
- **Doug Gills**, Parent and President Local School Council
- **Fred Hess**, Chairman, Chicago Panel on Public School Policy and Finance

Questions of concern that will be raised are, for example: What has worked successfully in the Chicago schools over the past three years? How are reform efforts impacting the classrooms? What is needed in the next three years for education reform?

In March, **Robert Porter**, administrator of the Admiral Retirement Center in Chicago, spoke on the phase of life beyond retirement for an increasing number of persons 80 - 100 years who continue to be active in their communities.

In April, **Gloria Carney and Richard Shealey**, a husband and wife team, addressed the question "What is Male/Female Partnership?" as it is experienced in marriage and the family, in the competitive workplace and in the local community. A lively discussion followed about basic values in the midst of changing life styles.

The dialogue evenings have been marked by lively conversation, sharing of diverse perspectives, and an appreciation of the need for comprehensive responses to complex social issues.

PRAGUE'92



THE PLACE TO BE

Interest is gathering around the world toward attending the upcoming ICA conference, "Exploring the Great Transition .. Our One World".

"Imagine an international bazaar with a chorus of different languages, where you are invigorated by a variety of colors, sounds, textures and smells. Creativity is in the air. You can almost touch the energy." With this enticing description by **Alice Rose**, Prague organizer, who could resist being at the ICA International Conference in Prague, Czechoslovakia from August 30 to September 6, 1992.

A feature of the week will be the interchange among the four networks which focus much of the ICA's work

today – sustainable development, lifelong education, organizational transformation and planetary ecology. According to Alice, "the creative space between the networks is the soul of the event."

The Conference will bring together global social innovators from the East, West and South. It features participatory symposia, workshops and presentations by some of the world's leading practical visionaries. This is a practitioners conference where over 30 workshops will be made available in eight arenas: Building a Global Vision of the Future; Environment; Economic Systems; Empowering Local NGO's; Building Multi-Cultural Community; Personal Development and Group Methods; and Spirit, Life-style, and Health. For example, in the arena of Personal Development and Group Methods, there is planned a "Learning about Learning Thinktank". Innovators in the areas of education and training will interchange their learnings about learning. This is an opportunity to harvest ICA's work in designing and creating methods effectively used by educational institutions, local schools and in the classroom. It will also be an opportunity to expand the Lifelong Learning network across Central and

Eastern Europe.

The Conference will be preceded by a Women's Event on August 29 and 30 and will be followed by the ICA's General Assembly scheduled for September 7 - 9, 1992.



Alice Rose from Troy, NY has joined the ICA Brussels staff to serve as an organizer for the Prague Conference

If you haven't already put Prague on your calendar, it's not too late. A descriptive brochure and registration form is available from **Dorothy Hackman**, ICA Heartland Region Coordinator. (402) 466 - 5697.

NOTE: Conference fee is US \$410.00. Pay by 1) credit card (American Express, Mastercard, Eurocard); 2) bank transfer; or 3) personal check (add \$15.00 to cover bank fees). Food, Accommodations and Excursions are extra. Send check to:

The Institute of Cultural Affairs
Praha '92 Team
rue Amedee Lynen, 8
B - 1030 Brussels, Belgium

RECOMMENDED READING

PARADIGMS IN PROGRESS by Hazel Henderson ,1991

Knowledge Systems, Inc. Indianapolis, IN.
Order toll free, 1-800-999-8517 **\$16.95**

Hazel Henderson is one of a widespread network of writers who are digging below the visible contradictions of the contemporary world, to bring to our awareness some of the underlying patterns, constraints and tensions which are impeding the realization of the vision of the future claimed by many of the farsighted. In this book, Henderson claims E.F. Schumacher of "Small is Beautiful" as a mentor. It is apparent that she takes the view, as did he, that the world requires the theories and practices of economics to be implemented "as if people mattered", to quote the subtitle to "Small is Beautiful". Of economists she says: "As I have said over the past twenty years, one does not debate with economists – one simply hires them." But she has the measure of economists and view of the application of Cartesian mechanistic principles (old paradigm thinking applied not only by most economists but also by many of the rest of us) to the problems, ambiguities and indeterminacies in the midst of which we find ourselves today. We live in a universe, not of Newtonian billiard balls, but of photons and quarks. Henderson is saying, in effect: We need to waken to the meaning of this new paradigm which implicates us not only in abstract realms of scientific speculation but also in the social structures. In this global awakening are to be found the patterns of a viable new world order – patterns which will release the hidden splendor of the human condition.

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INSPIRING THE NEXT GENERATION: Designing What it Takes

Momentum is building for the Learning Lab for teams of educators from across the country to be presented by the Institute of Cultural Affairs (ICA), and held at the International Conference Center, Chicago.

Session I (Monday through Friday, July 13 - 17) is an introduction to a teaching/learning process. Session II (Monday through Friday, July 20 -24) provides participants with an opportunity for depth learning through application. Each session is designed around the building blocks for more affective teaching of Team building, Imaginal Education, In Touch with Inspiration, Techniques of Reflection and action projects.

The Learning Lab will help educators foster higher self esteem of students, manage classrooms more effectively, develop an integrated curriculum and foster greater creativity among students and teachers.

Those who will be part of the guide team include **Burna Dunn** and **Oliveann Slotta** from Denver, **David Blanchard** and **Donna Mahr** from Wisconsin, **Nadine Addington** from Minnesota, **Emma Melton**, **Sybil Jones** and **Tim Dove** from Ohio, **Jim Fenton** and **Jan Ames** from Chicago, **Joel Beversluis** and **Myron Smith** from Michigan and **Audrey Fernando** from Malaysia.

The cost of both Session I and Session II for one person is \$500. The price remains the same for those participating in only Session I. The cost for two to four people from the same school or organization is \$1000. Each additional team member: \$250. For further information call **Keith Packard**, (312) 769 - 6363.



Marian Lies is an ICA volunteer of many years service. In the late 60's a group of women joined together and formed the New Women's Forum and **Marian** became an enthusiastic member as they shared their talents and resources with the residents of Fifth City.

She is currently Production Manager for Highlights and editor and publisher of Chicago

Nuggets, a quarterly newsletter for Chicago - based supporters. **Marian** is treasured also by many other groups to whom she directs her energy: The Presbyterian Church of Norwood Park where she serves as an elder and sings in the choir; Presbyterian Women; Mariners, a program concerned with the quality of family life; and, along with her husband **Art**, volunteers with the Lake Forest College Alumni Association and the Chicago Presbytery's Family Ministry Committee. She also serves on the Board of Directors of Women of Faith Resource Center, an ecumenical group which provides programs, resources and support for women's issues. A spinner of stories, plus a great sense of humor, is value added wherever **Marian** is at work.

Marian and Art, who is President of North Shore Leasing in Waukegan, IL, live on the far northwest side of Chicago. They have three sons and one daughter and together they share the love and enjoyment of four grandchildren.

*Through a special arrangement, the "Appreciative Management" seminar described in the enclosed brochure has been discounted for ICA members at one-third off the listed price (or \$1310). To qualify, please call **Jim Troxel** at ICA Chicago, (312) 769 - 6363.*

MEMBERSHIP APPLICATION

Membership is for one year from date of application

Member fees provide general support of ICA activities locally and globally

<p>I/we want to become a member of the ICA.</p> <p>Annual Memberships:</p> <p><input type="checkbox"/> Organization \$100</p> <p><input type="checkbox"/> Family \$75</p> <p><input type="checkbox"/> Individual \$50</p> <p><input type="checkbox"/> Student \$20</p> <p><input type="checkbox"/> I want to renew my membership</p> <p>I understand that my membership entitles me to Highlights, news of local events and the opportunity to participate in ICA programs at a discount.</p>		<p>NAME _____</p> <p>ADDRESS _____</p> <p>CITY _____ STATE _____ ZIP _____</p> <p>PHONE () _____ Electronic Mail/Fax/Other _____</p> <p>Organization _____</p> <p>Address _____</p> <p>City _____ State _____ Zip _____ Phone () _____</p> <p><input type="checkbox"/> Check enclosed in the amount of \$ _____</p>	
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The Institute of Cultural Affairs • 4750 N. Sheridan Road • Chicago, IL 60640 • (312) 769-6363

CALENDAR OF EVENTS

JUNE 2, 9, 16, 23 Seminar: Global Responsibility by Hans Kung
JUNE 3, 10, 17, 24 Advanced Facilitation of ToP Conversation and Workshop Methods
JUNE 4, 11, 18, 25 Social Analysis Skill Building

These events are from 7:00 - 9:00 P.M. and will be held at ICC, 4750 N. Sheridan Rd., Chicago
 Cost: \$50 for non-members, \$40 for members
 For information contact Margie Tomlinson, ICA (312) 769-6363.

JUNE 4 **EVENING DIALOGUE, 7:30- 9:30 P.M.**
 ICA - CHICAGO
"What are the Next Steps for Chicago Local School Reform" with Fred Hess

6 **"CENTERING LIFE PHILOSOPHY"**, a retreat.
 Sisters of St. Francis Retreat Center, Kansas City
 (see article on page 2)

14 - 16 **ICA NATIONAL BOARD OF DIRECTORS MEETING - New York**

14 **St. Louis International Reception on Africa - Cafe Balaban**
 (see article on page 3)

JULY
 13 - 24

LEARNING LAB for teams of educators
 Chicago
"Inspiring the Next Generation: Designing What it Takes"
 Session I: July 13-17
 Session II: July 19-24

UNDER THE STARS AT GRANT PARK
 Chicago
 Date & time to be announced

AUGUST 12 **LAWN PARTY AT RAVINIA** (Chicago)
 to hear Ella Fitzgerald
 Time & arrangements to be announced

29 - 30 **WOMEN'S EVENT, Prague**

AUGUST 30 - SEPTEMBER 6 **Third Quadrennial ICA Conference, Prague**
 (see article on page 6)

SEPTEMBER
 7 - 9 **ICAI GENERAL ASSEMBLY**
 Prague

22 - 23 **BASIC FACILITATOR TRAINING**
 Chicago

SEPTEMBER 17 - OCT.15
TRAINING TOURNAMENT
 Indianapolis, call John Gibson for information

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, an ICA volunteer

For information about events listed on calendar above, call the contact where the event is being held

CHICAGO
 Lyn Edwards
 (312) 769-6363

CINCINNATI
 Judy & Norm Lindblad
 (513) 771-9436

CLEVELAND
 Emma Melton
 (216) 991-6944

COLUMBUS
 Raymond & Sheryl Nordin-Carusio
 (614) 621-1112

DETROIT
 Walter Kargus III
 (313) 822-8300

INDIANAPOLIS
 Anita & John Gibson
 (317) 925-9297

KANSAS CITY
 Donna & Dallas Ziegenhorn
 (816) 444-7663

LINCOLN
 Dorothy Hackman
 (402) 466-5697

MILWAUKEE
 Richard & Leila Crandall-Frink
 (414) 482-2670

OMAHA
 Marileen & Don Johnson
 (402) 391-5433

ST. LOUIS
 Nancy & Mike Vosler
 (314) 772-4358

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 Chicago, IL 60640

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA:Chicago, the Heartland and around the globe

Fall, 1992

CONSULTING IN MINNESOTA GOVERNMENT

by Sue Laxdal

With thirty seven departments and agencies, over one hundred boards, commissions and task forces, and more than 40,000 employees, there is real and never ending opportunity to increase the capacity of government to manage and serve cost effectively in Minnesota. This is the mission of Management Analysis Division (MAD), part of the Department of Administration. As internal consultants to state government, it operates much as any consulting group does, marketing its services on a fee-for-service basis to Minnesota government units.

During 1987-88 three ICA trained staff were hired by the division to bring participatory skills to an already successful management analysis function in state government. They were Mirja Hanson, Sue Laxdal and Doris Conway. All other consulting staff are trained in the theory and application of ICA methods, bringing consistency to different solutions of our clients' diverse needs.

Government is confronted with some big challenges in the 90's. These include:

1. Growing demand for services and shrinking resources, require cost effective services and delivery systems.
2. Increasing power of the citizen voice requires effective use of the citizen as a resource for decision and actions.
3. Providing support for systemic change requires bringing innovation tools and processes to employees from the leadership to the work unit levels.
4. Developing partnerships with the legislature, private sector, and constituents to manage a change agenda.

5. Encouraging innovation in high visibility situations where any change effort affects citizens, the ultimate stakeholders.

Working primarily in the executive branch of government, our current consulting projects include such diverse challenges as:

- bringing total quality management to education,
- redirecting the management of the state's information systems,
- using citizen input on old growth forest guidelines,
- working with Occupational Safety and Health Administration (OSHA) directors to launch self-directed work teams,
- refocusing the Ombudsman's office for Mental Health and Retardation on longer term strategies.



l. to r. Sue Laxdal, Doris Conway, Mirja Hanson

Every day is an opportunity to learn more about whole systems change. There is a Japanese term, Kaizen, which describes an approach of "continuous relentless improvement". The size and complexity of this work setting requires the application of whole systems thinking, practical innovation strategies, and human development, always stretching current knowledge.

Jayne Khalifa, Operations Director. Secretary of State's Office, spoke of the need, at the December, 1991 ICA Network Conference. "You are working with the system, with the people who have designed and built the system, to transform the system." In these situations, she said that using a knowledgeable, neutral third party like Management Analysis is extremely useful. Both the system and the people who have created them have to be included in the transformation process.

Some of the ways Management Analysis has responded to these challenges are:

1. The consulting process. Synthesis of the best methods. In most agency wide initiatives the basis for MAD's consulting practice is a hybrid of an analytical study and organization transformation methods of the ICA. All staff are included in determining directions through: group data collection methods, staff meetings to develop recommendations, task forces, unit implementation planning, and representative strategic planning groups.

2. Effective Leadership Course. Managing people through complex systems change requires mastery of communication, problem solving, and planning skills. Currently management development needs in these areas are addressed through The Effective Leadership Course which provides a contextual basis for, and the practical methods for managing a team of people in a change process. It is a synthesis of ICA foundational methods and philosophy with current management thinking.

continued on pg. 2

3. Transition Management. Once strategic plans are in place and implementation begins within an agency, support for implementation is provided. The approach varies, but is again a synthesis of ICA methods, and current theory in change management.

4. Innovation Tools. We develop useful tools for innovation to support sustained action. For example: the whale diagram, a diagram to help understand stakeholder and customer relationships and project planning – a process tool for planning project implementation.

Other development efforts are underway in the areas of quality management, business planning, documentation processes and the development of an advanced leadership course.

Since January 1992 the division has had the additional responsibility of staffing the Governor's Commission of Reform and Efficiency, (CORE). Although it is still a small entity, it has more than doubled in size in the past year. So we have also gone through our own growth and transition process, sharpening our skills in managing change process and our awareness of how complex organization change is.

CORE is mandated to address fundamental questions relating to service priorities, delivery systems and state-local relations. Currently in phase two of addressing that question, what is exciting to the consulting staff is phase 4, the implementation of the changes identified.

As internal consultants to state government, we have the gift of learning from systems change happening over a period of time. When you think about governance systems of the future and the scope of the challenges we face, this learning process seems useful in a very practical sense, perhaps far beyond Minnesota's borders.

LEARNING LAB FOR TEAMS OF EDUCATORS

"Was this a program or a party?"

A learning community can be as lively and full of surprises as a party. This is one of the comments of the sixty-eight participants in the Learning Lab for Teams of Educators conducted by the Institute of Cultural Affairs (ICA) Chicago this July. Thirty-two Chicago area teachers joined educators from cities as far away as Brussels to as near as Milwaukee to form a learning community designed to refresh and inspire.

The program was offered in two one-week sessions. The central focus of the program was Imaginal Education, an approach to teaching and learning that has been the backbone of ICA's training for the past thirty-five years. The Learning Lab had five emphases: team building, the Kaleidoscope Teaching Strategy, innovative teaching approaches, reflective methods and individual and team action projects. Two days in the experience were devoted to a personal retreat and reflection. The program was financed through individual contributions, fees and a grant from the Archdiocese of Chicago.

The Learning Lab provided an opportunity for ICA to contribute its experience to the challenge of making possible quality education. Twenty-three local schools and teaching programs were represented. Continuing Education Units were issued and accreditation processes with the Chicago Board of Education and Chicago area universities have been initiated.

ICA Chicago looks forward to a year that rides on the momentum of the Learning Lab. There are plans to repeat the program during the summer of 1993. There is already word from teachers in Zambia, Malaysia, India and Hong Kong that they are planning to attend to make the Learning Lab a global event.

RECOMMENDED READING

THE WHITE HOLE IN TIME, by Peter Russell
(Harper San Francisco 1992)

The White Hole in Time is a revolutionary new perspective on humanity's place in the universe. Exploring the patterns behind our long revolutionary journey, as well as the nature of time itself, Russell shows that our future may culminate in a profound and startlingly positive and creative evolutionary zenith towards which the universe has been building for millions of years. Our accelerating pace of development is taking us closer and closer to a moment of rapid inner evolution and transformation. This is what he calls the "white hole in time" – an evolutionary climax more profound than even the most optimistic futurists have dared to imagine.



ANNOUNCEMENT

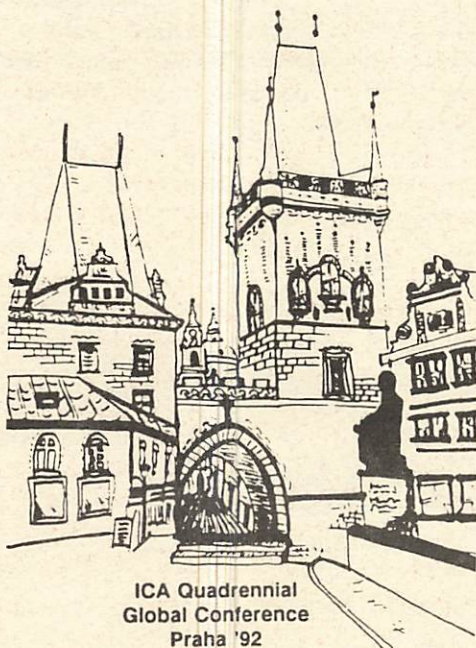
The ICA has been informed that the Agency for International Development (A.I.D.) has approved our application for registration, and has granted us provisional registration for one year. The ICA will be listed in A.I.D.'s registry of private and voluntary organizations (PVOs). Sally H. Montgomery of A.I.D., in her letter said, "We commend your activities to improve the quality of community life for its members and particularly appreciate your willingness to act as a catalyst for positive change in selected communities in the U.S. and abroad."

PRAHA '92

MAKING THE GREAT TRANSITION: OUR ONE WORLD

August 30 – September 6, 1992

Prague, Czechoslovakia



REFLECTIONS *Judy Lindblad*

Cobblestone mosaics

Pathways to Praha's treasured heART forms,

We walk, we talk

Buoyed by freedom's spirit won again with velvet hearts and hands

Our one world

Briefly visible in sparkling eyes and sweeping gestures,

Speaks worlds of possibility to hungry hearts

Now renewed for the long march of care.

Dejkuyi !

"This is not a typical conference.

This is really a festival of ideas."

A Czech participant

WORKSHOPS GALORE *Ken Gilbert*

There was a menu of 55 workshops: all of which were decidedly participatory. With only 5 workshop slots to schedule, every choice left me wistful for the ones I couldn't fit into my schedule and eagerly quizzing my friends during the breaks to find out "what did they say in that workshop on...?" My experience in the workshops was particularly rich with awareness that the Czechs among us had been for 40 years so centrally controlled that even self-help groups had been forbidden. They were obviously delighted with participatory decision making, with the right to speak and meet freely, and with the chance to have alternatives. In the atmosphere created by their new options I found myself being much more attuned and alert to my choices and choice making.

HEARTLANDERS IN PRAGUE



Back Row) Ken Gilbert, Norm Lindblad, Karl Hess, Bud Ames, Sue Laxdal, Marileen Johnson, Pam Johnson, Carl Haefling
Ann Anttenan,, David Blanchard, Margie Tomlinson, Sheryl Nordin-Caruso, Dorothy Hackman
Middle Row) Judy Lindblad, Jan Ames, Karen Troxel, Joe Ayrrers, Jay Anttenen Audrey Ayres
Front Row) Ray Caruso, Jim Troxel, Anita Gibson, John Gibson, Don Johnson

KEYNOTER, ALAN ATKISSON OPENS CONFERENCE ON NOTE OF HOPE

Weaving stories and singing songs, **Alan AtKisson** opened the Praha '92 conference with an address that set the stage for the week's activities and workshops. The former editor of IN CONTEXT magazine, songwriter, and singer analyzed four key challenges facing us in these transitional decades. They were: 1) The Technology-Weds-Nature Imperative; 2) The Global-Unity-Through Disintegration Imperative; 3) The Economic-Therapy Imperative; and 4) The Human-Transformation Imperative.

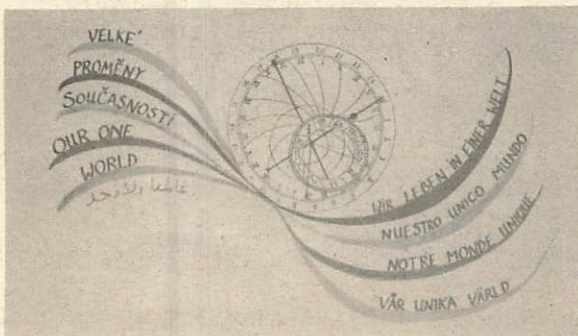
Excerpts from the address:

In the world's older democracies, many people are looking increasingly to both local and international arenas as their locus of political meaning, and decreasingly to the nation-state. Their loyalties are defined more by values than by borders. They are spontaneously assuming roles as local authorities and crafting policy even drawing 'treaties' with increasingly be citizens not but of their com-



global diplomata, statements, and up international each other. They feel themselves to of their country, munity and planet.

Today, at the century by the and at the end anyone's reck-paint an opti-our world's fu-rational analy-global trends leads to a mixed outlook at best, an apocalyp-tic nightmare at worst. I will not recite to you the litany of global facts and numbers that comprise the chronicle of the problems we face; I will assume that numbers are familiar and available to you. Instead, I will simply remind you to think, when you next encounter them about the very real people and the very real places they represent. The words, again, of Bernard Shaw: "The mark of a truly educated person is to be deeply moved by statistics."



Transcripts of Mr. AtKisson's and Mr. Hyden's addresses are available for \$5.00 each. Contact Lyn Edwards, ICA Chicago, (312)769-6363

PRAGUE WOMEN'S EVENT *Kay Townley*

A gathering of 40 women at this bookend event before and after the Prague '92 Conference revealed the ICA network of women around the globe. Meeting in small discussion groups to talk of the achievements and challenges of women globally gave an opportunity to realize again the disparity of the status of women in the world from the achievements for pre-school education in Zambia to the struggle for job recognition in Tokyo. Participating in folk dancing offered a chance to sense the tie to the women who have gone before us. Quiet moments of meditation and artwork touched our inner life with confidence and appreciation. We ended the event with lighting candles for our hopes and dreams for the future of us all and offered our art and poetry to the women of the world.

Dark night – Bright Day
These images weave for me
To take away

A balance of mood – of change and of caring
That comes from an occasion where time
for such sharing

Gives healing and courage to the old that is new...
And windows that open into the hearts of the few
Whose purpose and choice...still is

To invent the new
New Hope
New Spirit
New World
New You
New Me

CELEBRATIONS A CONFERENCE HIGHLIGHT

Ray and Sheryl Nordin - Caruso

Our definition of Prague is "threshold". "Take 'good ole' 26 tram all the way to the bus stop." "Play one more polka for **Dick Seacord**." "How many more pomme frites can **Jim Troxel** eat?" Some of us, under **Bill Grow's** direction, learned how to yodel under bridges.

Another celebration of Prague as the 'threshold' city was a celebrative event at a local night club. There must have been 200 of us in the bar that was designed for maybe, 100 people. So the conversation was up front and personal. The theater was closed off until the show was to begin. Nobody knew what was ahead. We were obviously on the brink of something new when we saw the set. The two person dramaturgy exposed us to the story of environmental disaster if we don't act responsibly today. After this highly symbolic dramaturgy, the lights came up and we danced into the night to all forms of music.

THE EXPERIENCE OF PRAGUE *Kay Townley*

The experience of Prague is to sense being in an in-between time of history. Prague's past is viewed looking down from a pear orchard on the slope of one of its seven hills; there is the mystique of a fairy castle land. Spires and steeples, pastels and gold, terra cotta rooftops and the green of late summer combine to still portray Prague as Charles IV's jewel in the crown of the Holy Roman Empire in the 14th century.

Prague's present can be heard in the musical sounds of aliveness heard in the Andian pipes and Scottish bagpipes of the Old Town Square, baroque selections of violins, harps and cellos in St. Nicolas Church, the guitars and country in the arcades, and puppets singing Don Giovanni. Cobblestone streets and echoing steps wind down to the river as do the network of efficient trams and buses. There is an energy in the people: young families, fit older ones, cafes full of conversation, bustling shops, crowded metros; curiosity about Prague's recent past – the residue of the mindset of communism – is met with a kind of sense of black humor.

Some of Prague's future is evident: American Hospitality Shops, the abundance of young MBAs, crowds of Japanese, German and American businessmen in hotel lobbies, and billboards already doing their thing, in English. A trip out of Prague into smaller towns or a walk away from the center areas of the City reveals tough economic challenges. The newspapers are full of the questions of Czechoslovakia's political solutions.

Yet, in an evening, standing on the Charles Bridge with crowds of men, women and children – full moon glimmering on the river – warm breezes blowing down from the pear orchard – sounds of Rossini – and lofty displays of fireworks there is a sense of confidence that this wonderful city can have it all. There's a possibility Prague can hold together its magic heritage and its problematic future and make of it a city that will always be a place to lose your heart.



THE GHOSTS IN OUR CLOSET: THREATS TO A NEW WORLD ORDER

by *Goran Hyden*, University of Florida

Excerpts from the address:

"I am of the opinion that my life belongs to the whole community and as long as I live it is my privilege to do for it whatever I can." George Bernard Shaw

I believe that the demise of Communism shakes the foundation of Western civilization as a whole.....The discrediting of the Communist ghost has given all the others renewed self-confidence.....What I am referring to here is the fact that other strands in Western thinking are being reactivated, many of which pose a threat to our ability to make great transition. I see at least five such threats: 1) The New Sovereignty; 2) The New Racism; 3) The New Individualism; 4) The New Politics; and 5) The New Economics.

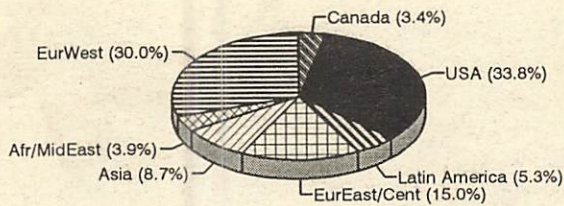
These do not amount to a prescription for how to build a more harmonious and peaceful world. What is needed may be no less than a complete turnaround from the ideals that have dominated recent years. The such a process in on the need for incapital. This attention to the that is contained reciprocity among they are among community, or cut entities, in some reaching across oceans. Social capital thrives on trust and on reliable moral commitments. An individual helping someone in need does not expect an immediate quid pro quo response. The former knows that the latter will be ready to come to his assistance at some future point. In the meantime, he carries that expectation as "a credit slip to be cashed". These are the kinds of investments we must be making more of, not merely within primordial entities demanding their own sovereignty but also in relations that transcend their boundaries and build bridges between diverse communities. Such investments are not found to prove easy but greater levels of social capital may prove necessary to ward off the ghosts among us and ensure a safer ride until there is dawn again.



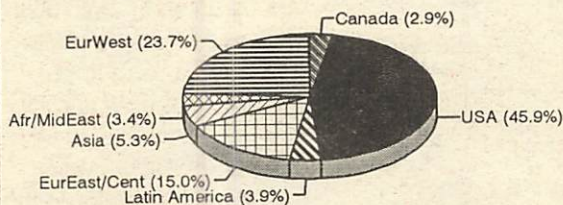
"For those who have lived austerly for 40 years, ruining the environment doesn't seem like a high price to pay to enjoy some of the luxuries others have had. The world is full of tough choices. Will human beings make the right ones?" *Norm Lindblad*

WHO WAS THERE

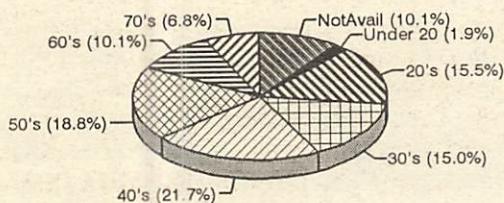
RESIDENCE



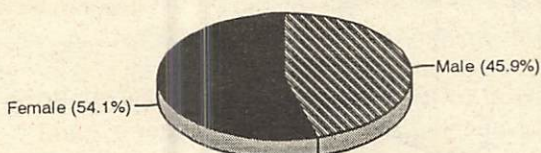
NATIONALITY



AGE



GENDER



THE AIMS OF THE ICAI

The following aims of the ICA were adopted at the General Assembly meeting in Prague on September 7, 1992

The Institute of Cultural Affairs International is an independent not-for-profit organization, with a research, training, and demonstration objective. The aims are:

1. to represent its members in the international community
2. to support work in four major areas: 1) ongoing education and training; 2) sustainable development; 3) organizational change; 4) planetary ecology.
3. to develop partnerships with other international organizations, sharing with them approaches that work.
4. to support institutional building efforts of member organizations.
5. to link the national ICAs and promote networking with other entities.
6. to disseminate up-to-date information to all members through regular publications and other media.
7. to provide training for leadership and skill development to member organizations.
8. to organize conferences, facilitate and document seminars.
9. to support national ICA's in their fund raising.

*It was announced that the
1994 Global Conference
will be held in
India
When? Where?
wait for details*

BOARD OF DIRECTORS, ICAI

The General Assembly of the ICAI at its meeting in Prague in September, 1992, elected the following officers for a term of four years:

PRESIDENT:

Ursula Winteler
Europe

VICE PRESIDENTS:

Inga Bessin
Latin America
Shizuyo Sato
Asia/Pacific

Raymond Caruso
North America

SECRETARY

John C. Walmsley
Asia/Pacific

TREASURER

Ann Yallop
Middle East/ North Africa

LEADERSHIP OPTIONS 2000

The first Leadership Options program was held in January 1991. Evaluation from the participants strongly recommended that this course which emphasizes a comprehensive and integrated approach to social change, be a component of the annual curriculum offering of the Institute of Cultural Affairs.

"... I learned how to empower a group in reaching consensus and actually designing a plan that can be implemented."

Sherin Bowen,
Community leader

"Today, I'm using the methods I learned to better serve my clients."

Brady A. Melton,
Graphic Designer

The staff of the ICA has over 30 years of experience in the area of community development in the United States and abroad. The Institute is a member of the International Association for Community Development, Interaction, and the International Council on Social Welfare. The ICA has consultative status with the United Nations Economic and Social Council, UNICEF and the World Health Organization.

The course dates are January 8 - 24, 1993 and it will be held at the International Conference Center of the ICA in Chicago. For further information, call **George Packard**, Director, (312) 769-6363.

We desperately need immediate gifts to support the ongoing work of the ICA across the Heartland and around the world. Along with other NGO's the Institute is falling short of meeting its 1992 budget. We welcome your gift.

LEADING THE PARADE

Jean and Phil Holmes were honored to be chosen as the Marshalls for the July 4th Parade in the communities of Tiffany, Shopiere and Turtle, Wisconsin. Turtle has been their hometown since 1941, where they "milked cows for 30 years". Their explanation for why the community asked them to be Marshall can perhaps be accounted for by their volunteer work with the Peace Corps and the ICA.

They have a deep appreciation for the work performed by volunteers of every nationality and from every continent on the globe.

Jean and Phil have many, many stories to tell of their years as volunteers. They know from their rich experience that volunteers are the key to success. For instance, recounting their experience in Cano Negro, Venezuela, they recall the villagers saying how their village will never again be as it was.



"We now have a school for our children and for our adults as well. We have two wells for pure water. We have a road to our village. We hold title to the land on which we live, instead of, as we were, being descendents of the slaves of a former plantation. We will conduct training sessions in our village and send people to other villages to help them have a similar experience." Such sustainable



development became a reality as a result of many volunteers.

Jean and Phil served in the Peace Corps from 1971 to 1973. From 1977 to 1983, they served with the ICA in Venezuela, Italy, Peru, Guatemala and on an Indian reservation in Arizona

• • • • •

EDWARD DE BONO, EDUCATION EXPERT, TO VISIT ICA GUATEMALA

In celebration of ICA Guatemala's 5th anniversary, October 26-29, of its New Horizons in Learning Conference of 1987, noted physician, scholar, author and leading authority on creative thinking, **Dr. Edward de Bono** has been invited to do two major conferences. One is for business and another special one for people in education and development. **Dr. de Bono** is the author of the CoRT Thinking Skills program containing 60 different thinking strategies. This is the most popular program of direct teaching of thinking in the world. CoRT has been translated into Spanish by ICA Guatemala and has been taught to some 2,000 people in the past three years.

Tuesday afternoon, October 27, will be a special time between **Dr. de Bono** and ICA members. All members and affiliates are invited to attend or to send suggestions and ideas about future relationships between **Dr. de Bono** and the ICA.

CALENDAR OF EVENTS

OCTOBER

1,8,15,22

PETER RUSSELL SEMINAR SERIES

"The White Hole In Time"

6:30 - 8:00 P.M.

International Conference Center - Chicago

\$50 non-members, \$40 members

For information, call **Margie Tomlinson**
(312) 769-6363

24 - 25

HEARTLAND REGIONAL MEETING

4-H Rustic Camp, Champaign, IL

\$35 (approximately)

For information, call **Kelth Packard**
(312) 769-6363

NOVEMBER

5

EVENING DIALOGUE, 7:00 - 9:00 P.M.

Dialogue with Peter Russell

International Conference Center - Chicago

\$25 non-members, \$20 members,

no charge for Seminar participants

RSVP: **Margie Tomlinson** (312) 769-6363

13 - 15

ICA ANNUAL BOARD MEETING

International Conference Center - Chicago

DECEMBER

10

ICA HOLIDAY OPEN HOUSE, 4:30 - 6:30 PM

International Conference Center - Chicago

4750 N. Sheridan Rd., Chicago

RSVP (312) 769-6363

12

Fifth City Annual Benefit Dinner

7:00PM.

Hillside Holiday Inn Cost \$40.00

Guest speaker: Illinois Attorney General,

Roland Burris.

for information, call **Lela Mosley**, (312) 265-1900

JANUARY, 1993

8 - 24

LEADERSHIP OPTIONS: A Learning experience of Multi-cultural Human Development and Organizational Change

International Conference Center - Chicago

Tuition, \$595 (\$550 before Nov. 15); Room & Board, \$400. Letter of intent and resume plus \$100 deposit needed for application.

George Packard, ICA - Chicago

(312) 769-6363

THE ICA

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HIGHLIGHTS Production Manager: Marian Lies, ICA volunteer

For information about events listed on calendar above, or news of ICA in your area, contact:

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Walter Kargus III
(313) 822-8300

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THE INSTITUTE OF CULTURAL AFFAIRS HIGHLIGHTS



News from ICA:Chicago, the Heartland and around the globe

Spring, 1993

ICA STAFF STEWS UP A FRESH MISSIONAL IMAGE FOR STAKEHOLDER CONVERSATIONS

by David Reese, ICA Staff

Images that project a plain message about **who we are and what we do** keep bubbling up out of a kind of primal stewing among twelve core ICA Staff in Chicago. This sunflower image points to hot spots where soul energy gets poured into basic institutions on the economic, political and cultural social process. Four petals locate places we choose to invest care for the good health of community leadership.

The flower roots in **archives that hold a history of amazing global achievements** now getting organized for fuller usability. Foundation grants plus individual gifts and fees for service sustain core staff and volunteers.

Time magazine named **hunger for leadership** as a main source of President Clinton's current popularity among voters. This could portend a strong market out there for products, services and courses with our label. We could become a growth industry.

Honed by years of experience using Imaginal Education and Technologies of Participation, staff skills produce positive results in government agencies, private companies, religious organizations and public schools. Programs are tailored to match client needs. Services that resolve conflict and implement solutions **demonstrate with their results** the growing importance of "facilitator" as a life vocation.

One staff works extensively with Roman Catholic groups. In recent months she traveled to east and west coasts as a **consultant, planner and trainer of those who train leaders**. Under her direction a multi-cultural curriculum program is underway among a half dozen parochial schools.

Another team works in **total quality improvement with bureaucracies** of

Chicago city government. A major foundation supports these efforts through its Government Assistance Program. Other staff collaborate with city employees by leading planning events with Departments of Aging, Housing and Planning. Still others reach out into suburban public service agencies such as parks and recreation, village government and increasingly, citizen response events.

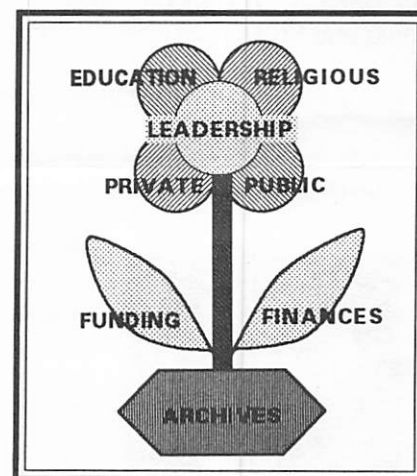
Private sector clients pay higher fees and understand by this that **they help support** what we do in the public and volunteer part of society.

Major research effort goes into **Leadership Options and Learning Labs**. Designed for students, retirees, people in transition between jobs, and teachers, both will expand this year from one session each to double offerings in order to reach more people. Graduates become recruiter colleagues reminiscent of an earlier time.

School improvement planning is a **primary link between ICA methods and Chicago schools**. Over seventy are beneficiaries of an orderly planning process that involves diverse persons who often are passionately concerned to lift the quality of education in their school. Adrenalin runs high so when it goes well they are proud of their plan; deeply refreshed by an experience that honors their ideas and shows their input does make a difference.

This word "image" points to a picture held in one's head. At first glance **the sunflower graphic is a memory aid**. Dig deeper and synonyms like mind, heart, gut, and soul turn up. A word symbol some say, soul points to the gristle of being itself. The word "participation" is similar in that you associate with it ideas held in choice, responsibility, citizenship language and democracy.

Integrative leadership that faces complex choices with confidence and hope is essential in these transition times. Ways that help people join their fundamental concerns together for the improvement of life have value beyond the usual price tags. While struggling to learn and use the necessary small business success skills, ICA staff search also for the visuals, language and poetry that **hold a compelling mission with clarity that enables commitment**.



Readers of this newsletter are stakeholders in this ICA enterprise. You understand our need for that plain agreement between what we say and what we do. You understand that **limits** are built into the way life is. Paradoxically, you know that, with those who choose to see them, there always are **possibilities**. Drama inherent in all this is at the level of soul. It is in the story we tell about the **relationships** we take to living out who we are and what we do.

There is a stylized formality to the sunflower and we yearn for vibrant, pulsing rhythms, jarring cacophonies of sound more akin to what really goes on around us. For now, however, it is useful to us and we hope to you. **Story making never ends**. A wondrous, renewing enchantment comes with the effort. We need a conversation where we listen to your special story. Let's talk.

HEARTLAND ON THE MOVE

KANSAS CITY COLLEAGUE PUBLISHES TEAMWORK ARTICLE

Assigning people to work in teams and team effectiveness are two different things according to **Priscilla Wilson** in a business page article in the Kansas City Star. It's no longer enough for people to just get along with each other on the job; results that show continuous quality improvement are called for today.

In an age of global competition, new technologies, uncertain markets and a changing workforce, effective teamwork needs to be developed if we are to continue giving quality service and top performance while reducing costs.

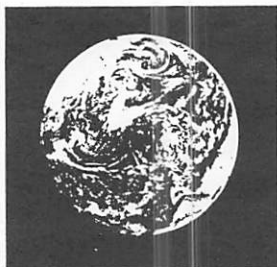
But teamwork is not something Americans are trained for – the American mythology extols the individual – The Lone Ranger, Rambo, etc.

Building teams require leadership skills that are often missing. **Priscilla** claims six teamwork skills are vital for releasing employee creativity. They are: Shared Vision, Defined Expectations, Measuring Devices Regular Practice, Team Learning and Supportive Environment.

Priscilla is a principal with Parker, Wright & Wilson Inc. of Kansas City, KS.



PLANNING A CONFERENCE?



The International Conference Center continues to be a popular alternative to rural retreat centers. Last year 131 different groups held meetings or conferences using the ICC facilities. Some came more than once.

New space has been added: a 60-person conference room on the fourth floor with two-person and dorm rooms, a meeting room, lounge and snack kitchenette; an additional dining space for 24 persons on the sixth floor; and during 1993, it is anticipated that the new first floor conference room will be completed.

Kevin Engel, Office of Christian Outreach, Wheaton College, writes "Our vision is for Wheaton College students to become globally aware Christians. Rather than just talking about it in a classroom we love to experience it at ICC— smack dab in the center of the rich ethnic diversity of the Uptown neighborhood. ICC is the perfect place to host our retreats."

For your next conference or retreat consider the International Conference Center. For more information, call (312)769-6363 and talk to one of the ICC staff; **Barbara Barkony**, **Sally Fenton** or **Robert Hawley**, or you can write to the International Conference Center, 4750 N. Sheridan Road, Chicago, IL 60640.

TRY IT, WE'RE SURE YOU'LL LIKE IT

PROGRESS CONTINUES IN AREA SCHOOLS

Twenty-five programs in twenty-two schools with over 550 persons were held or are scheduled in the first 3 months of this year. In addition, the last of 4 in-service days on Multi-cultural Learning Styles with 250 teachers from District 89 in Maywood, IL were held.

A grant of \$5,000 from **Harris Bank** and another \$5,000 grant from **GATX Corporation** have been received to help support this ongoing work.

GIFTS GALORE!

A recent gift of two typewriters and four Compaq Desktop 386/20 computers help ease the need for more advanced and speedier computers in the work of the ICA in Chicago. The computers were a gift from **Household Finance Corporation**.



Are you an "Archives Angel"? A donation to this important ongoing activity will ensure you a place on our angel list.

The EI/ICA/OE GLOBAL ARCHIVES Kemper — Chicago

- Started work February 5, 1993 on 131 five-drawer files plus an unexplored number in basement.
- Chose 165 books to comprise the "historical memory" library.
- Prepared for move on March 9th to renovated basement archive space.
- Projected an August Fortnight : (10 days) for a colleague work gathering. Watch for dates.

SOMEONE YOU SHOULD KNOW

Bill and Lyn Edwards

Lyn with her then husband, **Joseph Mathews and their three boys; Joe, Jr., Jim and John**, was a member of the original group of seven families who moved from Austin, Texas to Chicago in 1962. The ICA sprang from these families. Lyn was, therefore, a "founder" member of the Institute.

Bill ran into the ICA in London, England when he was a member of the Board of Directors of the Scott Bader Company, a leading corporation in the plastics industry. Scott Bader's special attribute is that it was gifted by the founder and his family to the employees. The employees have been the owners for some thirty years.

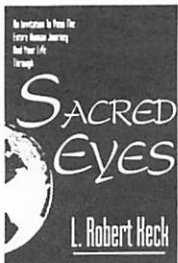
Bill came to Chicago in 1980 to "discover a bit more about the ICA". **Lyn** and he were married in 1983, six years after the death of Joe Mathews. Both were widely travelled; **Lyn** with the Institute and **Bill** through his work. Together they worked for the ICA in Hong Kong and in Fifth City on the West Side of Chicago. They both spent time with the ICA in Venezuela.

Shortly after the ICA changed its configuration in 1988, **Lyn** took over production of Highlights and Chicago Nuggets. **Bill** became the in-house legal adviser to Kanbay Resources, Inc., a company started by ICA colleagues.

As 1993 dawned, **Lyn and Bill** moved to The Admiral retirement home where they are surprised to find themselves among the younger residents. **Lyn** began a new career with the ICA as its self-appointed archivist. **Bill** continues to work at Kanbay.



RECOMMENDED READING



An Invitation to View the Entire Human Journey and Your Own Life With
Sacred Eyes, by
L. Robert Heck

Seeing through
sacred eyes lets us

see a larger, more realistic picture of our times and our lives — to see how our life story fits into the context of human evolution. After a long childhood (where humanity achieved physical development), we are entering our adulthood — a mature spirituality. Learn how to build your own personal integrity that stands in both the world that is no-longer and the emerging spirituality of the not-yet; to become user-friendly with constant change; and to envision a tough-minded hope and pragmatic faith that sees through despair and cynicism. *Sacred Eyes* provides the link you may have been searching for between what the cosmos is doing and your own life's purpose. (285pp) \$18.95

PARTICIPATION WORKS

Two New ICA Books In Production

Set for release in the fall of '93, the first of two new ICA books titled by that 2 - word affirmation, will recount cases where ten international businesses utilized ICA methods of participation with positive to outstanding results. A second volume will hold another 10 case studies from the public and human service sector describing similar successful outcomes.

Conceived by Chicago ICA Staff Consultant, **Jim Troxel**, the books are accounts of current work in Organizational Transformation. The book demonstrates a new partnership between core staff of ICA, members of the ICA Network around the world and publisher, Miles River Press of Alexandria, Virginia. Three members of the firm, the President, Senior Editor and Marketing Director, were in Phoenix prior to the January 15 ICA Network gathering to meet with 23 contributors

When **Ray Caruso**, ICA Board President, outlined future directions for the ICA in a November, 1992 meeting, he pointed out that advertising people tackle development of a brand by looking first for the soul of a product; its inherent drama. Then, they leverage the brand with laser-like concentration on the "soul".

"Our dominant leverage point is PARTICIPATION that honors diversity in a global context and is fed by fresh energy from a new partnership", he continued. In another setting, someone else pointed out that, "Creativity is seeing connections, new perspectives and discovering new relationships".

Maybe, these books, connections and all this new energy are portents and signs that something deeply creative is happening in our midst..

CALENDAR OF EVENTS

APRIL

15 **EVENING DIALOGUE, 7:00 - 8:00 P.M.**
White Hole in Time, Video with Peter Russell

22 **EVENING DIALOGUE, 7:00 - 9:00 P.M.**
Healing and the Mind, Bill Moyers
"The Mystery of Chi", video

23, 24, 25 **HEARTLAND GATHERING**
International Conference Center, Chicago
- Stake Holders Dialogues
- "White Hole in Time", Video, Peter Russell
- "Introduction to ICA", Education Video
Cost: \$50 plus Celebration
Contact David Reese, (312)769-6363

29 **EVENING DIALOGUE, 7:00 - 9:00 P.M.**
Healing and the Mind, Bill Moyers
"The Mind - Body Connection", video

MAY

6 **EVENING DIALOGUE, 7:00 - 9:00 P.M.**
Healing and the Mind, Bill Moyers
"Healing From Within", video

13 **EVENING DIALOGUE, 7:00 - 9:00**
Healing and the Mind, Bill Moyers
"The Art of Healing", video

20

EVENING DIALOGUE, 7:00 - 9:00 P. M.
Healing and the Mind, Bill Moyers
"Wounded Healers", video

All Evening Dialogues will be held at the International Conference Center, 4750 N. Sheridan Av., Chicago. For more information call Margie Tomlinson at (312)769-6363.

JUNE

11 - 27

LEADERSHIP OPTIONS: A Learning experience of Multi-cultural Human Development and Organizational Change.
International Conference Center - Chicago
Tuition, \$1295: includes all materials, room and board for 16 days.
call George Packard, ICA- Chicago
(312)769-6363 for more information.

JULY

LEARNING LAB '93
An experience in interactive learning designed to provide building blocks for more effective teaching in a "learning community" environment. LAB ONE, Session 1, July 12-16
Session II, July 19 - 23

AUGUST

LAB TWO: Session I, 2 - 6, Aug. 2-6
Session I, 9- 13, Aug. 1 - 19
International Conference Center, Chicago
Tuition for LAB ONE or TWO: \$600 for one person, \$1000 for team of two.
For more information call Joyce Reese, ICA, Chicago (312)769-6363.

THE ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, ICA volunteer

For information about events listed on calendar above, or news of ICA in your area, contact:

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Marileen & Don Johnson
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ST. LOUIS
Nancy & Mike Vosler
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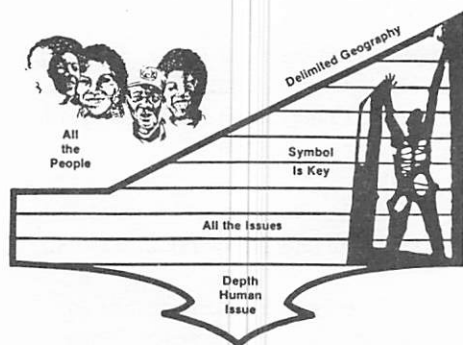
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Fifth City Celebrates Three Decades with New Programs - New Director



It was 1963 on Chicago's Westside when local residents met with seven families of the Ecumenical Institute and together began a Community Human Development Project. Thirty years later, flourishing offshoots from that first gathering demonstrate the enduring worth of those early years.

One of the most globally duplicated projects, the Fifth City Preschool, will celebrate by expanding its programs with three new offerings. "Imaginal Education 2" is an advanced course for Preschool teachers and will be taught by ICA staff.

"Parents as First Teachers" is an accredited course for parents of preschoolers and will be taught by Dr. Ann Kimbrough. "Neighborhood Health and Safety" is a volunteer course for residents and is offered in collaboration with the Harrison Police Beat Rep program plus Chicago Safety and Health programs.

Mrs. Mildred Moore, a local resident, is the new Executive Director of the Fifth City Reformulation Corporation. She has 15 years experience with the City of Chicago in a supervisory position where she specialized in training education, conflict management, program report writing and progressive discipline.

Included with numerous other Fifth City activities, which Mrs. Moore will direct, are those for adult literacy, senior employment, low income energy assistance, a food pantry, free legal assistance, earnfare, a youth choir called "New Sounds of Chicago" and Narcotics Anonymous for persons with alcohol and drug problems.

Corporate support comes from Household International, Citibank, Northern Trust Bank, Harris Bank, McCormick Tribune

Foundation, Arthur Anderson, Kroetchel Engineering, AMOCO, and Bell Telephone.

Other Westside developments are the Sears Roebuck warehouse rehab for new housing and the nearby St. Mel's High School purchase of six square blocks also for new housing. This and their comprehensive infants through college education plan received a recent \$1,000,000 gift from Oprah Winfrey.

ICA Educational Partnership Blossoms in Chicago

Schools where community frameworks of societal care have collapsed are among places where ICA staff work. Stories from principals widen eyes and bring an ache to hearts. One wished for volunteers who would meet children as they arrived with brushes and combs to untangle hair. Another described why they bought a washer and a dryer for soiled clothes. Some days during the coldest part of the winter they found students waiting for doors to open so they could come into a warm place because a house or apartment had no heat.

A new ICA Schools Revitalization Network includes six elementary and two high schools. Concentrating over an entire year ICA methods of training, interchange, planning and support, stakeholders are connected into a vital, educational partnership. Parents learn to help children with homework. Teachers discover fresh ways to reach different learning styles. Together, they listen to one another while creating a long term practical vision for their school.

A significant part of Facilitator time is devoted to helping develop a current School Improvement Plan incorporating new state mandates that concentrate on improvement in classroom performance. ICA's reputation for high quality during the past years makes staff valuable assets during this interface between state, city, and local groups.

Out of a budget that totals \$155,000.00, each school pays \$5,000.00. Grants from corporations and foundations now provide \$93,000.00. The remainder will cover other local training events and teacher participation in summer Learning Labs and is being sought from alternative sources.

Heartland Gathering Features Dynamite Seminar

THINKING Laterally

by Bill and Barbara Alerding

Our brain is a 24-hour machine with no "off" button. It never sleeps! Either we control our brain or it completely controls us. Many people allow their brains to get into self-defeating loops that can cause anxiety, resentment, jealousy, frustration, violence and a whole host of negative reductions. This is a waste of our true potential. Utilizing our brains to their best capacity requires the ability to think broadly and in more creative patterns.

As we enter into the 21st century, more and more demand is made on us to use our brains more efficiently. Everybody thinks but not everyone knows how to think effectively. People with years of education can also have problems with thinking well. What is the ability to "think"? What do we mean by "lateral thinking"? What are the qualities of a "good thinker"? Can the ability to "think" be taught?

This one day seminar will answer these questions and more. The seminar will focus on the methods of Dr. Edward deBono. Each participant will receive a packet of 10 basic thinking skills from Dr. deBono's CoRT system. The seminar will practice some of these instruments and teach the participants how to use the program themselves.

The Alerdings have been researching new methods of learning since 1986. They have led courses in thinking skills for more than 2,500 participants from the business, education and service communities. They are presently residing in Indianapolis setting up a new Training Inc. project in Building Maintenance for African-American males.



Bill and Barbara Alerding

ICA HEARTLAND SPRING GATHERING

April 15 - 16 - 17, Chicago, Illinois
The International Conference Center
4750 N. Sheridan Road

Friday Evening

6:00 to 8:00 PM Dinner followed by Resource Sharing and Reflection on new edges in metaphysics/para-normal experiences and the implication for ICA.

Saturday

7:00 to 8:00 AM Breakfast followed by Alerding's Seminar. A Captain's Cabin Party on the Cruise Ship Heartland will highlight the evening (appropriate cruise wear is optional.)

Sunday Morning

7:30 to 8:30 Breakfast followed by an interchange of recent initiatives, discoveries, reports and ponderings.
11:30 to 12:30 Lunch and Closing Celebration.

REGISTRATION

Name _____ Phone _____

Address _____ City _____ Zip _____

Registration fee (includes Alerdings seminar and party) \$ 30

Lodging (dorm bunks \$12 /per night, Double Rms \$17.50/per) \$

Meals (Bkfst. \$4, Lunch \$5, Dinner \$6)

Friday dinner \$

Saturday Bkfst \$

Saturday Lunch \$

Saturday dinner \$

Sunday Bkfst \$

Sunday Lunch \$

Total \$



Make checks payable to John Gibson, Registrar, and mail to ICA/Earthcare, 3038 Fall Creek Parkway, Indianapolis, In 46205. **Registrations are due by April 5th.** Late registrations will be charged 10% extra. Please, the Conference Center, Food service, Seminar Leaders, and Party Planners all need to know who is coming.

Global Faces of ICA: *Technology of Participation Methods at Work*

Social Analysis is Taught

How and where do we be in solidarity with the poor? These are questions religious communities ask. Human resources are limited so where will they make the greatest impact?

Through Social Analysis and Corporate Reading Research Projects, religious communities find answers. One such community is the Franciscan Sisters of the Atonement. During this next year, they will analyze news using the ICA Social Process screen. Each Sister uses it to discern how she influences the social fabric through her ministry. Core groups use it to analyze trends in their local geography.

The Corporate Reading Research Project has each Sister chart or mind-map at least one book then create a report relating it to social process screen categories. Small groups share reports followed by a directed discussion of motivating images for the community.

This is the third year Margie Tomlinson from ICA Chicago has worked with the Franciscan Sisters of the Atonement in California, Canada and in the Northeastern

Partnership For Care

Four victims of marketplace bombings in Sarajevo arrived recently at a Chicago hospital for treatment of their wounds. Accompanying them were their families, all of whom have been granted refugee status. Finding lodging for the Bosnian women fell to Travelers and Immigrant Aid and Lutheran Social Service International Refugee Center, agencies with offices in the Community Resource Center (Kemper Building).

Until a more permanent home could be found, the women were hosted by the International Conference Center. Berthold Schwaiger, who was able to communicate with them in German, was of great help in the resettlement process.

From an Archive Angel named Betty Pesek



John Nicholas, Professor at the University of Canberra, on his way out of here, said, "This place knocks me out!"

It is rather awesome. Lyn Mathews - Edwards is 76, Audrey Ayres is 71, and I am 68, the new young kid on the block, and we are in a room of file cabinets, 144 in number, 5 drawers each, totalling 700 drawers. If you figure about 300 file folders in each drawer, it totals 210,000 file folders to be handled.

Now, let's see. Each week Audrey comes in two days a week, Lyn four days, and I come in five days. How long will it take to look at each folder, decide if it is of future value, and enter it into the computer data base? And in addition, there are two more rooms of file cabinets! Have you seen the Prisoner of Zenda, who worked his way out of the dirt prison with a teaspoon?

I really believe it was not the file cabinets that the professor was excited about. After you work your way through the basement to our room, you are greeted by all the colorful treasures we have been finding in our work. When we find constructs, art forms, posters we have used - all the riches that we are offering to the world - we group them and put them into large poster frames (we are using gold color: have you heard the Sting sing "Fields of Gold"?). We feel as if we are working in fields of gold. All of our decor is flexible, so we can change it or add to it as we go along.

Our drop-in volunteers are amazing. Last week Bob Griffin stopped in, and discovered we needed files to be moved. He has been working with the United Methodist Committee on Relief in the relief for flood victims in Iowa. He said, "If I can move two tons of potatoes at a crack, I can move a few file cabinets!" He did, by golly, and they are SO wonderful to work with this way.

As of March 8, we have over 3,000 entries into the computers, so we feel as if we are on our way. Our most anticipated time is the meeting in India in October of this year. At this time we plan to take a substantial amount of data from our computers, and will request global input on it so we will know how to proceed with the work.

Everyone around here does some data entry, but we have noticed particular volunteers' gifts being used in this work. Marge Philbrook, the saint, sits at the computer every Monday, sometimes Tuesday, and silently does a whale of a lot. Sort of like working next to Mother Theresa. And Leroy Philbrook takes on a familiar look of ecstasy every time he has a break-through in putting together our three computers, two printers, and various other electronic highway material. Audrey Ayres keeps us healthy and strong, providing air filters, fans, and yummy snacks for everyone. She is a fan of public radio, so keeps us informed on thousands of pieces of data. Dee Horn, here once a week, keeps us honest by always asking the questions of why and wherefore. Marian Lies also here once a week, is a great story teller, so she keeps us amused, and she is a fine artist, which goes into her work on the Mac. And of course, Lyn Mathews-Edwards adds that personal touch. She writes hundreds of notes and letters. When someone comes to visit, she sits down with them, and each one feels as if he or she is absolutely the most significant person, and is loved and cared for like no one else around.

The other volunteers are so welcome. We appreciate one hour, one day, one week of cleaning files, alphabetizing folders, recording the files on a sheet, entering them into the computer, dusting, and doing all the other necessary things around here. We can use anyone, anytime.

We are having the time of our lives. Don't ask us if we really would like to do something else right now. Joseph Campbell talked about bliss, Didn't he?

New ICA to Start in the Former Yugoslavia

(Excerpted from *The Network Exchange*, March 1994)



Behind the headlines And along the Adriatic coast of the former Yugoslavia there are some 550,000 (300,000 Croats and 250,000

Moslems) displaced persons huddled in refugee camps. The wards of the U.N., they live off of relief packages and lack adequate medicine, heat, electricity, and sanitation. Two former ICA staff members previously unknown to each other and on separate assignments, met in Zagrebe and realized that ICA self-help methodology could help. They received temporary authorization to set up as ICA and will be present at the India Board Meeting to communicate their mission.

Susan Fertig-Dykes and Susan Yates are in the process of applying for NGO status in Croatia. Fertig-Dykes has lived and worked in many countries around the world, has served as a governmental executive and presently manages an organization of five divisions with a staff of 85.

Yates' work in Human resource development has been concentrated in the humanitarian field, with experience in resettlement and rehabilitation programs, education and public relations.

The two Susans write, "We are both really excited to be launching the ICA in the states that emerged from the former Yugoslavia. It is such a difficult time for Balkans and we feel we have a lot of ways to help. We envision ICA - Zagrebe taking responsibility for the region rather than a particular country, and so we decided that ICA - Zagrebe might be a better name than ICA Croatia, as the latter might imply some kind of national boundaries or geo-political limitations/affiliations."

They have been requested to write a proposal for U.N. High Commission on Refugees to empower the many refugee camps through enhancing service delivery and involvement of refugees. A second area they hope to work in is strengthening local NGO's through training. The third direction is to train and equip Croations to run and manage ICA: Zagrebe.

A portion of your gifts to the ICA goes to support ICAI Brussels which coordinates programs such as the one above.

A Gift

is Your Vote to Keep ICA Active

TIP O'NEIL, former Speaker of the House, took his friends' votes for granted during his first campaign for office. Just before the election a neighbor took him aside saying, "Tip, I'm going to vote for you. But reluctantly. People like to be asked for their vote."

Please don't think we take you for granted. We are a charitable, not-for-profit organization and we love and need your tax-deductible donations. Use the enclosed envelope and mail us your vote today.

Leadership Options Develops Leaders For a Multicultural Society



A rich mix of people spread across a wide geography, facing into demanding vocation and life style decisions have come to these courses over the past three years. The Ivory Coast, Germany, Ireland, Canada, the Philippines and Southeast Asia are beyond the US border locations. Some

are in college. Others at a career shift place. All discover through the course a broad context, a clear value base and the rare experience of a learning, supportive community where choices get sorted out.

Evaluations by recent grads are ebullient and informing. Here are a few.

From the start, LO was about synchronicity, serendipity, and gifts from the soul, just as much as it was about a new vision of leadership.

It met my high hopes - a cornucopia for mind and spirit....

LO was a chance for me to see who I am and what I can do in the world. It gave me a sense that I am not alone in my struggle.

I was pleased with the focus on understanding self - one's own beliefs, values, assumptions - as it relates to teamwork and leadership because I believe that critical reflection is central to transforming experience into learning.

The Uptown neighborhood and the City of Chicago are an urban museum environment. Participants and guide team members create the learning experience together. Some are always the same: a curriculum that includes interviews with social innovators, three guided retreats (one in the Botanic Gardens,) an exploration of life philosophy and affirmational ethics. (See calendar on back page for next course dates.)

ICA Retreat Center/Think Tank for the Future –Takes Root on Beautiful Mexico Pacific Coast

by Rose Worden

As I listen to the waves and watch the pelicans on the beach this February morning, it is hard to believe that so many dreams are coming true and evolve around Flava Litibu on the Pacific Coast in Mexico. It was only four years ago that a group of ICA related families said "yes" to calls from Donna Marie and Rob Worden asking if they wanted to get three beach lots near Puerto Vallarta and begin the process of forming some kind of association which would provide for family houses and retreat conference center space.

Our group, including George and Donna Marie West, Joyce and Len Farr, Judith Hamje, Jack and Judy Gilles, Mitzy Moore, Ruth and Ken Gilbert, Bill and Marianna Bailey and Rose and Rod Worden, began to image a "Creativity Center": a place to dream and to create. This group had its first official meeting on site in May of 1991 and was literally awestruck by the beach, the jungle and the endless possibilities. We also labeled it "dreaming" and phased our plans to begin building over the next ten years.

But the Worden's dreams changed to reality later that same year when unexpected income enabled them to begin building a duplex along with Joyce and Len Farr in 1992. Then, the original group of seven units expanded to nine with Ray and Sheryl Caruso and Jim and Karen Troxel and three lots were added. Donna Marie and George also found the means to build their two bedroom guest house and Ray and Sheryl started their construction in February of 1993. We formalized the Litibu Association by incorporating it in Illinois and held our second meeting on site in May 1993. At this time four houses were inaugurated with special blessings: Farr's "Casa Lejos", West's La Casita Feliz", Caruso's "Casa La Cancion del Mar" and Worden's Casa La Primavera".

The mission statement of the Litibu Association, quoted from our bylaws is : "We choose a context which is larger than these... square meters of land. We see ourselves in relationship with all life, as coinhabitants of Planet Earth. In our daily living, our choices will reflect respect for diversity, conservation of Earth's limited resources, awareness of our fundamental interdependence and intent to be healers for the larger global society. We have joined in Trust relationship to reflect our belief that community is an essential element of a healthy life and to exercise our sense of relationship with one another".



Meanwhile I continue to be the director of ICA-Mexico which has office space in our duplex building and call it "The International Research Center". Moving out of Mexico City has enabled a shift of focus to trained regional teams and partnerships with other NGO's. The Puebla team revolving around the methods trained personnel of DEPAC, has been collaborating with ICA: Japan for three years of nursery projects and this year has an exchange trip to Brazil. The Center for Environmental Education and Ecological Action in Tlaxcala which was coordinated by our former President, Rogelio Cova, has done several training sessions with ICA in order to sharpen their facilitation skills. The Jalisco - Nayarit region (where the International Research Center is located) conducted a first community

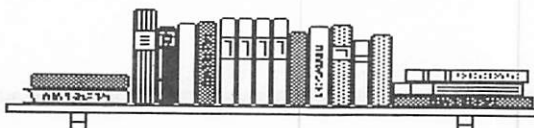
planning process set up by team members in Guadalajara. Our long term contracts with the largest NGO in Mexico, The Mexican Foundation with Rural Development, has trained other similar teams around the nation to use participatory methods in their work with campesino groups.

The most important breakthrough this year has been collaboration with environmental groups. Rogelio Cova, who passed away after intensive surgery in November 1993, gave us a final gift — a relationship with FUNDEA — The Mexican Foundation for Environmental Education and this has produced three planning events and four courses on Environmental Management, as well as important contacts with other ecological organizations. We continue to work with Rogelio's Center in Tlaxcala, now under the coordination of his sister Ofelia Cova, with at least two training events this year.

However, these contracts and occasional renters of our extra space do not provide sufficient self-support for the Worden family so we have formed our own business of **CASAS ECOLOGICAS** which will be a combined construction, consultant and training operation based on the ecological systems of solar energy, rainwater captation, grey water recycling and integrated septic systems which were built into the four houses here in Playa Litibu.

So the story comes back to Playa Litibu, still a natural paradise and our life time home. For Rod and me it is a fulfilled dream in which our personal life-style demonstrates planetary ecology in our community. The Litibu Association continues to model the one planet, one future.

Recommended Reading



More Than 50 Ways to Build Team

Consensus R. Bruce Williams IRI/Skylight Publishing, Inc., Palatine, IL 1993 \$15.95
Call 1-800-348-4474 to order

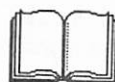
This excellent "how to" book is a fine complement to Laura Spencer's *Winning Through Participation*. In bite-size pieces, Bruce Williams has created step-by-step instructions to articulate purposeful vision, design participative processes, strengthen individual commitment and empower collaborative teams. He has forged a set of highly practical tools, helpfully labeled as simple, intermediate and advanced.

Each activity includes a brief description, a detailed procedure for the facilitator, additional hints, a concrete example, an introductory quotation from contemporary authors in the fields of management, education or psychology.

Bruce has detailed in a refreshing new way numerous activities, images, approaches, strategies and understandings which are part of our "common memory."

I particularly appreciated Bruce's sensitive approach to building teams. He acknowledged that his group facilitation skills were honed by ICA colleagues over twenty years. I'm grateful he has taken the time to capture his long experience of care-filled facilitating to provide this valuable resource.

Thanks to Marilyn Oyler, Phoenix



TO TEACH: the Journey of a Teacher

William Ayres Teachers College Press
Columbia University New York NY 10027
1993 \$15.00

A former kindergarten teacher now Associate Professor of Education at the University of Illinois at Chicago, William Ayres is the author of a surprisingly fresh, unexpectedly insubordinate seven chapters about what it means to be a teacher these days. He quotes Stanislavsky, father of method acting, using his advice for becoming a good actor approvingly applied to great teaching.

"Engage an audience, interact with them, draw energy and inspiration from the relationship. Acting is "dynamic." Substitute "teaching" for "acting" and the advice fits.

A sample of things outstanding teachers need to know include:

- **Creative insubordination** (He clipped the wires on a classroom intercom, reported it to the office and it was a three year wait before it was fixed.)
- **Criticism/Self-criticism** (A way of testing one's deepest values. Use them or Lose them.)
- **Finding allies** (Teaching is isolated and isolating.)
- **Learning from one's own experience** (Admit what you don't know, invite others to teach you, stay close to your own experience.)
- **Link consciousness to conduct** (The classroom is a robust, interactive, dynamic space; not a peaceable kingdom.)
- **Authentic friendships** (Real friendship has bumpy and difficult times...and that can be part of it's strength.)

In paper back. Worth the price and the time to read it.

David Reese, Chicago

JOIN IN THE TRANSFORMATION OF COMMUNITIES AND ORGANIZATIONS



Members of the ICA play a vital role supporting and promoting it's role of service. Many apply their ICA training and expertise in their communities, organizations and work places. If you are not already an ICA member, we invite you to join now.

Membership in ICA brings:

- The quarterly newsletter Highlights with reports on ICA locally and abroad, liftout pages for your files, and more.
- Notification of ICA training programs and publications.
- Linkages to a vast network of people and organization around the world, committed to serving the needs of the planet.

Members have opportunities to:

- Shape the future directions of the organization and help design new programs, such as the Earthwise Learning Series.
- Assist with marketing and facilitating ICA programs.
- Contribute financially and be in collaboration with ICA projects around the world.

Membership is renewable on an annual basis. Member fees provide general support ICA activities locally and globally.

MEMBERSHIP APPLICATION FORM

Name _____

Address _____

City _____ State _____ Zip _____

Telephone _____ (home) _____ (work)

Send this form along with your check to:

The Institute of Cultural Affairs, 4750 N. Sheridan Road, Chicago, IL 60640

☐ Individual Member \$35

☐ Student Member \$15

☐ Family Member \$50

☐ Organization Member \$75

☐ New ☐ Renew Date _____

Calendar of Events

GROUP FACILITATION METHODS

April 6 - 7
May 20 - 21
June 29 - 30

Contact Dennis Jennings

LEARNING LAB for teachers

Lab I: July 18 - 22
Lab II, Advanced: August 8 - 12

Contact Joyce Reese

LEADERSHIP OPTIONS

June 10 - 26

Contact George Packard

BASIC FACILITATOR SKILLS For Leadership in the Church

Session I: April 6 & 7
May 4 & 5
July 11 & 12
Sept. 12 & 13
Oct. 11 & 12

Session II: (Pre-requisite
Session I) June 7 & 8
Aug. 8 & 9
Nov. 1 & 2

Session III (Pre-requisite
Session I & II Dec. 7 & 8
Contact Margie Tomlinson

CULTURE IN THE TRANSFORMATION PROCESS

A research conference organized by the
ICA for those engaged in shaping a
humane future

October 3 - 9, 1994
Fariyas Holiday Resort
Lonavala, Maharashtra, India

Conference fee: \$300 per person

For further information:
ICA India

13 Sankli street, 2nd floor
Byculla Bombay 400 008
India

All programs and events, unless otherwise noted, will be held at the International Conference Center, 4750 N. Sheridan Rd., Chicago.

The ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, ICA volunteer

For information about events listed on calendar above, or news of ICA in your area, contact:

CHICAGO

David Reese
(312) 769-6363

CINCINNATI

Judy & Norm Lindblad
(513) 771-9436

CLEVELAND

Emma Melton
(216) 991-6944

COLUMBUS

Raymond & Sheryl Nordin-Caruso
(614) 621-1112

DETROIT

Walter Kargus III
(313) 822-8300

INDIANAPOLIS

Anita & John Gibson
(317) 925-9297

KANSAS CITY

Donna & Dallas Ziegenhorn
(816) 444-7663

MILWAUKEE

Richard & Leila Crandall-Frink
(414) 482-2670

MINNEAPOLIS/ST. PAUL

Betty Dyson
(612) 698-0349

OMAHA

Marileen & Don Johnson
(402) 391-5433

ST. LOUIS

Nancy & Mike Vosler
(314) 772-4358

Institute of Cultural Affairs
4750 N. Sheridan Road.
Chicago, IL 60640

Address Correction Requested

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ICA at the above address

- ☐ My name was misspelled
- ☐ I received more than one copy
- ☐ Remove my name from the list



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ICA: Chicago's Jim Troxel Edits New Book

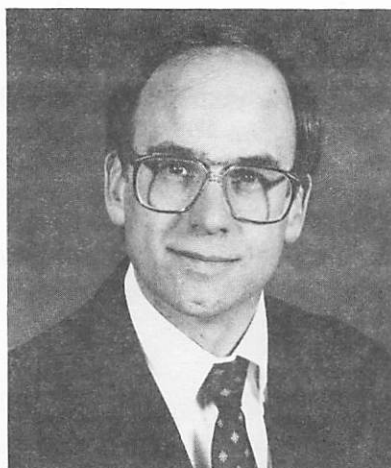
PARTICIPATION WORKS: Business Cases From Around the World

Many businesses are achieving remarkable results by harnessing existing work force potential to keep up with fluctuating global business demands. **Institute of Cultural Affairs in Chicago staff member James P. Troxel** collaborated with international management consultants to describe the ICA's unique approach to solving organizational issues in *Participation Works: Business Cases From Around the World*.

In this anthology, Troxel's ICA colleagues share stories of hands-on experience in eleven companies as participation in each work force became the order of the day. **Antonia Shusta**, Office of the President, Household International, Prospect Heights, IL, in the Foreword to the book, says, "By the standards of even the most traditional and hierarchy-oriented managers, these people get results — outstanding results. With open minds and open hearts, all managers will find their way to participation. It is only a matter of time."

Outside facilitators often serve as the necessary catalyst to involve employees in a more participatory corporate environment. Case studies in *PARTICIPATION WORKS* illustrate how creating this participative work environment has enabled companies to expand market share, redirect goals to emerging customer needs and increase productivity and perfor-

mance. Written by management consultants who have worked in varied international corporate settings, contributors describe how they addressed critical issues, designed ways for management and employees to find common ground to deal with corporate crisis, and effected the social change process. network of facilitators



Jim Troxel, editor of PARTICIPATION WORKS is one of 11 staff members of ICA: Heartland Program Team. He has a Masters Degree in Organizational Transformation from De Paul University, Chicago.

Cases include a sugar factory in Russia, a retail giant in Guatemala, a synthetics factory in India, and a conversion from sole dependence on defense products of a U.S. based research industry.

The contributors also discuss the ways they used the Technologies of

Participation as designed by the ICA. Tapping into our worldwide network of facilitators who have developed participatory methods over the last 20 years in 30 countries, the ICA enjoys consultative status with several United Nations agencies.

A special pre-publication price of \$21.95 is available until November 15, 1993, after which time the price for this 300 page book will be \$24.95. It may be ordered through the Miles River Press (MRP) of Alexandria, VA. See the order information elsewhere in this newsletter. For further information contact: **James P. Troxel**, ICA (312-769-6363) or **Libby Schroeder**, MRP (800-767-1501).

ICA Network 1994 Gathering will be in Alexandria, VA., Jan. 14-17

"Creating the Culture of Participation" will focus events for the conference while a sub theme of "Multiple Modes of Dialogue" will provide a way of ordering a variety of topics, activities and workshops. A Planning Task Force is inviting immediate input on these arenas as well a lists of people to invite.

The Old Colony Inn, a Best Western hotel in Alexandria, VA close to Washington National Airport, has free indoor parking, swimming pool, exercise room and free shuttle bus service from the National Airport and Braddock Metro stop.

Conference fee is \$185.00. Registrar is Roxanna Harper; ICA Network Conference; 7065 Wooden Shoe Rd; Neenah, WI 54956.

LifeStyle Simplification

New Living Patterns for New Times



Institute of Cultural Affairs
Fall Regional Gathering

October 22-24, 1993

Fri. 9 P.M. Gathering and Conversation
Sat. All Day - LifeStyle Workshop
Sun. ICA Future plans with
Celebration of Life at Noon
Sun 1 P.M. Leave for all the Home Ports!!

In these times of rapid change in many aspects of individual and family life, we often feel out of control and have little meaning in our lives. We feel as if present circumstances are taking charge of us and leaving us powerless and buffeted about by all the changes.

- ☯ LifeStyle Simplification is a participatory workshop for individuals and families concerned about developing a simpler, more sustainable lifestyle.
- ☯ The LifeStyle Simplification Workshop will provide you with the tools to take charge of your future, to re-direct your time and money resources to meet your changing needs.
- ☯ You will come away with a new understanding of a sustainable lifestyle, one that will enable healthier finances, increased peace of mind and renewed confidence.
- ☯ You will determine quality of life for you and leave feeling able to respond to societal needs and have a fulfilled life at the same time.

The facility for the gathering is the 4H camp on a beautiful old estate about 45 minutes from Champagne, IL. The time of the year is at the peak of the fall color season, so weather permitting, we will have a great facility to enjoy with colleagues, old and new.

This workshop is being presented by Nelson and Elaine Stover of the Greensboro, North Carolina ICA Office. They have been living a simpler lifestyle for the past 25 years in five different cultures. They have designed this workshop to share their learning with concerned people everywhere.

Cost per person for bed/board, Friday through Sunday: \$55.00 Program cost per person: \$35.00 Total: \$85.00

Mail your registration to: Ken and Ruth Gilbert, 1925 Moraine Drive, Champaign, IL 61821
RESERVATIONS REQUIRED BY OCTOBER 16, 1993
Call ICA: Chicago, 312/769-6363, for more information

*Vibrant learning community
at the heart of global transformation*

Leadership Options

The market place of the '90s has established a new environment for all organizations, from business conglomerates to provincial neighborhoods. A flattened bureaucracy and cultural and gender diversity in the workplace have exposed the increasing inability of traditional managers and leaders to deal with the overwhelming decisions required of them.

LEADERSHIP OPTIONS is a 16-day residential program of discovery and exploration of the mystique of multicultural human development and organizational change.

Workshops and the study of team building, strategic planning, problem solving and reflection practice and internalize the technologies of participation.

Seminars refresh in a vital dialogue on contemporary perspectives and concerns in personal, professional, and organizational life.

Individual inquiry projects provide exposure to a diverse spectrum of approaches to group and organizational leadership.

Personal retreats encourage the deeper potential for change and growth.

Special events include urban exploration, celebrations, arts and group reflection.

LEADERSHIP OPTIONS participants create a "Learning Community" within the landmark ICA, International Conference Centre in the historic Uptown neighborhood of Chicago's north side. This centre is a microcosm of world cultures and community service

organizations. It is located only a 2 block stroll from Chicago's extended Lake Michigan waterfront park.

The Institute of Cultural Affairs is a private voluntary organization concerned with human development in organizations and communities around the world. ICA has 30 years of experience in participative processes, planning, problem solving, training and curriculum development for business, government, non-profits and community groups. ICA has 54 offices worldwide and holds consultative status with the United Nations.

The course includes:

- Global Human Development**
- Team Building Skills**
- The Technologies of Participation**
- Strategic and Action Planning**
- Personal & Professional Development**
- Workshop Design for Consensus**
- Facilitation Skills**
- Vocational Direction**
- Career Exploration**
- Participatory Leadership**
- ...and much more

"Leadership Options is a unique opportunity to experience personal growth and new leadership styles in a caring and supportive learning community. What better preparation for the 21st century?"

—TUDY MCLAIN, OTTAWA, JANUARY '93 PARTICIPANT



Coming Opportunities

JANUARY 7-23, 1994

JUNE 10-26, 1994

JANUARY 6-22, 1995



*Call or write today
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experiences and
relationships you will
use and remember the
rest of your life.*

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Uptown Building Shelters International 'Family'

ICA Center works on all eight levels

by Todd Savage

A couple of years ago a stranger asked Rita Simo if she could use a piano at the People's Music School. The young woman, a Russian Immigrant, was taking English classes at the Hilliard Adult Education Center, located one floor below the free music academy.

Simo obliged and led the woman to a practice room. Later Simo heard the woman playing quite masterfully and opened the door to see for herself. She found the woman crying - tears of joy - as she played.

"That made me feel good to have something to give," says Simo, the school's founder and director.

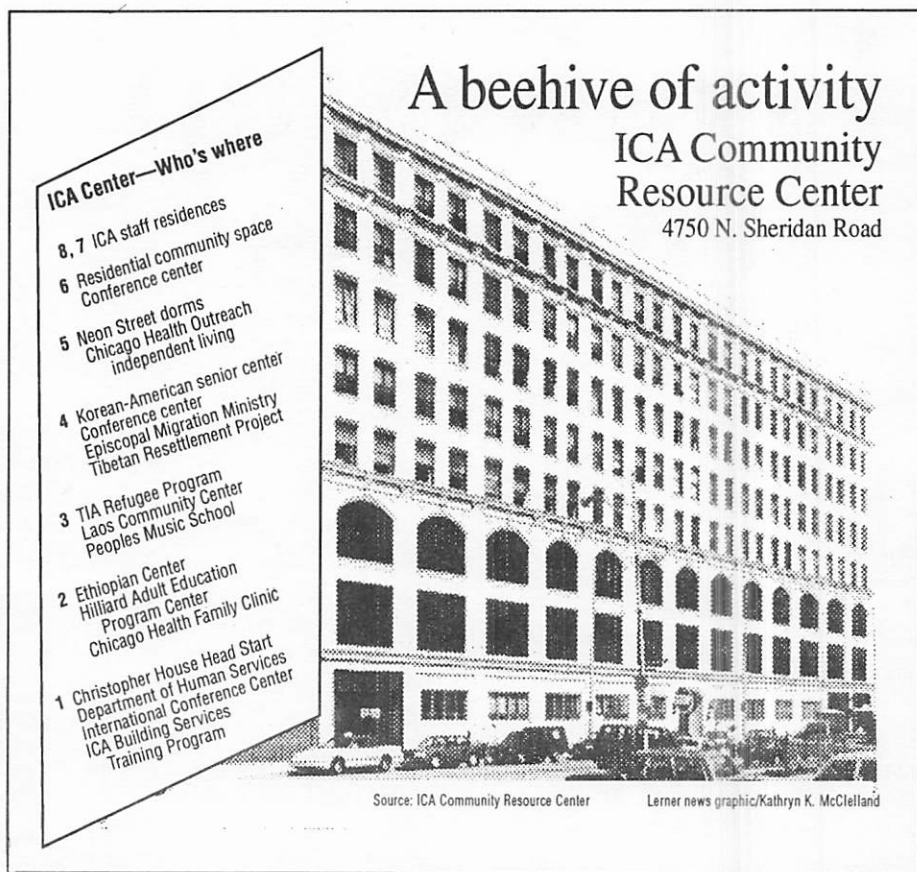
Like neighbors in need of a cup of sugar, Simo and staff at other non-profit agencies located in a unique Uptown high rise community have learned that they can count on each other when they come up short.

Non-profits started working side-by-side in 1986 when the Institute of Cultural Affairs opened the doors of its 166,000 square-foot building at 4750 N. Sheridan Road to social service organizations.

The music school was the first tenant. The latest, the Tibetan Resettlement Project, a new group that assists Tibetan refugees, moved in early this month, bringing occupancy to 90% with 14 tenants.

The Institute took over the building for \$1 from the Kemper Insurance Co. in 1971 when Kemper moved to the suburbs. The Institute used the building as its international headquarters for 15 years, but eventually decentralized operations and moved much of its staff overseas - freeing up lots of space.

Today, the ICA Community Resource



Center, as it is called, is a veritable mini-United Nations. Reflecting the cultural diversity of Uptown, it's a bustling place where you're likely to hear many tongues spoken.

"I'm sure there are 72 languages and nationalities in this building," says Mary Laura Bushman, who helps manage the building as development director. But that's not a problem, she says, because "any day you can get a translator."

On a given afternoon, Korean senior citizens are tutored in English, public aid recipients are informed about eligibility requirements, church groups bunk down in the building's conference center and recent Laotian arrivals get help finding a place to live.

"It's almost like a little village," says Simo.

Among the village's neighbors are Christopher House, a Head Start preschool and after school program, the North Side district office of the Department of Human Services, The Ethiopian Community Association, Chicago Health Outreach, a family health clinic; and Hilliard's 14 classrooms.

There's the Lao Service Center; Travelers & Immigrants Aid Refugee Services; the Korean American Senior Center; Episcopal Migration Ministries; a program for mentally handicapped adults, and a dormitory for homeless youths. An International

continued, pg. 5

Conference Center provides modest dormitory-style rooms, meeting rooms and a kitchen to visiting church and non-profit groups. Institute staff members live on the seventh and eighth floors.

"Someone called it a one-stop mission center," says Bushman, who has worked for the Institute since 1971, including a five-year stint in the South Pacific. "If it's not here, someone knows where it is."

The building, which is architecturally remarkable for its polished stone facade, contains small surprises, like the old paneled Kemper board room on the sixth floor, which the Institute uses for its own board meetings and other special events.

Since 1988, the Institute has made major improvements to the building – the first four floors of which date back to 1921 – replacing the hand-operated elevators with electric ones, installing new air conditioning and electricity, and putting in new windows.

The center appeals to many agencies because it offers a safe, secure building and is in a neighborhood where many clients live. It also means working next door or upstairs from colleagues. For example, many of the community's refugee agencies are clustered in the building.

"We see problems from the same perspective," says Sue Kang, director of the Korean American Senior Center. "We learn from each other and we share with each other." Agencies exchange advice on which kind of photocopying machine to buy, recommend good accountants or lend their translation services.

"It creates an atmosphere in which people have the opportunity to interchange with each other in a non-threatening way," says Simo. "That might be one of the most important things this building has to offer."

For the tenants, leasing space from the Institute means having a landlord with a shared mission.

"They are aware that there's going to be a variety of people with a variety of English levels, and a variety of needs that come through," says Virginia Koch, associate director of Travelers and Immigrants Aid Refugee Services.

For the Institute, the ICA Center was somewhat of an experiment. "We've done a lot of work internationally, and we realized that high-rise buildings could also be community projects," Says Bushman.

Editor's note: We thank the publishers of the Lerner News Star for permission to reprint this article.

Archives Update

by Lyn Edwards



Summer found many working hard as the Archive project gains momentum. Several out-of-towners came to help during the August

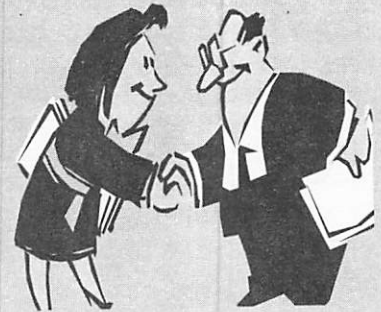
Fortnight. Among those were Fred Buss from Kerrville, TX, Bob and Sandra True, NY, and Angela Pouquong from Toronto.

Mary Pickard, archivist for Huntington College, came from Montgomery, AL in June, shared her expertise with us and gave us the confidence to forge ahead. New state-of-the-art Minaret software and computer are set up and running, gathering, organizing the precious data; all to be stored in acid free folders in document cases.

We enjoy hearing from colleagues from around the world - especially those who come to spend a few hours archiving.

"A Question of Etiquette" below is excerpted from an article which appeared in ICA West's INITIATIVES. Written by Ann and John Epps, long-standing colleagues, who offer ToP methods throughout South-East Asia as LENS, Leadership Effectiveness & New Strategies. PACT is a personnel problem solving team, at the Shell refinery at Port Dickson, Malaysia

A Question of Etiquette



The LENS team happened to be in Port Dickson when one of the PACT Teams initiated its week-long "Courtesy Campaign" among staff. They had designed programs to encourage staff to be more courteous to each other on the job and decrease the number of unintentional offenses that occurred.

The initiating event was a guest speaker, a newspaper etiquette columnist, who was to make a half-hour presentation after work. To suggest that macho refinery staff might travel across town after a full day's work and listen to a talk on etiquette seemed most unlikely. As we arrived, the set-up team was on site and nobody else. We began to voice our doubts.

To our utter amazement, 150 people showed up, the speaker was bombarded with questions and the event went on for an hour and a half. Tea was served, courtesy buttons were handed out, and the event kicked off the campaign in high style.

Summer Learning Labs For Teachers Called "Sweet Water Oasis"

Re-inventing is a way of thinking about a lot of other life arenas than government these days. Teachers, especially in the great cities of this nation, need all the help and support they can get.

Burdened by mountainous expectations and daunting social realities in their workplaces, teachers need supportive networks that help them reach deep into their own creative resources. ICA's Learning Labs, offered for two weeks during July and August, provided just such a sweet water oasis for thirsty participants this summer.

Experienced guide teams, themselves teachers or involved closely with the profession, led groups through image change exercises and new ways of teaching with fresh tools in a learning community environment utilizing team teaching and project learning. Participatory methods that elicit, entice, beckon and tease out student interest provided opportunities for bridging and connecting across social, cultural and age differences.

Many schools already are scheduling staff development time for their teachers for next summer. Get more complete information about ICA's Learning Labs now by from **Joyce Reese** at 4750 N. Sheridan; Chicago, IL 60640, 312/769-6363.



Counter clock wise from top left: Sharon Karam, Tom Higgins, Lyn Stollberg, Mary Gleason, John Nieciak, Rosio Lanao, Marilyn Bean

Basic Facilitator Skills (BFS) will be Offered to Church Leaders

Basic Facilitator Skills for 1990s Leadership in the Church is a two session event. One session will be offered each month during the coming year at Chicago's Community Resource Center. In BFS I the directed dialogue, basic workshop, image changing seminar and question creation methods are modeled and participants receive hands-on experience. BFS II is coaching in the methods of BFS I, the philosophy of these methods and modeling and hands-on experience with action planning and complex workshops. BFS III is modeling and hands on experience with strategic planning. Participants role play perspectives in forming consensus and discover the complexity of guidelines for successful strategic planning. The cost is \$200.00 per person for each 2-day session. See the calendar on back page for dates. For more information and a brochure, contact **Margie Tomlinson**, 4750 N. Sheridan Rd., Chicago, IL., 60640.

MEXICO VACATION HOUSE AVAILABLE TO RENT
"La Casita Feliz". The Happy Little House, owned by **Donna Marie and George West**. located near the Puerto Vallarta resort area of Mexico, can be rented for a month at a time or shared with others for two week periods. Write DM West: La Casita Feliz, Apartado 43 63732, Bucerias, Mexico.

M. Scott Peck & ICA Staff on Program at International Servant-Leadership Conference, Indianapolis

John Gibson, ICA Indianapolis and **Jim Troxel**, ICA Chicago, will lead workshops and make presentations at the Greenleaf Center for Servant Leadership sponsored event, Oct. 15-16. **M. Scott Peck, M.D.**, author of **THE ROAD LESS TRAVELED** and other well known books, will give the keynote address and capstone speeches.

Over 300 international leaders in business, non-profit, academic, religious and community organizations are expected to attend.

The Hyatt Regency and Westin Hotels in downtown Indianapolis are this year's site. Conference registration is available by calling the Center at (317) 925-2677.

CALENDAR OF EVENTS

OCTOBER

- 4-7 HONG KONG ORGANIZATION
TRANSFORMATION NETWORK
- 15-16 SERVANT - LEADERSHIP CONFERENCE
Indianapolis
- 16 LEARNING LAB FOLLOW-UP
for grads of all Learning Labs
Call Karen Troxel for details
- 22-24 HEARTLAND FALL REGIONAL GATHERING
23 Saturday all day Lifestyle Simplification Workshop
at Heartland Meeting, Allerton Park
(near Champaign-Urbana) See page 2.

NOVEMBER

- 5-7 ICA NATIONAL BOARD MEETING
- 5 OPEN HOUSE, 4:30 - 6:30 PM
to inaugurate the new program space
- 9-10 BASIC FACILITATION METHODS
Call Dennis Jennings for details
- 14 DIALOGUE EVENT 2:00 - 4:00 PM
THE PASSION OF THE WESTERN MIND
by Richard Tarnas. Call George Packard
for details

DECEMBER

- 21 CHRISTMAS PARTY
- 31 NEW YEARS EVE EVENT

JANUARY

- 4-5 BASIC FACILITATOR SKILLS (BFS) I
(See page 6.) Call Margie Tomlinson for details
- 7-23 LEADERSHIP OPTIONS
- 14-17 ICA NETWORK MEETING - Alexandria, VA
Registrar, Roxanna Harper, 7065 Wooden
Shoe Rd. Neenah, WI 54956 (See page 1)

FEBRUARY

- 8-9 BFS I
Call Margie Tomlinson for details
- 9-10 BASIC FACILITATION METHODS
Call Dennis Jennings for details

MARCH

- 8-9 BFS II
Call Margie Tomlinson for details

Looking Ahead...

- JUNE 10-26 LEADERSHIP OPTIONS
- JULY 18-22 LEARNING LAB
- AUGUST 1-12 LEARNING LAB
Call Karen Troxel for details

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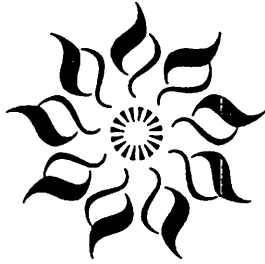


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ICA Methods Used at Sessions of Parliament of World Religions

By Margie Tomlinson



Six thousand people representing 150 religious traditions came together in a Parliament of World Religions at Chicago's Palmer House Hotel, August 28-September 4. Four sessions of inter-faith, multi-cultural skill building techniques and a lunch break Parliament of the People were facilitated using ICA methods.

A request in April for three pro bono facilitators from Ms. **Barbara Bernstein**, Program Director for the Parliament, provided cause for the Kellogg Foundation to grant \$5,000 for staff time and expenses to ICA Chicago. The ICA Team included **Margie Tomlinson** and ICA Board Members **Ellen Howie** and **Judy Lindblad** who served as volunteers without pay. This facilitation team expanded to around 40 with **Betty Dyson**, **Jon Jenkins** and **Tim Caswell**, all deeply grounded in ICA methods, as members.

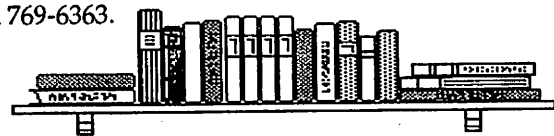
Foci for the Parliament of the People invited participants to respond to such questions as, "What is your vision for inter-religious dialogue? and What is your personal commitment to on-going inter-religious work?" A synthesis of the first two days of responses was put together in charts and displayed in an area where most people could easily see the results. A daily Parliament newsletter, "Your Voice", published results as well. **Tim Caswell** took responsibility for the synthesis and to anyone who asked,

responded, "This is a process of the Institute of Cultural Affairs".

ICA's Technologies of Participation conversation and workshop methods were utilized in the inter-faith, multi-cultural skill building techniques session as well as artistic expression of change and the appreciative inquiry process by a colleague from Case Western University. A workshop on "Sharing Approaches that Work in Multi-Cultural Inter-religious Situations", also was facilitated.

This Parliament was held 100 years after a first Parliament of World's Religions was convened in Chicago at the Columbian Exposition in 1893. A closed door session for 192 invited religious leaders and 26 trustees considered ways to support future collaboration, consideration of the Declaration of A Global Ethic, and sharing common values. Among the leaders were the **Dalai Lama** from the Tibetan Buddhists, **Louis Farrakhan**, from the Nation of Islam, **Pravrajika Amalaprana**, Hindu senior nun under **Swami Vivekananda**, **Singh Sahib Jathedar Manjit Singh**, spiritual Head of the Sikhs in Amritsar, India, **Placido Rodrigues** of Chicago and **Francesco Gioia** of Rome, from the Roman Catholic Bishops, several Native American spiritual leaders and representatives from other less well known traditions including **Hans Kung** of Germany, **Masso Abe** of Japan and **Israr Ahmed** of Pakistan. Presidents of the World Council of Churches and the National Conference of Christian and Jews attended.

Those wishing to study the Parliament's major document, A Declaration of Global Ethic, may contact: ICA: Chicago 312 769-6363.



Recommended Reading

RACE MATTERS by Cornell West
Beacon Press, Boston, 1993.

RACE MATTERS is a book that matters because it jams the reader up against spiritual impoverishment; that is, the loss of meaning, among us. There is a "digging in the quick" 'neath the fingernail quality in this Professor of Religion at Princeton's writing about black-white patterns of living in this nation. Like all real prophetic insight its range is far more inclusive than simply race.

"The collapse of meaning in life - the eclipse of hope and absence of love of self and others, the breakdown of family and neighborhood bonds..." We have created rootless, dangling people with little link to the supportive networks - family, friends, school - that sustain some sense of purpose in life. We have witnessed the collapse of the spiritual communities that in the past helped Americans face despair, disease and death and communities that transmit through generations dignity and decency, excellence and elegance."

Searingly accurate writing like this is reason enough to read it. Chapters on "Nihilism in Black America" and "Black Sexuality: The Taboo Subject", expose people to its painfully hopeful wisdom and urgent necessity for creative responses.

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James P. Troxel, General Editor

Foreword by Antonia Shusta, Office of President, Household International

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I. Defining Participation

Chapter 1 A Time for Participation *John Burbidge*

Chapter 2 Benefits Beyond the Numbers *James P. Troxel*

II. Increasing Productivity

Chapter 3 A Value Driven Culture

India Widia (India) Ltd. *Judith Gilles and T. A. Sadasivan*

Chapter 4 "Excellence . . . A Journey Not a Destination"

Singapore Great Eastern Life Assurance Ltd. *Ann and John Epps*
& Malaysia

III. Expanding the Customer Base

Chapter 5 Conversion Beyond Defense: A Research Division Leads the Way

U.S.A. Lockheed Missiles and Space Co. *Patricia Tuecke*

Chapter 6 Customer Service as a Shared Responsibility

U.K. Hamilton Insurance Company Ltd.

Alan Berresford and Femi Oguntokun

IV. Maximizing Stakeholder Involvement

Chapter 7 Integrated Company Teams Serving a Nation

Guatemala Metacentros, S.A. *Bill and Barbara Alerding*

Chapter 8 Recovering a Culture of Participation

Russia Primorski Sugar Corp., Zostro Corp. *David Dunn and Alexey Kuzmin*

V. Motivating a Workforce

Chapter 9 Creating a Second Taj Mahal

India JK Fibre *Cyprian D'Souza*

Chapter 10 Crisis: An Ally of Participation

Brazil Mills Group *Nancy Grow*

VI. What Makes Participation Work

Chapter 11 Participation at the Grassroots Level

Canada Hudson's Bay Company *Jo Nelson*

Chapter 12 The Manager: Champion of Participation *Gordon Harper*

Chapter 13 Cross-Cultural Leadership

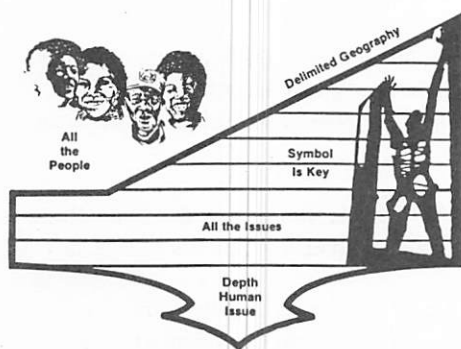
Asia Pacific DuPont *Roy Stansbury and Chris Yates*

Chapter 14 Facilitation Skills in Action

Nigeria Nigeria International Bank *Robert Vance*

Afterword *James P. Troxel*

Fifth City Celebrates Three Decades with New Programs - New Director



It was 1963 on Chicago's Westside when local residents met with seven families of the Ecumenical Institute and together began a Community Human Development Project. Thirty years later, flourishing offshoots from that first gathering demonstrate the enduring worth of those early years.

One of the most globally duplicated projects, the Fifth City Preschool, will celebrate by expanding its programs with three new offerings. "Imaginal Education 2" is an advanced course for Preschool teachers and will be taught by ICA staff.

"Parents as First Teachers" is an accredited course for parents of preschoolers and will be taught by Dr. Ann Kimbrough. "Neighborhood Health and Safety" is a volunteer course for residents and is offered in collaboration with the Harrison Police Beat Rep program plus Chicago Safety and Health programs.

Mrs. Mildred Moore, a local resident, is the new Executive Director of the Fifth City Reformulation Corporation. She has 15 years experience with the City of Chicago in a supervisory position where she specialized in training education, conflict management, program report writing and progressive discipline.

Included with numerous other Fifth City activities, which Mrs. Moore will direct, are those for adult literacy, senior employment, low income energy assistance, a food pantry, free legal assistance, earfare, a youth choir called "New Sounds of Chicago" and Narcotics Anonymous for persons with alcohol and drug problems.

Corporate support comes from Household International, Citibank, Northern Trust Bank, Harris Bank, McCormick Tribune

Foundation, Arthur Anderson, Kroetchel Engineering, AMOCO, and Bell Telephone.

Other Westside developments are the Sears Roebuck warehouse rehab for new housing and the nearby St. Mel's High School purchase of six square blocks also for new housing. This and their comprehensive infants through college education plan received a recent \$1,000,000 gift from Oprah Winfrey.

ICA Educational Partnership Blossoms in Chicago

Schools where community frameworks of societal care have collapsed are among places where ICA staff work. Stories from principals widen eyes and bring an ache to hearts. One wished for volunteers who would meet children as they arrived with brushes and combs to untangle hair. Another described why they bought a washer and a dryer for soiled clothes. Some days during the coldest part of the winter they found students waiting for doors to open so they could come into a warm place because a house or apartment had no heat.

A new ICA Schools Revitalization Network includes six elementary and two high schools. Concentrating over an entire year ICA methods of training, interchange, planning and support, stakeholders are connected into a vital, educational partnership. Parents learn to help children with homework. Teachers discover fresh ways to reach different learning styles. Together, they listen to one another while creating a long term practical vision for their school.

A significant part of Facilitator time is devoted to helping develop a current School Improvement Plan incorporating new state mandates that concentrate on improvement in classroom performance. ICA's reputation for high quality during the past years makes staff valuable assets during this interface between state, city, and local groups.

Out of a budget that totals \$155,000.00, each school pays \$5,000.00. Grants from corporations and foundations now provide \$93,000.00. The remainder will cover other local training events and teacher participation in summer Learning Labs and is being sought from alternative sources.

Three Teamwork Centers Key to Mission

Begin a story with us about what goes on through this swirling center of ICA missional energy. Spend a day in our lobby. It's a funnel into and out of three pulsating social service dynamics. Two are building related and the third is a more mobile program outreach. Through all three surge and flow that special kind of care you identify with the ICA.

The Community Resource Center leases to not-for-profit agencies serving multi-language population groupings in Uptown Chicago. A new, federally financed, Uptown International Center of Community Health, opened in March on the 2nd floor. The Conference Center, National and International, provides an urban experience to not-for-profit groups looking for safe, modestly priced meeting, sleeping and eating arrangements. ICA Program Services is the space user whose staff run in and out on the larger court of city, heartland and nation.

A School Revitalization Network with 8 Chicago schools - 6 elementary and 2 high school - supplies Training, Interchange, Planning and Support to Principals, Staff and Local School Councils. Beautiful Learning Lab brochures, donated by Household International, about summer labs for teachers, are going out through our networks. This year, a dozen Golden Apple Foundation scholars, preparing to be teachers, will be in these sessions.

Another part of gift money is sent for support of The Institute of Cultural Affairs International in Brussels, Belgium which maintains the network of ties to local ICA groups all over the world. (See articles about ICA Mexico and one about new ICA work in Bosnia.)

A 2-day, Group Facilitation Methods course for 20 people which included staff from Golden Apple Foundation and the wife of an Episcopal Bishop, was completed recently. Three staff lead these courses which are scheduled regularly in our Conference Center facilities. (See back page calendar.)

The ICA Center: Chicago is a busy place. Operational costs place practical limits on what we can do. Your gifts help it be a socially useful, missionally exciting, set of teams investing years of experience in tasks that keep society healthy. They are needed and gratefully received.

The Institute of Cultural Affairs in Chicago		
Community Resource Center	ICA Program Services	National & International Conference Center
<p>In the past three months the CRC has expanded its shared space program to:</p> <p>Thirteen community service organizations which provide help to new immigrants and refugees from 20 countries, English as a second language, music lessons, housing for homeless youth program, Headstart classes, support for homeless persons with mental illness plus senior citizen services.</p> <p>The Uptown International Health Clinic serves homeless adults and families.</p> <p>ICA Staff Mary Laura Bushman, David Hutcheons, Ken Otto, Paula Otto Support Staff Joel Morales, John McKeown, Senior Aides - Isagani Gube, Edward Sims</p>	<p>In the past three months representative clients for training or facilitation include:</p> <p>Leadership Options -18 participants in leadership training for 16 days in January. Next course in June.</p> <p>School Revitalization Network: Kenwood Academy, Gage Park High School, Sabin School started their school improvement planning.</p> <p>Basic Facilitator Training - for general audiences, church leaders and city of Chicago agencies.</p> <p>Total Quality Management teams for government services.</p> <p>ICA Staff Don Bushman, Sookja Hutcheons, Dennis Jennings, George Packard, Keith Packard, Carol Pierce, David Reese, Joyce Reese, Robert Shropshire, Margie Tomlinson, Jim Troxel Intern - Jackie Lynd</p>	<p>In the past three months hosting groups with safe, simple, retreat accommodations:</p> <p>January, 1994, was one the largest month in the history of the Conference Center. Representative clients include:</p> <p>Leadership Options Training Bethel College Wesleyan Urban Coalition Tibetan Lasar Celebration Christian Peacemakers Jewish Urban Mitzvah Corps Re-Evaluation Counseling</p> <p>ICA Staff Barbara Barkony, Sally Fenton, Robert Hawley Support Staff Alice Harriott, Darryl Macon Senior Aide - Elaine Ross</p>
<p>Volunteers Who Expand the ICA's Capacity Jan Ames, Audrey Ayres, Hunt Blair, Dee Horn, Marian Lies, Donna Mahr, Chitvan Malik, Jill Nicholson L.E. Philbrook, Marge Philbrook, Mary Smith, Marvyn Womack</p>		
<p>Archives: Making Accessible Research & Programs of OE, EI, ICA Lyn Edwards Betty Pesek</p>		
<p>Receptionist - Mamie Tucker</p>		

April 15 - 16 -17 in Chicago

Heartland Gathering Features Dynamite Seminar

THINKING Laterally

by Bill and Barbara Alerding

Our brain is a 24-hour machine with no "off" button. It never sleeps! Either we control our brain or it completely controls us. Many people allow their brains to get into self-defeating loops that can cause anxiety, resentment, jealousy, frustration, violence and a whole host of negative reductions. This is a waste of our true potential. Utilizing our brains to their best capacity requires the ability to think broadly and in more creative patterns.

As we enter into the 21st century, more and more demand is made on us to use our brains more efficiently. Everybody thinks but not everyone knows how to think effectively. People with years of education can also have problems with thinking well. What is the ability to "think"? What do we mean by "lateral thinking"? What are the qualities of a "good thinker"? Can the ability to "think" be taught?

This one day seminar will answer these questions and more. The seminar will focus on the methods of Dr. Edward deBono. Each participant will receive a packet of 10 basic thinking skills from Dr. deBono's CoRT system. The seminar will practice some of these instruments and teach the participants how to use the program themselves.

The Alerdings have been researching new methods of learning since 1986. They have led courses in thinking skills for more than 2,500 participants from the business, education and service communities. They are presently residing in Indianapolis setting up a new Training Inc. project in Building Maintenance for African-American males.



Bill and Barbara Alerding

ICA HEARTLAND SPRING GATHERING

April 15 - 16 - 17, Chicago, Illinois
The International Conference Center
4750 N. Sheridan Road

Friday Evening

6:00 to 8:00 PM Dinner followed by Resource Sharing and Reflection on new edges in metaphysics/para-normal experiences and the implication for ICA.

Saturday

7:00 to 8:00 AM Breakfast followed by Alerding's Seminar. A Captain's Cabin Party on the Cruise Ship Heartland will highlight the evening (appropriate cruise wear is optional.)

Sunday Morning

7:30 to 8:30 Breakfast followed by an interchange of recent initiatives, discoveries, reports and ponderings.
11:30 to 12:30 Lunch and Closing Celebration.

REGISTRATION

Name _____ Phone _____

Address _____ City _____ Zip _____

Registration fee (includes Alerdings seminar and party) \$ 30

Lodging (dorm bunks \$12 /per night, Double Rms \$17.50/per) \$ _____

Meals (Bkfst. \$4, Lunch \$5, Dinner \$6) Friday dinner \$ _____



Saturday Bkfst \$ _____

Saturday Lunch \$ _____

Saturday dinner \$ _____

Sunday Bkfst \$ _____

Sunday Lunch \$ _____

Total \$ _____

Make checks payable to John Gibson, Registrar, and mail to ICA/Earthcare, 3038 Fall Creek Parkway, Indianapolis, In 46205. **Registrations are due by April 5th.** Late registrations will be charged 10% extra. Please, the Conference Center, Food service, Seminar Leaders, and Party Planners all need to know who is coming.

Global Faces of ICA: *Technology of Participation Methods at Work*

Social Analysis is Taught

How and where do we be in solidarity with the poor? These are questions religious communities ask. Human resources are limited so where will they make the greatest impact?

Through Social Analysis and Corporate Reading Research Projects, religious communities find answers. One such community is the Franciscan Sisters of the Atonement. During this next year, they will analyze news using the ICA Social Process screen. Each Sister uses it to discern how she influences the social fabric through her ministry. Core groups use it to analyze trends in their local geography.

The Corporate Reading Research Project has each Sister chart or mind-map at least one book then create a report relating it to social process screen categories. Small groups share reports followed by a directed discussion of motivating images for the community.

This is the third year Margie Tomlinson from ICA Chicago has worked with the Franciscan Sisters of the Atonement in California, Canada and in the Northeastern

Partnership For Care

Four victims of marketplace bombings in Sarajevo arrived recently at a Chicago hospital for treatment of their wounds. Accompanying them were their families, all of whom have been granted refugee status. Finding lodging for the Bosnian women fell to Travelers and Immigrant Aid and Lutheran Social Service International Refugee Center, agencies with offices in the Community Resource Center (Kemper Building).

Until a more permanent home could be found, the women were hosted by the International Conference Center. Berthold Schwaiger, who was able to communicate with them in German, was of great help in the resettlement process.

From an Archive Angel named Betty Pesek



John Nicholas, Professor at the University of Canberra, on his way out of here, said, "This place knocks me out!"

It is rather awesome. Lyn Mathews - Edwards is 76, Audrey Ayres is 71, and I am 68, the new young kid on the block, and we are in a room of file cabinets, 144 in number, 5 drawers each, totalling 700 drawers. If you figure about 300 file folders in each drawer, it totals 210,000 file folders to be handled.

Now, let's see. Each week Audrey comes in two days a week, Lyn four days, and I come in five days. How long will it take to look at each folder, decide if it is of futuristic value, and enter it into the computer data base? And in addition, there are two more rooms of file cabinets! Have you seen the Prisoner of Zenda, who worked his way out of the dirt prison with a teaspoon?

I really believe it was not the file cabinets that the professor was excited about. After you work your way through the basement to our room, you are greeted by all the colorful treasures we have been finding in our work. When we find constructs, art forms, posters we have used - all the riches that we are offering to the world - we group them and put them into large poster frames (we are using gold color: have you heard the Sting sing "Fields of Gold"?). We feel as if we are working in fields of gold. All of our decor is flexible, so we can change it or add to it as we go along.

Our drop-in volunteers are amazing. Last week Bob Griffin stopped in, and discovered we needed files to be moved. He has been working with the United Methodist Committee on Relief in the relief for flood victims in Iowa. He said, "If I can move two tons of potatoes at a crack, I can move a few file cabinets!" He did, by golly, and they are SO wonderful to work with this way.

As of March 8, we have over 3,000 entries into the computers, so we feel as if we are on our way. Our most anticipated time is the meeting in India in October of this year. At this time we plan to take a substantial amount of data from our computers, and will request global input on it so we will know how to proceed with the work.

Everyone around here does some data entry, but we have noticed particular volunteers' gifts being used in this work. Marge Philbrook, the saint, sits at the computer every Monday, sometimes Tuesday, and silently does a whale of a lot. Sort of like working next to Mother Theresa. And Leroy Philbrook takes on a familiar look of ecstasy every time he has a break-through in putting together our three computers, two printers, and various other electronic highway material. Audrey Ayres keeps us healthy and strong, providing air filters, fans, and yummy snacks for everyone. She is a fan of public radio, so keeps us informed on thousands of pieces of data. Dee Horn, here once a week, keeps us honest by always asking the questions of why and wherefore. Marian Lies also here once a week, is a great story teller, so she keeps us amused, and she is a fine artist, which goes into her work on the Mac. And of course, Lyn Mathews-Edwards adds that personal touch. She writes hundreds of notes and letters. When someone comes to visit, she sits down with them, and each one feels as if he or she is absolutely the most significant person, and is loved and cared for like no one else around.

The other volunteers are so welcome. We appreciate one hour, one day, one week of cleaning files, alphabetizing folders, recording the files on a sheet, entering them into the computer, dusting, and doing all the other necessary things around here. We can use anyone, anytime.

We are having the time of our lives. Don't ask us if we really would like to do something else right now. Joseph Campbell talked about bliss, Didn't he?

New ICA to Start in the Former Yugoslavia

(Excerpted from *The Network Exchange*, March 1994)



Behind the headlines And along the Adriatic coast of the former Yugoslavia there are some 550,000 (300,000 Croats and 250,000

Moslems) displaced persons huddled in refugee camps. The wards of the U.N., they live off of relief packages and lack adequate medicine, heat, electricity, and sanitation. Two former ICA staff members previously unknown to each other and on separate assignments, met in Zagrebe and realized that ICA self-help methodology could help. They received temporary authorization to set up as ICA and will be present at the India Board Meeting to communicate their mission.

Susan Fertig-Dykes and Susan Yates are in the process of applying for NGO status in Croatia. Fertig-Dykes has lived and worked in many countries around the world, has served as a governmental executive and presently manages an organization of five divisions with a staff of 85.

Yates' work in Human resource development has been concentrated in the humanitarian field, with experience in resettlement and rehabilitation programs, education and public relations.

The two Susans write, "We are both really excited to be launching the ICA in the states that emerged from the former Yugoslavia. It is such a difficult time for Balkans and we feel we have a lot of ways to help. We envision ICA - Zagrebe taking responsibility for the region rather than a particular country, and so we decided that ICA - Zagrebe might be a better name than ICA Croatia, as the latter might imply some kind of national boundaries or geo-political limitations/affiliations."

They have been requested to write a proposal for U.N. High Commission on Refugees to empower the many refugee camps through enhancing service delivery and involvement of refugees. A second area they hope to work in is strengthening local NGO's through training. The third direction is to train and equip Croations to run and manage ICA: Zagrebe.

A portion of your gifts to the ICA goes to support ICAI Brussels which coordinates programs such as the one above.

A Gift

is Your Vote to Keep ICA Active

TIP O'NEIL, former Speaker of the House, took his friends' votes for granted during his first campaign for office. Just before the election a neighbor took him aside saying, "Tip, I'm going to vote for you. But reluctantly. People like to be asked for their vote."

Please don't think we take you for granted. We are a charitable, not-for-profit organization and we love and need your tax-deductible donations. Use the enclosed envelope and mail us your vote today.

Leadership Options Develops Leaders For a Multicultural Society



are in college. Others at a career shift place. All discover through the course a broad context, a clear value base and the rare experience of a learning, supportive community where choices get sorted out.

Evaluations by recent grads are ebullient and informing. Here are a few.

From the start, LO was about synchronicity, serendipity, and gifts from the soul, just as much as it was about a new vision of leadership.

It met my high hopes - a cornucopia for mind and spirit....

LO was a chance for me to see who I am and what I can do in the world. It gave me a sense that I am not alone in my struggle.

I was pleased with the focus on understanding self - one's own beliefs, values, assumptions - as it relates to teamwork and leadership because I believe that critical reflection is central to transforming experience into learning.

The Uptown neighborhood and the City of Chicago are an urban museum environment. Participants and guide team members create the learning experience together. Some are always the same: a curriculum that includes interviews with social innovators, three guided retreats (one in the Botanic Gardens,) an exploration of life philosophy and affirmational ethics. (See calendar on back page for next course dates.)

ICA Retreat Center/Think Tank for the Future –Takes Root on Beautiful Mexico Pacific Coast

by Rose Worden

As I listen to the waves and watch the pelicans on the beach this February morning, it is hard to believe that so many dreams are coming true and evolve around Flava Litibu on the Pacific Coast in Mexico. It was only four years ago that a group of ICA related families said "yes" to calls from Donna Marie and Rob Worden asking if they wanted to get three beach lots near Puerto Vallarta and begin the process of forming some kind of association which would provide for family houses and retreat conference center space.

Our group, including George and Donna Marie West, Joyce and Len Farr, Judith Hamje, Jack and Judy Gilles, Mitzy Moore, Ruth and Ken Gilbert, Bill and Marianna Bailey and Rose and Rod Worden, began to image a "Creativity Center": a place to dream and to create. This group had its first official meeting on site in May of 1991 and was literally awestruck by the beach, the jungle and the endless possibilities. We also labeled it "dreaming" and phased our plans to begin building over the next ten years.

But the Worden's dreams changed to reality later that same year when unexpected income enabled them to begin building a duplex along with Joyce and Len Farr in 1992. Then, the original group of seven units expanded to nine with Ray and Sheryl Caruso and Jim and Karen Troxel and three lots were added. Donna Marie and George also found the means to build their two bedroom guest house and Ray and Sheryl started their construction in February of 1993. We formalized the Litibu Association by incorporating it in Illinois and held our second meeting on site in May 1993. At this time four houses were inaugurated with special blessings: Farr's "Casa Lejos", West's La Casita Feliz", Caruso's "Casa La Cancion del Mar" and Worden's Casa La Primavera".

The mission statement of the Litibu Association, quoted from our bylaws is : "We choose a context which is larger than these... square meters of land. We see ourselves in relationship with all life, as coinhabitants of Planet Earth. In our daily living, our choices will reflect respect for diversity, conservation of Earth's limited resources, awareness of our fundamental interdependence and intent to be healers for the larger global society. We have joined in Trust relationship to reflect our belief that community is an essential element of a healthy life and to exercise our sense of relationship with one another".



Meanwhile I continue to be the director of ICA-Mexico which has office space in our duplex building and call it "The International Research Center". Moving out of Mexico City has enabled a shift of focus to trained regional teams and partnerships with other NGO's. The Puebla team revolving around the methods trained personnel of DEPAC, has been collaborating with ICA: Japan for three years of nursery projects and this year has an exchange trip to Brazil. The Center for Environmental Education and Ecological Action in Tlaxcala which was coordinated by our former President, Rogelio Cova, has done several training sessions with ICA in order to sharpen their facilitation skills. The Jalisco - Nayarit region (where the International Research Center is located) conducted a first community

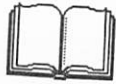
planning process set up by team members in Guadalajara. Our long term contracts with the largest NGO in Mexico, The Mexican Foundation with Rural Development, has trained other similar teams around the nation to use participatory methods in their work with campesino groups.

The most important breakthrough this year has been collaboration with environmental groups. Rogelio Cova, who passed away after intensive surgery in November 1993, gave us a final gift — a relationship with FUNDEA — The Mexican Foundation for Environmental Education and this has produced three planning events and four courses on Environmental Management, as well as important contacts with other ecological organizations. We continue to work with Rogelio's Center in Tlaxcala, now under the coordination of his sister Ofelia Cova, with at least two training events this year.

However, these contracts and occasional renters of our extra space do not provide sufficient self-support for the Worden family so we have formed our own business of **CASAS ECOLOGICAS** which will be a combined construction, consultant and training operation based on the ecological systems of solar energy, rainwater captation, grey water recycling and integrated septic systems which were built into the four houses here in Playa Litibu.

So the story comes back to Playa Litibu, still a natural paradise and our life time home. For Rod and me it is a fulfilled dream in which our personal life-style demonstrates planetary ecology in our community. The Litibu Association continues to model the one planet, one future.

Recommended Reading



More Than 50 Ways to Build Team

Consensus R. Bruce Williams IRI/Skylight Publishing, Inc., Palatine, IL 1993 \$15.95
Call 1-800-348-4474 to order

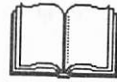
This excellent "how to" book is a fine complement to Laura Spencer's *Winning Through Participation*. In bite-size pieces, Bruce Williams has created step-by-step instructions to articulate purposeful vision, design participative processes, strengthen individual commitment and empower collaborative teams. He has forged a set of highly practical tools, helpfully labeled as simple, intermediate and advanced.

Each activity includes a brief description, a detailed procedure for the facilitator, additional hints, a concrete example, an introductory quotation from contemporary authors in the fields of management, education or psychology.

Bruce has detailed in a refreshing new way numerous activities, images, approaches, strategies and understandings which are part of our "common memory."

I particularly appreciated Bruce's sensitive approach to building teams. He acknowledged that his group facilitation skills were honed by ICA colleagues over twenty years. I'm grateful he has taken the time to capture his long experience of care-filled facilitating to provide this valuable resource.

Thanks to Marilyn Oyler, Phoenix



TO TEACH: the Journey of a Teacher

William Ayres Teachers College Press
Columbia University New York NY 10027
1993 \$15.00

A former kindergarten teacher now Associate Professor of Education at the University of Illinois at Chicago, William Ayres is the author of a surprisingly fresh, unexpectedly insubordinate seven chapters about what it means to be a teacher these days. He quotes Stanislavsky, father of method acting, using his advice for becoming a good actor approvingly applied to great teaching.

"Engage an audience, interact with them, draw energy and inspiration from the relationship. Acting is "dynamic." Substitute "teaching" for "acting" and the advice fits.

A sample of things outstanding teachers need to know include:

- **Creative insubordination** (He clipped the wires on a classroom intercom, reported it to the office and it was a three year wait before it was fixed.)
- **Criticism/Self-criticism** (A way of testing one's deepest values. Use them or Lose them.)
- **Finding allies** (Teaching is isolated and isolating.)
- **Learning from one's own experience** (Admit what you don't know, invite others to teach you, stay close to your own experience.)
- **Link consciousness to conduct** (The classroom is a robust, interactive, dynamic space; not a peaceable kingdom.)
- **Authentic friendships** (Real friendship has bumpy and difficult times...and that can be part of it's strength.)

In paper back. Worth the price and the time to read it.

David Reese, Chicago

JOIN IN THE TRANSFORMATION OF COMMUNITIES AND ORGANIZATIONS



Members of the ICA play a vital role supporting and promoting it's role of service. Many apply their ICA training and expertise in their communities, organizations and work places. If you are not already an ICA member, we invite you to join now.

Membership in ICA brings:

- The quarterly newsletter Highlights with reports on ICA locally and abroad, liftout pages for your files, and more.
- Notification of ICA training programs and publications.
- Linkages to a vast network of people and organization around the world, committed to serving the needs of the planet.

Members have opportunities to:

- Shape the future directions of the organization and help design new programs, such as the Earthwise Learning Series.
- Assist with marketing and facilitating ICA programs.
- Contribute financially and be in collaboration with ICA projects around the world.

Membership is renewable on an annual basis. Member fees provide general support ICA activities locally and globally.

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☐ Individual Member \$35

☐ Student Member \$15

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☐ Organization Member \$75

☐ New ☐ Renew Date _____

Calendar of Events

GROUP FACILITATION METHODS

April 6 - 7
May 20 - 21
June 29 - 30

Contact Dennis Jennings

LEARNING LAB for teachers

Lab I: July 18 - 22
Lab II, Advanced: August 8 - 12

Contact Joyce Reese

LEADERSHIP OPTIONS

June 10 - 26

Contact George Packard

BASIC FACILITATOR SKILLS For Leadership in the Church

Session I: April 6 & 7
May 4 & 5
July 11 & 12
Sept. 12 & 13
Oct. 11 & 12

Session II: (Pre-requisite
Session I) June 7 & 8
Aug. 8 & 9
Nov. 1 & 2

Session III (Pre-requisite
Session I & II Dec. 7 & 8
Contact Margie Tomlinson

CULTURE IN THE TRANSFORMATION PROCESS

A research conference organized by the
ICA for those engaged in shaping a
humane future

October 3 - 9, 1994

Fariyas Holiday Resort
Lonavala, Maharashtra, India

Conference fee: \$300 per person

For further information:
ICA India

13 Sankli street, 2nd floor
Byculla Bombay 400 008
India

All programs and events, unless otherwise noted, will be held at the International Conference Center, 4750 N. Sheridan Rd., Chicago.

The ICA

The Institute of Cultural Affairs (ICA) is a worldwide network linking 18 major centers and over 50 offices, in research, training and demonstration of global responsibility in the local community and workplace. Its programs emphasize strategic planning, problem solving, creative thinking skills, consensus-based decision-making and team building.

HIGHLIGHTS Production Manager: Marian Lies, ICA volunteer

For information about events listed on calendar above, or news of ICA in your area, contact:

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DETROIT

Walter Kargus III
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KANSAS CITY

Donna & Dallas Ziegenhorn
(816) 444-7663

MILWAUKEE

Richard & Leila Crandall-Frink
(414) 482-2670

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Betty Dyson
(612) 698-0349

OMAHA

Marileen & Don Johnson
(402) 391-5433

ST. LOUIS

Nancy & Mike Vosler
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