

THE NETWORK NEWS

A PUBLICATION OF THE INSTITUTE OF CULTURAL AFFAIRS

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December 1985

PITTSBURGH SYMPOSIUM TACKLES ECONOMIC ISSUES

Manufacturing plants closing or being relocated. Displaced workers taking jobs at 1/4 their former salaries - WHEN they can find the jobs. The pain of whole communities, dependent for generations on one mill, when that mill suddenly shuts down. Many towns and cities in the northeastern U.S. know these conditions well.

To address such issues in the Pittsburgh area, a Symposium on Economic Development was held September 27-28 at Robert Morris College, Coraopolis, Pa. The Symposium, **THREE RIVERS OF PROGRESS**, was planned by an unusually broad-based steering committee. The committee included representatives of: local and regional development organizations; eight different Christian and Jewish groups; organizations of small manufacturers and large corporation CEO's; social agencies; the academic community; and unemployed steelworkers.

The Institute of Cultural Affairs was a consultant for the Symposium, working with the Steering Committee during its planning and during the two-day event. Successful local economic development projects in the area were documented, and 26 projects brought displays to the Symposium.

(SYMPOSIUM, continued page 3)



Informal talk and "networking" was an important part of the Symposium. This group is gathered in front of the Urban Redevelopment Authority of Pittsburgh display.

KEYNOTE ADDRESS

The Symposium's Keynote Address was given by Roger S. Ahlbrandt, Jr., Associate Provost for Planning and Development, University of Pittsburgh.

"If our region is going to move forward aggressively into the 21st century, business as usual will not work... In order to make the most of our opportunities, workable partnerships among all segments of the regional community are essential..."

Dr. Ahlbrandt called for changes in county and local governments to deal with today's complex problems, and for regional investment of an additional 5 billion dollars in transportation and utility infrastructure. He recommended a regional or state Steel Authority to provide low-interest loans, to be used only for investment in state-of-the-art steel technologies.

(KEYNOTE, continued page 3)

**THREE
RIVERS
OF PROGRESS**

KENYA TO NEW YORK

(Robert Malii, from Kenya, writes about his family's experiences in New York City.)

"The idea to participate in staff interchange came out of our six years of working with the Institute in Kenya and learning how much more we need to know to increase the effectiveness and the long term stability of our programs.

"The first three months of our stay was a challenge for us as a family, since we were experiencing a brand new interesting life that we never had before. Everything was new except day and sun! We struggled to fit in with daily activities here.

"Then we began to learn new skills which will help us in the process of community building. We learned typing, driving, office management, and other skills. We have attended night school to improve our English. In the next year we are hoping to take some schooling relating to some of the programs we are working on in Kenya, such as health and family planning, and social work.

"We have had a chance to have some tremendous visits with organizations, church congregations, and other groups of people who are interested in funding Third World programs. Communicating first hand the stories of these programs allows the funders to breathe a fresh air of commitment into their support."

VISIT TO KABIRO



The children of Kabiro, Kenya rose early and were in their places at school by 7 am, instead of the usual 8 o'clock. The women of the village were decked out in bright yellow, green and brown dresses. The

occasion? A visit by the U. S. delegation to the United Nations End of the Decade Conference for Women, held in Nairobi in July 1985.

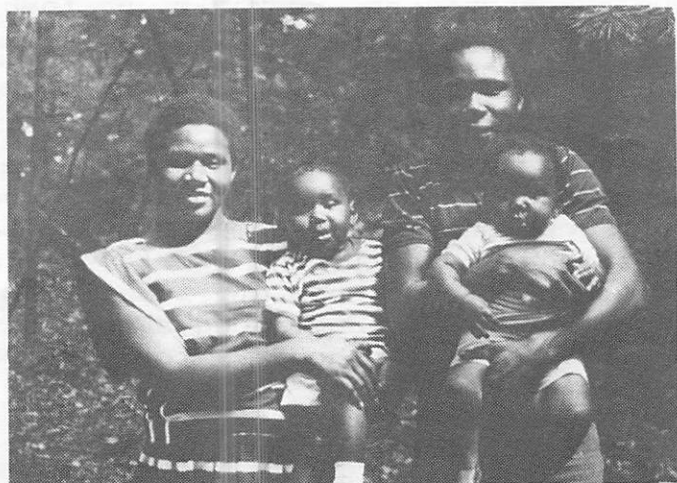
Maureen Reagan, head of the U. S. delegation, presented books to the school, and listened to a demonstration of their English-speaking skills. The delegation went on to see the cinder block factory, the health clinic, and a new clean water tank, which saves the women walking long distances for water.

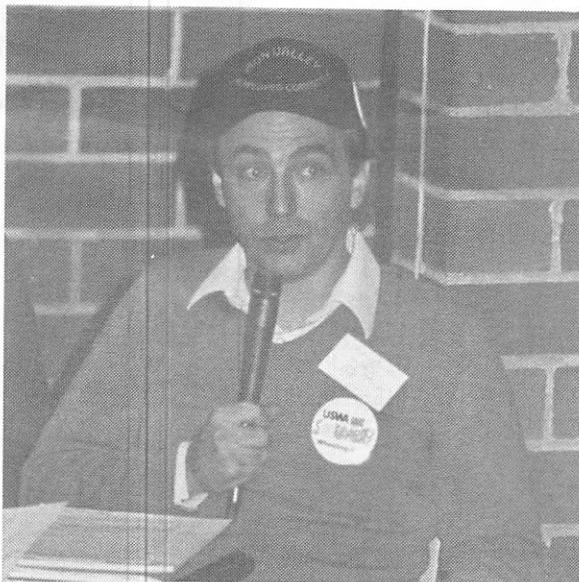
The Kabiro Women's Project is part of a network of village leadership development comprising over 1000 villages in Kenya. It is sponsored by the Institute of Cultural Affairs.

Reporters who came along with the U.S. delegation interviewed people from Kabiro. One of these interviews was heard on PBS a few days later. Richard Alton of the Institute's staff in Kenya was asked, "Does it make any difference that the President's daughter comes to a place like Kabiro?"

"Yes," Alton said, "it makes a tremendous difference to the women who have built the project that someone take notice of what they've done. To have her show up here, as a global figure, to reinforce the importance of the role local people are playing in the development of this country, I think is absolutely critical."

At left: Virginia and Robert Malii with their daughters Lucy and Ann.

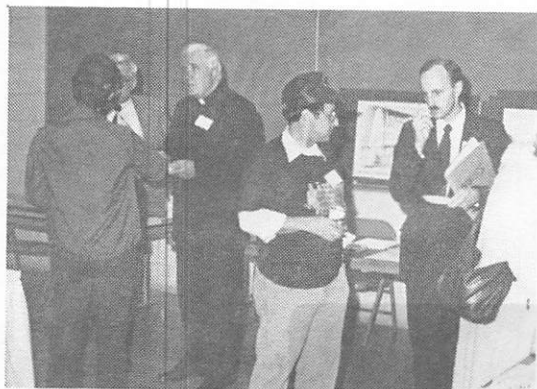




Friday night's panel included Barney Dusler, above left, representing an organization of unemployed steelworkers in the Monongahela valley. Two other panelists were Leo McDonough, above right at microphone, and Raymond Christman. McDonough is head of the Smaller Manufacturers' Council of Pittsburgh, and Christman is on the staff of the Allegheny Conference on Community Development, an organization of CEOs of large Pittsburgh corporations.

KEYNOTE, continued from page 1

Ahlbrandt declared that the ability of public education to educate today's youth for the jobs of tomorrow "requires efforts on the part of all of us." Youth unemployment should be addressed by a community-wide task force. "Our active involvement is essential if we are to chart the course for the future rather than respond to crises as they arise."



Two representatives of the Monongahela Valley Unemployed Committee talk with Fr. Garrett Dorsey (second from left), head of the Tri-State Conference on Steel Unemployment, and Rev. Carl Stock (right), co-convenor of the steering committee which planned the Symposium.

SYMPOSIUM, continued from page 1

Community development organizations from various sections of Pittsburgh had projects documented. They have attracted new jobs, reduced crime, and made a turn in the public's image of their areas. Small community coalitions have rehabilitated down-towns, and individual entrepreneurs begun successful new small businesses. All had practical wisdom to share.

On Saturday, Symposium participants met in workshops which drew on their experiences to determine Keystones, Guidelines, and Challenges to economic development. This work was drawn together into a report and distributed to all participants.

As a followup, a group called the Three Rivers Economic Development Coalition was formed. Their first project is to coordinate the job-search clubs in Allegheny County. Spokesperson Carl Stock says, "There are dozens of job-search clubs - formed by unions, by large corporations, by churches, by many of the 130 municipalities, by the county. We want to get all this information into a common data-base so that it will be accessible to everyone."

THE INSTITUTE OF CULTURAL AFFAIRS is a private, not-for-profit corporation concerned with the human factor in world development. The Institute of Cultural Affairs originated as a program division of The Ecumenical Institute: Chicago. Its programs in more than 40 nations are carried out by local volunteers and full-time staff members of the Order: Ecumenical. Financial support comes from individuals, corporations, foundations, religious organizations, government agencies, and program fees.

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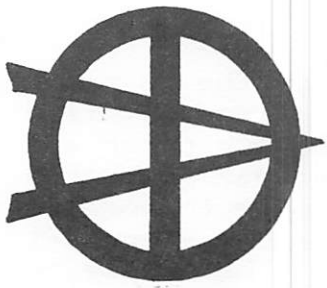
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March 1986

HOPE FOR THE HARD-TO-EMPLOY

For a moment, put yourself in the place of one of thousands of people across the U.S.: You've been out of work for more than a year. Or you've held only part-time or seasonal jobs with frequent lay-offs. Or perhaps you have never held a job, and don't read well enough to fill out an application blank.

What hope is there that you can land, and succeed in, a skilled, well-paying office job? Not much, unless you get a variety of help.

A DIFFERENT APPROACH: TRAINING, INC.

The dilemma of the unemployed being poorly equipped for the jobs available has been a deep concern of many people across the country. Ten years ago this concern turned into action, with the development of Training, Inc., a 14-week office careers program. Now there are 4 sites in Chicago, and sites in Boston, Indianapolis, and Sellersburg, Indiana. They have all had great success, with about 85% of the participants completing the program and 80% finding jobs. Most of the graduates have not only kept their jobs but received raises within a year.

Training, Inc. uses Imaginal Education methods, which were developed by the staff of the Institute of Cultural Affairs, and are unique in the field of commercial training. They help trainees gain the courage to adopt what may be a new life-style - which includes business dress, punctuality, responsibility for quality work, and cooperation with co-workers. Imaginal Education enables trainees to change negative operating images of themselves. (Examples of such images: "I can't succeed, no matter what I do. My decisions and my actions are insignificant.")

DIFFERENT . . . (continued page 2)



"It wasn't that long ago that I had nothing to look forward to."

-- Indianapolis graduate

TRAINING, INC. IN NEWARK

September 8, 1986, Training, Inc. will open in Newark, New Jersey. This is a city in which the need for such a program is especially critical.

The rate of unemployment for youth has risen to over 50%. With a lack of hope in the future, they have dropped out of school, making employment even more difficult. At the same time, there is impressive new business development in Newark. A recent headline in the New York Times reads, "Newark, Ailing City on the Mend." NEWARK . . . (continued page 2)

DIFFERENT . . . (from page 1)

Part of the confidence needed to succeed comes from receiving training in a realistic business setting. Trainees learn by doing, in a classroom that is modeled after a working office rather than a schoolroom. They learn the usual typing, computer and calculator skills. But in addition, trainees experience office systems and work flow in their own simulated corporations. They learn to appreciate the dilemmas and concerns of management, and in the process understand the importance of teamwork in getting a job done.

Training, Inc. seeks to maintain close relationships with the local business community. Large and small local businesses help by donating funds toward operating expenses and the purchase of state-of-the-art office machines. They share technical assistance and counsel students in job-interviewing techniques. And they hire the graduates. As one Chicago-area businessperson commented: "Training, Inc.'s referral of screened candidates is a real recruiting advantage to our company. The 'something extra' that their graduates bring is enthusiasm and a positive attitude about themselves and toward their new job. They are eager to work and eager to learn." (Leonard H. Newkirk, Manager - Employment, AT&T Communications).



NEWARK . . . (from page 1)

The first symbol of business rebirth was the glass-sheathed skyscraper built by the Public Service Electric and Gas Company in 1980. Ground has just been broken for a \$50 million building for the Newark Legal and Communication Center.

Yet there is another architectural symbol, that speaks of a troubling situation in Newark. The big Gateway

Office Buildings and the Gateway Hilton Hotel which face Penn Station are all connected to each other and to the station with elevated walkways, allowing people to come to the city for business and never set foot on the street. The people on the street and the business world are cut off from each other. People from the suburbs are being bussed in to work, while the people in Newark continue to be unemployed.

With all this business development, there is a demand for new workers. But the people who will get these jobs are those with the skills.



Since the spring of 1985, Mary Coggeshall, an ICA colleague, and Sheila Maguire, ICA staff in the New York office, have been working hard on setting up TRAINING, INC. in Newark. Beret Griffith, another colleague, and Phyllis Hockley, NY ICA staff, joined the team in the fall.

Essex Community College has agreed to be co-sponsor with the ICA, and to act as the fiscal/legal administrator. Sixty per cent of the first year has been funded federally (Job Training Partnership Act), and major businesses have also promised to help. Gifts for set-up costs are beginning to come in from people who want to help assure that the doors can be opened on September 8. The challenge still being faced is finding a modern office site.

In March, interviews will be held for Training, Inc. staff for Newark. Needed are black and Hispanic colleagues with the ability to teach such office skills as typing, word processing, data entry, accounting and business math. Imaginal Education background would be preferable. (The month of July will be used for staff training, including a course in Imaginal Education.) If interested, please contact Sheila Maguire, 206 E. 4th Street, New York, NY 10009.

SONGS FOR A SMALL PLANET

A special concert, SONGS FOR A SMALL PLANET, was presented December 4, 1985 in Washington, D.C. Collaborating on the concert were a network of professional musicians, the Special Services Center, and ICA.

"Songs for a Small Planet" is also the name of the network of artists who were featured on the concert. They are committed to creating a better world through music. Individually the performers have received acclaim as songwriters, performers, and recording artists. Collectively they share a sense of the richness and depth of human life across the planet. To the musical traditions of Latin America, Africa, and the Orient they add the folk heritage of European classicism, and American gospel, jazz, and blues. Their songs affirm life, the wholeness of person and planet, and communicate their belief in the ability of each person to help create the new world we dream is possible.

Complementing the musical message of hope, ICA gave a slide presentation. "Welcome to the Global Village" showed the faces and the activities of third world villagers who are winning inspiring victories in the midst of very difficult situations. The audience could see these vil-



Songs for a Small Planet™

James Durst Martha Sandefer
Ferne Bork Jim Scott

Peter Rosenberg

lagers creating pre-schools, water systems, and small businesses, and providing health care and basic nutrition for everyone in their community, through their own cooperative efforts. The presentation also offered practical ways for people to participate in releasing the creativity of every person around the world.

The Special Services Center provided people who enabled and promoted the concert. The Center is a cooperative team of women in the greater Washington metropolitan area who work with non-profit groups, enabling them to positively transform the world.

Three hundred fifty people attended the concert, held in the National Presbyterian Church in Washington. Many of them were introduced to one or more of the sponsoring groups for the first time.

For the ICA, this was an important collaboration with "kindred spirits" in the inter-linked and inter-dependent world that is now the reality for everyone. The concert was also "practical research" on the role of art in bringing about life-giving mythology that speaks profoundly of the new world which is already here, and yet is still being born out of the hopes and dreams of people in every part of the world.

A SUMMER YOU WILL REMEMBER

THE PLANETARY VISION QUEST -
in Chicago - June 22-July 13
"Tapping the Depths of the
Creative Process."
"Sacred Psychology and Human
Development."
Dr. Jean Houston, Dr. Fritjof
Capra, and Dr. Marilyn
Ferguson, author of "Aquarian
Conspiracy".

WATCH FOR DETAILS!

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July 1986

Sharing Approaches That Work MINORITY YOUTH EMPLOYMENT

"New York City has been acknowledged as the minority youth unemployment capital of the nation, and the problem seems to be getting worse. In the first half of 1985, the proportion of the city youth population holding jobs (17% vs. 43% nationally) was at a record low, for the years for which data was available." (From "Jobs for the Future," Bank Street College of Education, January, 1986)

Such statistics mean a horrible waste of energy and talents. The situation provides discouraging evidence to many young people that "mainstream" society does not need them. Street violence and the drug scene may seem to be their only alternatives.

Three out of four minority young people who enter the 9th grade in New York City never graduate from high school. Many organizations and agencies are working on employment training and job development for these youth. But it is a huge job, and those who are doing it need all the support they can get.

Recognizing the urgency of this need, a Sharing Approaches That Work event was held in New York City, co-sponsored by the Cathedral of St. John the Divine and ICA. Major funding was provided by Trinity Parish (Episcopal). Facilitation was by ICA.

In Phase One of this event, eleven project documentation labs were held
YOUTH (continued page 2)



"If you have something good in the Bronx, we want to hear about it in Brooklyn ... we want to work together." (May 22 Symposium)

COMPUTERS IN INDIA

Nelson Stover writes from Bombay:
"The excitement for me here is the rampant spread of computerization. Remember in 1983 we gambled on the Radio Shack Model 100. We now have 4 Model 100's, a TRS-80 MODEL 4-P and a COMPAQ. And I still have a hard time getting access to a machine.

"The Model 100 has really proven its worth for adaptability to Indian conditions. Mine was in a suitcase which fell off a bicycle, with no damage. Then I fell off a moving train and broke my jaw. The Model 100 was in my suitcase which I was carrying - again no damage! It functions in 100% humidity and 100
INDIA (continued page 3)

YOUTH (continued from page 1)
with organizations working on minority youth employment. In each lab, the staff rehearsed the history of their programs and wrote descriptive paragraphs on approaches that have worked for them. They also participated in a planning session which decided upon strategic directions for their organizations.

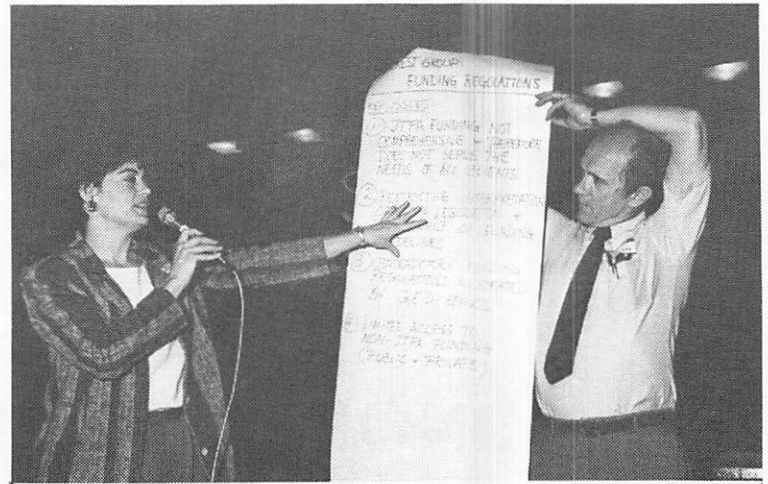
Phase Two took place May 22, when representatives of 32 organizations and agencies came together at the Cathedral of St. John the Divine for a Symposium. Displays on the programs of the various groups were set up around the large hall. Coffee cups in hand, people visited the displays asking questions and telling about their own programs.

At the opening plenary, each organization present was recognized. It was clear that in the room was a great variety of practical experience in training minority youth for employment. The task of the day was to draw upon that experience to discern key issues, and think through proposals for practical activities. Participants each chose one of four workshops.

The **ADVOCACY AND PUBLIC POLICY** workshop noted that "The complexity of the political process and its opposing forces are not clearly understood by the community based organizations."



"We need to redefine the term 'hero' -- not as someone outside our community -- but as someone who works among us."



"We need to change confusing and restrictive regulations. But in the meantime, we have to find ways to go on."

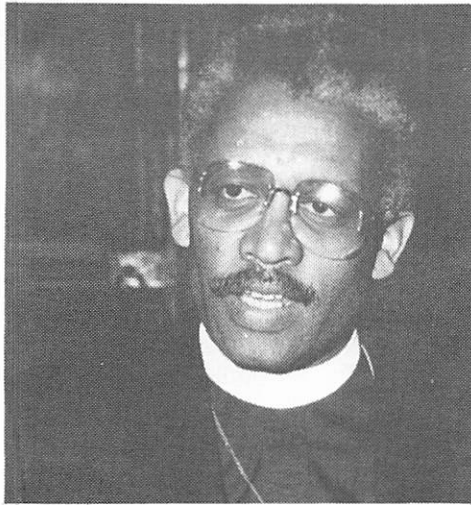
Proposals included active support for coalitions which can empower the voice of local organizations, and planning a day workshop to give information about the political process.

The **JOB DEVELOPMENT** group pointed to inadequate basic skills for youth as a big challenge - including reading, math, and "social skills" for working with people and having a successful job interview. "The youth we work with feel that life in the workplace is similar to life on the street with their friends. Well, it's NOT! In a job, they need to be able to operate in a business style from the start."

The workshop recommended developing partnerships between training organizations and employers. "If the employers felt they had more input into the actual process of training these young people, everyone would win...." They enthusiastically made plans to form a Job Developers' Association.

The workshop on **CHANGING SELF-IMAGES AND ATTITUDES** asked, "What is blocking youth from the development of a positive self-image?" They decided that within the agencies, inadequate staff training was a challenge. "Too often we lack awareness of the cultural and historical heritage of any minority group except our own..."

Symposium participants were welcomed by Canon Lloyd Casson, of the Cathedral of St. John the Divine.



They proposed using successful alumni of their programs as positive role models - inviting them to talk to youth in training, or using their stories as examples of what can be done. They suggested an on-going series of staff self-development seminars, plus events to encourage networking and information-sharing.

FUNDING REGULATIONS were the focus of the fourth workshop. The need to diversify funding sources beyond the federal Job Training and Partnership Act (JTPA), and difficulty with confusing and contradictory funding regulations were pointed to as key issues. "You can't take someone who reads at a 4th grade reading level, put them in a 20-week program, and expect anything but failure... We need to learn how different funding sources can be combined, to be effective..."

Proposals from this workshop included sharing information on innovative fund-raising methods, and empowering the coalition of Community Based Organizations.

An afternoon plenary brought all the workshops together to share what they had done and reflect on the day. Some quotes from their final discussion: "I am surprised at the amount of sharing that went on here today! I thought that other people would come and give us information. But what we did came from us." "You had real people, dealing with real situations, giving real solutions."

INDIA (continued from page 1)
degree temperatures. Voltage fluctuations are frequent, but irrelevant to the Model 100. (The stabilizer for the COMPAQ cost \$300 and had to be custom-built in Pune).

"We built a training plan for our staff here, and now all but one person in our Bombay office can use it for word processing (and she's illiterate in English). Their main useage is for word processing. Our staff aren't super-proficient in English so their writing isn't error-free. One big advantage with the computer is that they can quickly produce several editions and Elaine or I can make corrections. Since they don't get frustrated by the need to retype the whole document they are willing to push through to an error-free final product. We're also doing some finances, though our big spread sheet stuff we do on the disk-based machines.

"My big personal win has been the completion of the Hindi script program. My 100 can now write पुनर्वत. It does well enough that all our Hindi speakers can read it so I guess it's O.K. Mostly I program between 9 p.m. and midnight. It's been fun and should really give us help in the villages.

"We now have a 100 in both our village training centres and are exploring their use in the villages - such as keeping statistics for the health clinics, and records for small businesses."

Nelson and Elaine Stover are ICA staff who were in Rochester, New York in the late 1970's. For the past several years they have been in India.



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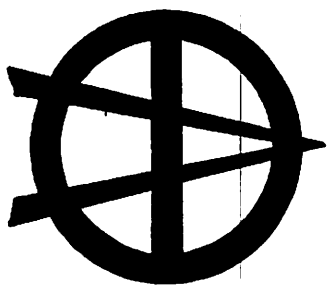
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October 1986

BRINGING THE MAGICIAN OUT OF THE HAT!

IMAGES AND MESSAGES IN WORKPLACE, FAMILY, COMMUNITY, EDUCATION

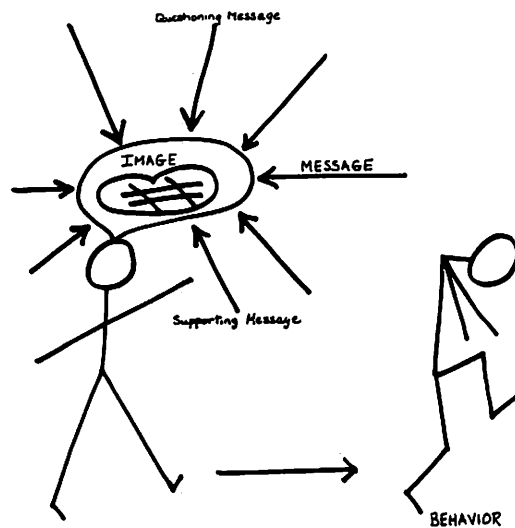
"We all operate out of images. The good news is that images can be changed! As the creative ones we are, we can decide what messages we want to communicate."

And Carol Walters, consultant for TRAINING, INC., began to give examples of how we can create our workplace environment. She spoke at a seminar, "WE ARE ALL MAGICIANS!" held October 4 at the Washington, D.C. ICA training center.

"The whole work environment sends messages," she said. "How space is organized for interaction among co-workers; the decor which indicates how serious you are about getting certain things done; even the colors and textures on walls and furniture; all these send messages to anyone who works in, or visits, your office. At least as significant - they send continuing messages to you."

"Some very direct messages are sent by the decor we have up on our walls. Consider two people: One of them looks at 'Expect Success!' and 'Realized Human Potential Is Worth Whatever the Effort!' - plus a chart which tracks positive progress toward the top company goal. The second person has a poster saying, 'Life Is A Bitch!' - which beams that message every time he looks up. As we work away, day after day, it makes a lot of difference which images we live before!"

The Seminar was attended by people from four states and the District of Columbia, who have been using Imaginal Methods for changing images toward new possibilities. Occupations represented included: labor relations lawyer,



IMAGES, MESSAGES, BEHAVIOR

Everyone operates out of images within the mind, which govern behavior. These images are created by messages that can be designed and communicated, and these images can be changed.

systems engineer, nurse, statistician, neighborhood planning consultant, student, teacher of elementary special education and adult leadership courses. Imaginal Education methods are based on principles laid out by Kenneth Boulding in his 1956 book, THE IMAGE. They have been used in third world villages, in business management seminars in more than a dozen countries, and in a wide variety of learning situations.

More presentations on applications of Imaginal Methods:

Jack Ballard presented a process for planning family birthday celebrations for all ages. The group experienced ways to honor the year just past, as well as the unique journey of the life of the birthday person.

IMAGINAL EDUCATION WORKSHOPS IN WASHINGTON, D.C.

- Oct. 23 The Multi-Modal Teaching Strategy
- Oct. 30 Charting: Getting the Whole Picture
- Nov. 6 Surface to Depth Conversation
- Nov. 13 Orchestrating Eventfulness
- Nov. 21-23 "Ways to Reveal the Wonder" - Introductory, Indepth Overview of Imaginal Methods
- Dec. 4 Image-change in the Workplace: Space & Style Techniques
- Dec. 13 Daring to Deepen Family Relationships

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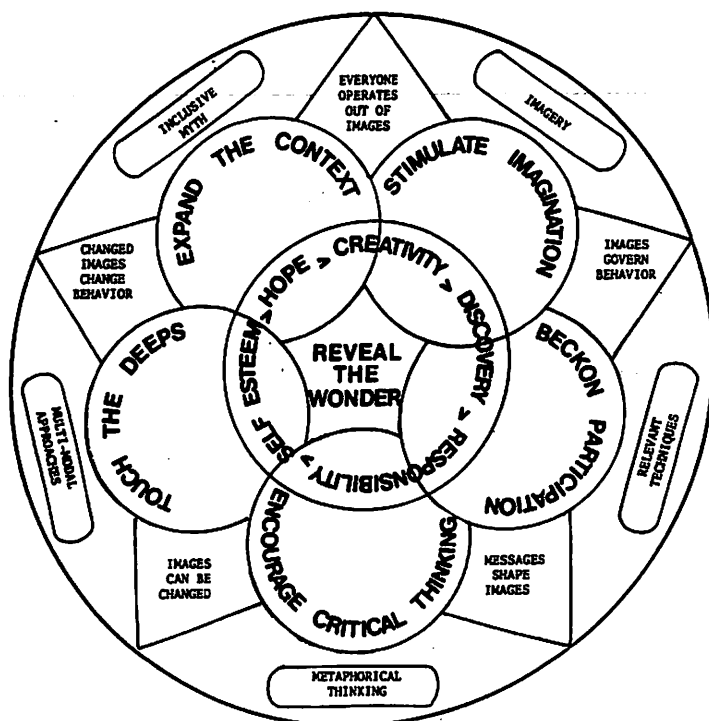
Susan Craver demonstrated multi-modal methods for life-long learning, which draw on "six intelligences" described in the 1984 book, *FRAMES OF MIND*, by Howard Gardner. Verbal and mathematical/logical are two kinds of intelligence which are emphasized in U.S. and European education. Recent research reveals kinesthetic, musical, visual-spatial, and inter-personal/intra-personal intelligences as well - and it shows that we learn most effectively if we use many modes of learning.

Jane Coe led a Surface to Depth Conversation on a Washington Post article, as an example of how to start a depth discussion with friends, or with a church or community group. Jane and her husband began meeting once a month several years ago with neighbors to discuss a brief newspaper or magazine article. The discussions became so popular and grew so that now she provides articles and discussion guides for more than 80 individuals and groups in several states and eight foreign countries.

One "regular" in these discussions says: "So often conversations between adults don't have much depth. The method Jane uses creates the possibility of people digging in and sharing some of their concerns that they often don't talk about, even with people they know and trust."

Evening and weekend seminars on Imaginal Methods are scheduled in Washington (see dates at left) or ICA can bring the sessions to your group. Introductory sessions (2-3 hours) are available for agency staff and boards, management groups, educators, or volunteer leadership for church and community groups.

IMAGINAL EDUCATION



IMAGINAL EDUCATION - A WHOLE PERSON APPROACH TO LIFE AND LEARNING

These Imaginal Methods are designed to change the way we look at life - revealing more of its mystery, depth, and greatness. And they give us skills and tested tools for creating new possibilities in any situation.

THE INSTITUTE OF CULTURAL AFFAIRS

PROGRAM ACTIVITIES OF 1985/86

In the past year, the Institute was involved in a multitude of programs with one common thread -- THE DESIRE TO RELEASE THE CREATIVITY OF PEOPLE THAT ALLOWS THEM TO HELP SHAPE THEIR OWN DESTINY.

TRAINING, INC.: Training, Inc. started its first session with 33 trainees in Newark, NJ, on September 8, 1986! The ICA is working with Essex County College on this job-skills training for the difficult-to-employ. Pittsburgh and Washington, DC, are currently in the research and set-up phase towards launching Training, Inc. The YWCA has agreed to co-sponsor the program in Pittsburgh.

NEIGHBORHOOD DEMONSTRATIONS: Located in the Lower East Side of Manhattan, Loisaida leaders have mobilized energies towards full employment for the neighborhood. Strategies of the year included new posters and brochures, the annual fund-raiser "Viva, Loisaida!", local art murals on NYC busses and the May Fair.

Efforts of the Uptown Coalition, Harrisburg, include distribution of free exterior paint through the Community Development Block Grant Program, park clean-ups, monitoring the statewide Coalition on Affordable Housing, and launching the Uptown People's Pride Awards.

SHARING APPROACHES THAT WORK: On May 22, 100 people met in a Symposium on Minority Youth Employment, co-sponsored by the ICA and the Cathedral of St. John the Divine. This program was set up to encourage the community-based organizations of New York City to dialogue and strategize together. The Symposium drew together the participants of 11 Project Description Labs, and devised strategies for fuller service to their target audience.

On September 27-28, over 100 participants gathered in Coraopolis, PA for the Three Rivers of Progress "Sharing Approaches That Work" Symposium. The Symposium focussed on economic development, and was sponsored by the Allegheny County Dept. of Development, Coraopolis Economic Development Association, Pennsylvania Dept. of Community Affairs, and a number of churches and social service agencies. The Symposium resulted in strategies for follow-up, the emergence of fresh "care alliances".

LENS/STRATEGIC PLANNING: LENS Seminars were held in

- Chase Manhattan Bank
- Literacy Volunteers of America, national meeting
- Pacific Bell Telephone Company

Strategic Planning and Implementation sessions were held in

- American Indian Community House, New York City
- Down Town Forum, Binghamton, NY
- Ethical Culture Society, New York City
- Literacy Assistance Center, New York City
- Planned Parenthood of Tompkins County, Ithaca, NY
- YWCA, Troy, NY

MACHAKOS SIMULATION: In Washington, DC, eight sessions of the Machakos Simulation Game were held with a total of 75 participants from universities, government workers, PVO's, colleagues and the Peace Corps.

CONSULTATIONS: ICA staff have provided consultancy services in the following organizations:

- United Way of the Mohawk-Hudson Area, Troy, NY
- Board of Education Mentoring Program, New York City
- Center for Women in Government

TRAINING AND FACILITATION: This year ICA colleagues in Baltimore developed the workshop procedures and workbooks, trained workshop leaders, and facilitated the national conference of the Academy of Parish Clergy. In the Rochester region, ICA designed and facilitated the Staff Training Day for Dutchess County Community Action Agency and several Leadership Effectiveness Courses co-sponsored by Troy YWCA and Greece (NY) Continuing Education Program. Four Leadership Effectiveness sessions were held for student-leaders in Regina High School, Washington, DC, and a group of 25 educators, parents, community leaders, and representatives of social services attended an Imaginal Education Workshop and reflected on the crisis in education in our times. In Bloomfield, CT, ICA facilitated a Congregational Retreat for the United Methodist Church.

INTERNATIONAL HIGHLIGHTS

UNITED NATIONS CONSULTANCY: ICA's consultative status with the United Nations resulted in collaborative programs in many nations. In Kenya United Nations Development Program (UNDP) sponsored the second year of Sharing Approaches That Work symposia to publicize successful grass roots projects with villages across the country. 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 trained village health caretakers. In Peru, ICA has a contract with the United Nations Industrial Development Organization (UNIDO) to work with local residents of Villa El Salvador, a barrio south of Lima, to establish a community-owned cheese factory producing high quality, low cost cheese. In Tonga, ICA worked with the United Nations Fund for Population Activities (UNFPA) Youth and Population Awareness Committee to produce a series of video presentations and workshops that invoked enthusiastic audience participation. ICA staff also conducted a seminar in communication skills for the Cooperatives Department of the International Labor Organization (ILO) Family Life Program.

EGYPT: ICA, working on strengthening the village base, is operating what is acknowledged as being one of the most effective village health programs in Egypt. Local illiterate people are now doing their own documentation of the primary health care accomplishments.

EUROPE: GTZ, the German government's organization for technical cooperation in development, asked ICA to facilitate a seminar which brought together representatives of European donor agencies to discuss strategies for how they could more adequately respond to integrated rural development efforts at the local level. The computerized data base of the European Economic Community (ECHO) is offering access to the IERD data base (RURALNET) gratis for a period of two years.

INDIA: The Maharaj of Mewar has contracted the ICA to conduct Imaginal Education seminars for teachers and plans to hold Local Development Practitioner Schools for field workers in the state of Rajasthan. ICA has worked with Modipon Corporation to hold 20 LENS (management planning) seminars all in the Hindi language.

PERU REPORT (Part I)

"There is a huge gap between the haves and the have-nots in our world!" says Steve Lesnak, director of branch libraries in Rochester, N.Y. Steve spent February 22 to May 9 working with the ICA in Lima and Azpitia, Peru. He reports on what he saw.

"In the city of Lima, people come in from villages thinking they will find work. But they come into a situation that is even worse than what they left in rural areas, where at least there is a minimum of food and shelter. Eight to ten people live in an 8 X 10 reed-walled hut, with a couple of animals. There is no electricity; the only water is a mile away. They work, if they can find it, for \$2 a day. The country has lots of strong backs, so there is fierce competition to get that work. Hundreds of children just wander the streets all day, with nothing to do. You see supposedly 'young' mothers who already look old.

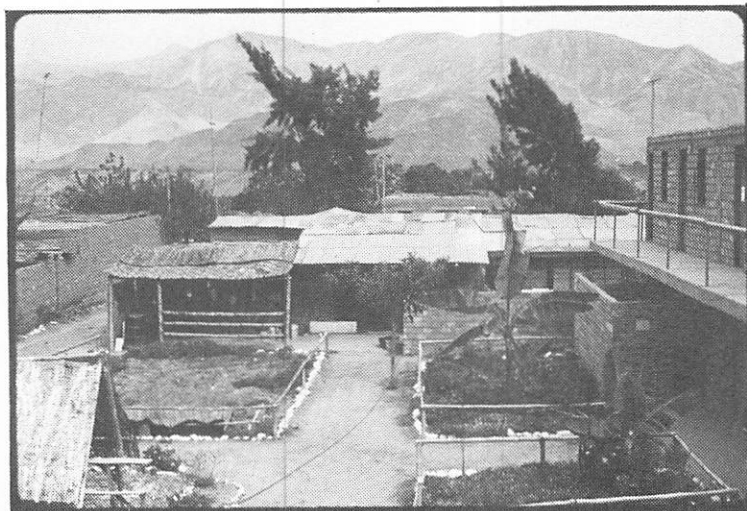
"The potential there is very great. When there is no vision of hope, they are just like the walking dead. But, given some slight sense of hope, they are ready to move.

"An example is the village of Azpitia, located several hours south of Lima, Peru. Before the Human Development Project began, Azpitia was a lot like surrounding villages.

"Now they have a new health center, a new school and church, all built with



Proud family of the woman (center) who headed the Azpitia community dinner for 450 people.



The new Training Center, Azpitia.

voluntary labor. The villagers improved the access road over which they take their fruits and vegetables to market. They got electricity in the village in 1984, as well as a village telephone. They renovated their village plaza, planting trees and flowers.

"The new water system is especially important. What a difference it makes if there is safe water to drink - and if the women don't have to spend all their time carrying it! They built a gravity-powered natural filtration system, using sand and rocks from the area. It has no moving parts; no chemicals are needed. Three or four people from the village are assigned to check the bacteria count every day. It's the kind of system that is replicable anywhere in the world.

"The people of Azpitia have community workdays once a month, as well as other on-going work projects. They have gained confidence that they can plan and do things for themselves, and have experienced getting help from many government departments.

"Yet all this wouldn't mean much if it stopped with Azpitia. There are millions of Third World villages! I arrived just in time to be part of a Human Development Training School, held at their new Training Center. People came from nearby villages, from different parts of Peru, and from Bolivia, Chile, and Ecuador. They came to see what had happened in a village much like theirs, and to learn how to do this kind of development."

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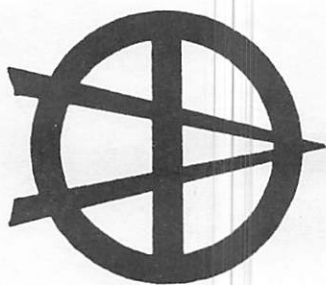
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THE NETWORK NEWS

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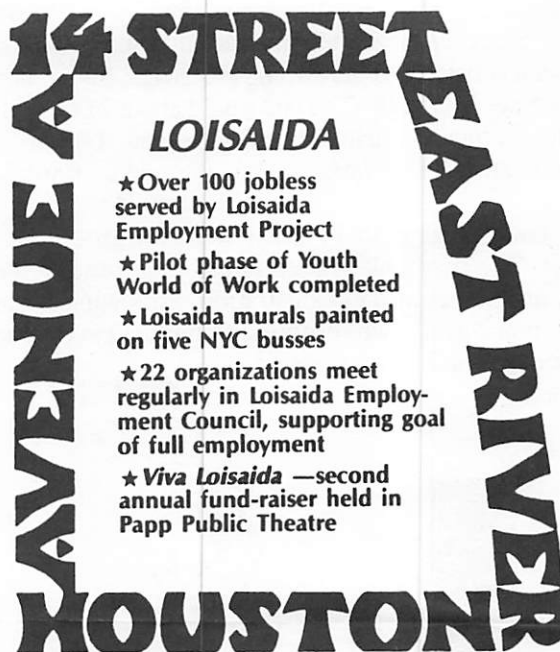
October 1987

¡LOISAIDA CELEBRATES!

KEY ISSUES FOR LOISAIDA

- ★ Affordable Housing
- ★ Employment: Skills and Job Opportunities
- ★ Appropriate Education
- ★ Community Participation

"We've been brainwashed to think that we need to tell somebody else to start things—that ordinary people can't do much that's significant."



LOISAIDA

- ★ Over 100 jobless served by Loisaída Employment Project
- ★ Pilot phase of Youth World of Work completed
- ★ Loisaída murals painted on five NYC busses
- ★ 22 organizations meet regularly in Loisaída Employment Council, supporting goal of full employment
- ★ Viva Loisaída —second annual fund-raiser held in Papp Public Theatre

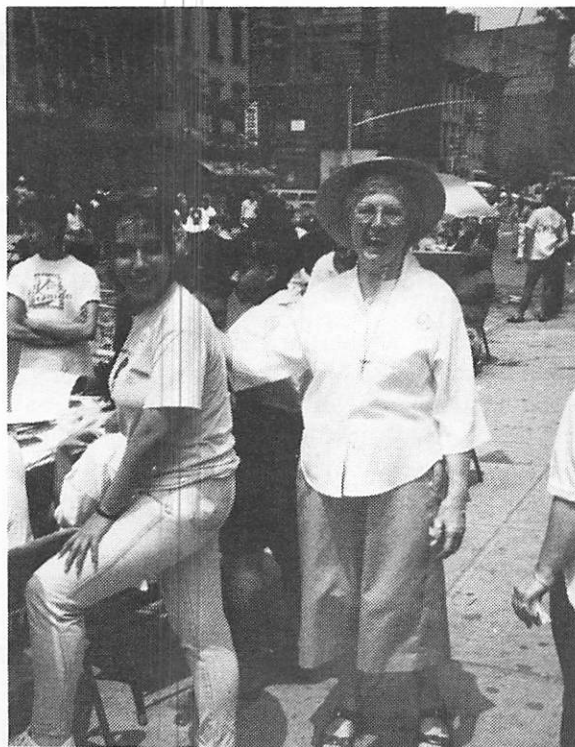
Second Annual Loisaída May Fair

A great community event was held on May 31 on the lower east side of Manhattan. This event was part exciting street fair, and part celebration of a neighborhood's steps in creating its own more human future. In a very challenging neighborhood of one of the world's megacities, innovative work has been done on employment. Twenty-two organizations meet regularly in the *Loisaída Employment Council*. Over 100 jobless have already been served by the *Loisaída Employment Project*. A *Youth World of Work* program has completed its pilot phase. The community holds an annual fundraiser to support its programs. Last year Loisaída murals were painted on five city buses and Mayor Koch signed an order designating Avenue C as *Loisaída Avenue*. The new street signs were installed just in time for the 1987 May Fair on the newly named Avenue.

Loisaída is a 50-square-block area of Manhattan. Its population is approximately 32,000. Eighty percent of the people living in the neighborhood are from ethnic minorities, primarily Hispanic. The median age is 24 years. Fifty percent of the households are below the poverty line—four times the national average.

(Continued inside)

Loisaída residents enjoying their May Fair.

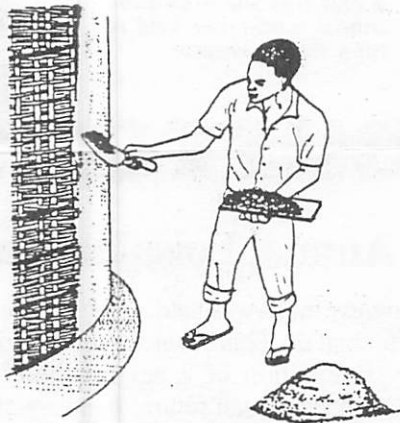


Water Tanks in Kenya

Health authorities say that 80-90% of the illness and disease in rural areas can be prevented by proper sanitation and nutrition, and clean drinking water is an important part of this prevention.

How can very poor rural villages improve their water supply? Since 1985, 80 demonstration home water tanks have been constructed in Murang'a District, 60 km north-west of Nairobi, Kenya. The tanks hold about 2,000 gallons of water, collected during the rainy season. Use of local materials and village labor makes the tanks affordable.

These tanks were built by local women's groups in the District. The first tank in each village is for the women's group, and serves as a demonstration. Following this, the group organizes its own resources to build a tank for each member over a 2-3 year period.



The tanks are built by constructing a large basket, set on a foundation and plastered with 3 layers of cement and then covered. These simple tanks help to increase health and vitality. And they shorten the time that women must spend carrying water, freeing them to play other roles in the community.

The ICA also holds health training institutes for members of the women's groups. Sessions include first-aid, nutrition, child spacing, and home gardening. The women learn to recognize the first symptoms of disease: some go on to become health caretakers for their villages.

(Written by Andrew Knutsen, recently returned from Kenya, now working out of the Washington DC office and available for speaking engagements.)



(Continued from page 1)

How do you build a sense of community and allow people to work together in a neighborhood where there are no obvious boundaries, where residents are constantly moving in, around, and out? Where bureaucracy is at its most complex, where dozens of agencies provide a patchwork of uncoordinated services, and housing is rapidly deteriorating, making it vulnerable to speculation and gentrification? Several years ago, a small handful of people got together to form a group they called *The Challenge for Those Who Dare*. Persistence and hard work have begun to pay off, as projects and events begin to create a sense of community and address urgent needs.

The New York office of the Institute of Cultural Affairs is located in Loisaida. The ICA members have worked over the years as members of *Challenge* to help plan programs, host events and carry out projects.

Play the Machakos Game!

You can learn about the development process through playing The Machakos Simulation Game, a simulation based on real situations and real people. The game uses ICA's multi-village project experience in Kenya. Work in teams, with villagers (their plans are on cards). Face realistic challenges, celebrate hard-won victories. Learn what is easy, what is hard in the developing world.

It's fun, it's informative. The Machakos Simulation Game can be used in school, church or community settings. For information, contact Judi White, 206 East 4th Street, New York, NY 10009.

The Washington DC facility.

The Washington House

The team in Washington DC has the opportunity to purchase the facility they've been using in this nation's Capitol. This building has been a training center for U.S. community leaders and international volunteers. It serves as a retreat center, and as the location for research in educational methods. It is the launching site for a new branch of Training, Inc., an innovative office careers training program which develops self-esteem and life skills as well as job skills. A capital fund drive for the Washington House is now being conducted; contributions are welcome and important. Contact person: Doris Price, ICA, 4301 8th St. NE, Washington, DC 20017 • (202) 269-4638.



Another Training, Inc. to Open

The first cycle of training will begin at Training, Inc., Washington DC on January 4th, 1988.

Training, Inc., Newark is celebrating the completion of its first year's accomplishments: 105 enrollees, 99 graduates and 85% finding unsubsidized employment.

EDGES: A New ICA Research Publication

Breakthroughs in Community Development, Education, Economics, Spirit Life

A Mosaic of Readings, Reviews, Methods and Exercises

For subscription information about Edges, write:

ICA Research, 577 Kingston Road, Suite No.1, Toronto, Ontario, Canada M4E 1R3.

From the July, 1987 Edges:

Economics: Global Crisis: Local Opportunity

Excerpt from an ICA interview with Hazel Henderson

"What I'm finding is that all over the place... communities... are re-inventing alternative forms of money.

"...sometimes they are things like the service credit system... This involves targeting all the unemployed people; then you say, here is a list of tasks that need to be done in this town; we need people working on Meals on Wheels, we need vocational counseling for drug abuse, we need clean up, we need people to visit shut-ins, etc. etc.

"All of these tasks are then recognized as needed voluntary tasks in the community; then anyone who is unemployed, or who is willing to sign up after work hours, signs up. Then they keep a record of everyone's volunteer hours, like a Blood Bank, that everyone knows. To do it all the way, you issue the volunteers a credit card which has their

In Honor of the 10th Anniversary of the Death of Joseph W. Matthews

October 17, 1977

The Washington House is hosting a weekend event October 23-25 to celebrate the life and vision of Joseph W. Matthews, and to consider his legacy for the 21st century. Everyone who has been influenced by his work with the Ecumenical Institute or the Institute of Cultural Affairs is cordially invited to participate.

Contact Bob Griffin, (202) 269-4638.

picture on it, and the words, 'I am a service volunteer'. They then use this Volunteer Service Credit card to ride the bus, to take up places in the community colleges... they take it to the Chamber of Commerce and say: 'Look, you have a slow night Monday and Tuesday night: why don't you offer the Service Credit Volunteers half-price meals on those nights?' Then they go to the cinema owners and say, 'Look! Let in the Service Credit Card folks five minutes before curtain time for reduced price movies.' The idea is to make that card as valuable as you can... It kind of doubles the options; you have money in this pocket, and this community credit card in the other."

Hazel Henderson, futurist and activist, is a director of the Worldwatch Institute, and is noted for her work in alternative economics and technology.

For a reprint of the complete interview, send \$3 to the ICA, 126 4th Street, Troy, NY 12180.

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THE NETWORK NEWS

A PUBLICATION OF THE INSTITUTE OF CULTURAL AFFAIRS

-oOo-

April 1987

TROY: NEW LIFE IN THE CITY

What can a city do - when most of the mills and factories that built its reputation and employed its people, are closed? When the withdrawal of urban development funding has blocked restoration plans, and left big holes in the downtown? When leadership seems fragmented, and the general mood, according to the city manager, is one of "frustration, anxiety, and downright despair?" Questions like these have been asked in many U.S. cities. They were agonizing questions for Troy, New York.

In the 1800's, Troy was a prosperous manufacturing center and a leader in arts and education. But by the 1960's, Troy was considered to be ugly, run-down, and poverty-stricken - in general the type of place you would never want to visit, much less live in.

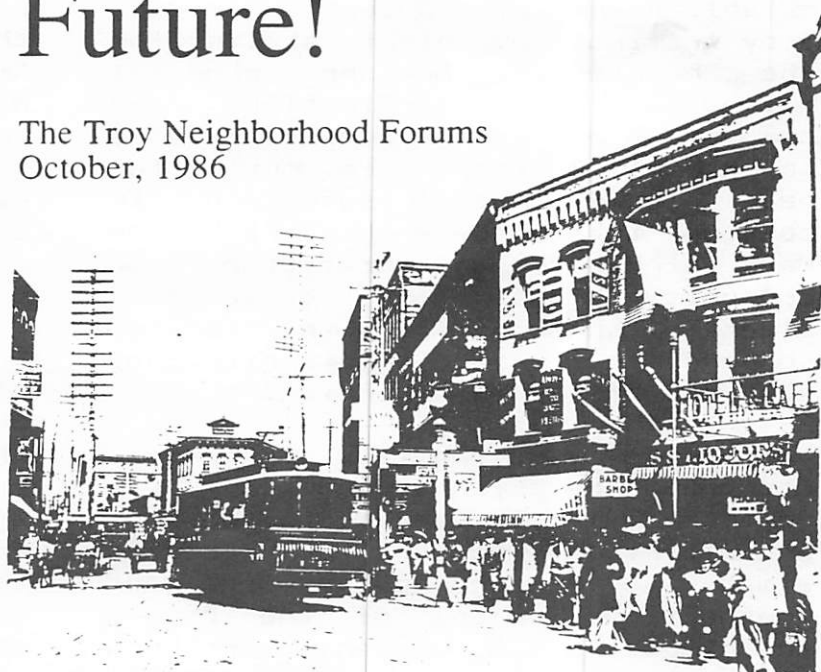
Yet by February 28, 1985, Troy was presented a state award for outstanding accomplishments in the design, promotion and economic restructuring of the downtown area. "What they have accomplished is an inspiration to all of us," said New York Secretary of State Gail Shaffer, as she presented the award.

Two clues to how this had been accomplished: "It was really a cooperative effort," said then mayor William Carley, "involving everyone at city hall as well as private development interests and non-profit agencies." And it took years of patient effort. John Buckley, city manager at that time, said "This is the culmination of 10 years of hard work" in putting together funding packages and seeing the development through.

Renovation and building projects have brightened the look of the city, especially painting and renewing the elegant Victorian facades and the carved wooden bay windows that are a trademark

Building on our Past - Deciding our Future!

The Troy Neighborhood Forums
October, 1986



of businesses and rowhouses in downtown Troy. A sense of optimism has grown, as "brick and mortar" projects have been complemented by a series of "people" accomplishments.

In March, 1985 Troy's non-profit housing agency TRIP was described as "the most successful and cost-effective neighborhood preservation company the state has." This praise came from State Assembly Housing Committee chairman Pete Grannis, as he toured some of the 120 low and moderate-income housing units which had been rehabilitated in rundown areas of the city.

The Downtown Clergy Association asked ICA to facilitate a Community Forum, held in January, 1982. The focus was on how to meet increased human service needs, in the face of federal funding cuts. During the Forum, participants looked at the whole community and their vision for its future, and at the blocks standing in the way. They created action proposals out of that comprehensive setting.

At the Forum, several spoke eloquently of the need for an overnight shelter for those with no place to go. The Forum affirmed that need, and helped to rally community support - resulting in the establishment of Joseph's House, Troy's first overnight shelter for the homeless. Another proposal called for coordination and communication among human service agencies. A task force working for nearly three years succeeded in putting into place within the United Way structure a Committee for Community Planning. It serves as a clearing house for human service concerns for the whole community, not just the United Way agencies.

The Troy Liveability Campaign, started three years ago to help counteract Troy's poor image, designs and distributes posters and brochures aimed at reminding present and prospective Trojans of the city's advantages. A recent brochure celebrates the distinguished colleges, the "welcoming attitude of

hope and help" for business, the arts and community celebration events, and the setting of this "City on the Hudson - City on the Rise."

A second Community Forum in 1985 drew increased community participation and identified a broader set of social issues. Included were the next steps for housing in the community, the need to strengthen daycare and afterschool childcare, and the importance of giving everyone access to information on employment opportunities and needed services. A number of agencies, private organizations, city governments and networks are working on proposals to address these issues. Thanks to a grant from the United Thank Offering of the Episcopal Church, ICA is serving as a consultant to the Committee for Community Planning of the United Way, in order to enable work on these proposals. ICA staff has facilitated meetings and problem solving, helped with factfinding and networking, and consulted with community organizations. We feel pleased to be a contributing part of the total community effort.

A significant expansion in the number of people involved in community problem-solving took place in the fall of 1986, when seven neighborhood forums were held, covering all areas of the city. Sponsorship included the Troy Neighborhood Council, Troy Area United Ministries, the United Way of the Mohawk-Hudson Area, and the City of Troy. Neighborhood residents had the chance to dialogue with city officials, including new city manager Steven Dworsky, and to express their views on the most important directions for the future.

Troy's newspaper, the TIMES RECORD, played an important role in communicating the significance of what was happening during key steps toward community renewal. Their articles on each of the neighborhood forums, for example, reinforced what city officials were telling the people who came: that their opinions and their efforts are important, and will make a difference.

No one in Troy would claim that the job is done, of making their city what they want it to be. But many people are working away at their vision for Troy, with a sense of zest and optimism. Recently a downtown clergyman commented: "When I came here eight years ago, there was a lot of gloom and depression. There has been a big change - now there is much more spirit." Or as Neighborhood Forum participants put it: "We can't do everything all at once, but we can do something . . . We have to have hope and we have to keep reminding people what needs to be done."

-oOo-



ICA staff and volunteers share experiences around a campfire. Fall Meeting, 1986.
(More pictures, back page.)

* * * * *

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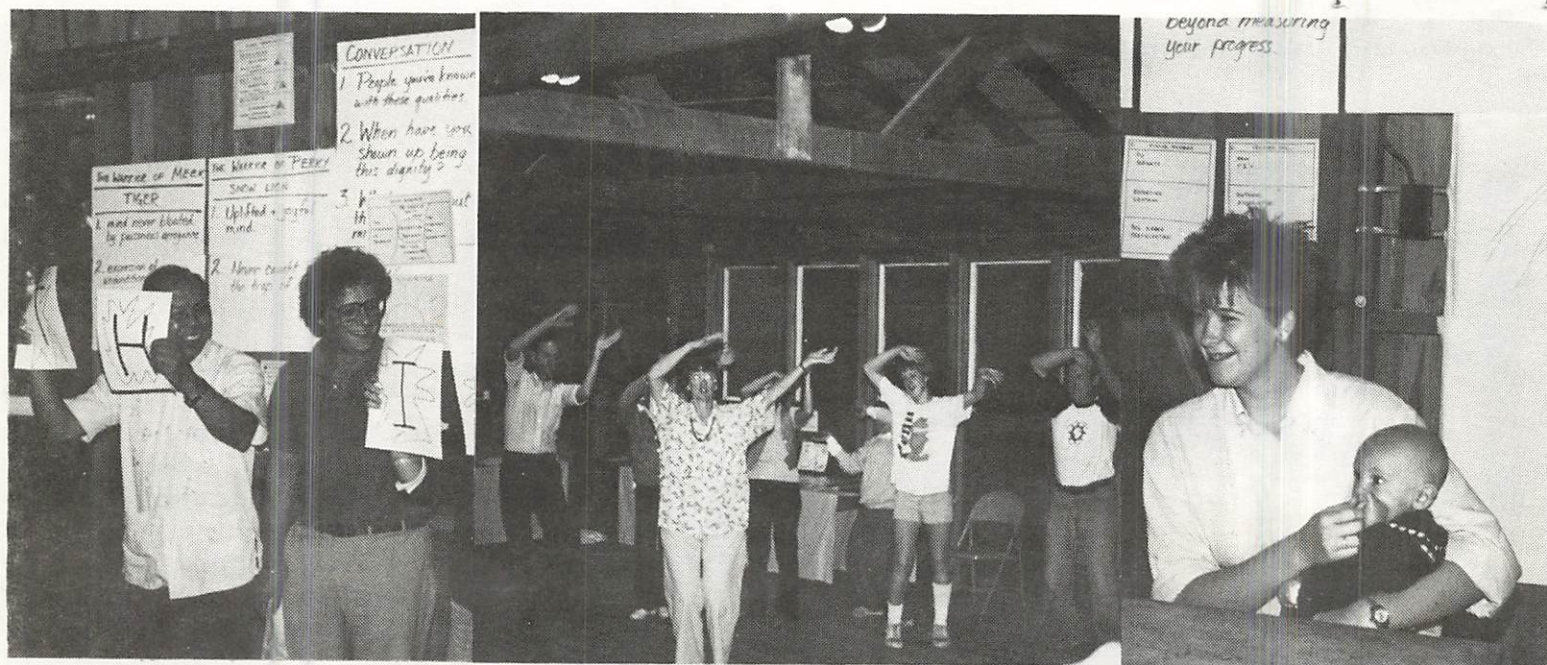
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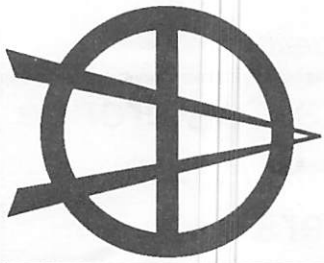
These people will share their personal experience, and can tell you how to get the training and support you need.

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THE NETWORK NEWS

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March 1988

Empowering Women toward Decent Housing

Homelessness in America is an enormous problem, and it is growing worse. Yet there are some small lights in the darkness.

Innovative projects throughout the country are making more low-income housing available, and are making a difference with the human problems connected with homelessness. Many of these projects are sparked by women touched by the issue, as the housing crunch increasingly hits women and children.



HOUSING OPTIONS FOR WOMEN, held October 10-12, 1987 was an official conference of the United

Nations International Year of Shelter for the Homeless. Held at Rutgers University in Camden, New Jersey, the conference brought together representatives of outstanding grassroots projects.

Coordinating the conference was the National Congress of Neighborhood Women (For more about the work and the principles of this organization see page 6.) The Institute of Cultural Affairs worked with conference facilitators and wrote documentation for the 75 projects which were reported on at the conference. Among the projects represented:

DEBORAH'S PLACE, Chicago, which last year served 800 single women, 18 and over. These women are without family, employment, or even welfare (benefits are difficult to maintain without a permanent address). After prolonged homelessness, over 40% display psychotic symptoms. An emergency overnight shelter and a daytime

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Organizers & Staff for the Housing Options for Women Conference: from top left to right, Pat Porter, Melanie Beale, Rosemary Jackson, Ann Yeomans, Caroline Pezzullo, Roberta Stallings, Mildred Johnson, Michelle Winter, Julie Steelman, Mary Guzman, Ethel BattleVelez, Ronnie Feit, Jan Peterson, Maria Rivera, Lisel Burns, Linda Haggard. Missing from the picture was Teri Cameron.

A PICTURE OF HOMELESSNESS

Men or women living in cardboard boxes or sleeping in bus stations. Families with children sleeping in their cars, or staying in shelters, or living in one room of a relative's apartment.

Very little low-income housing is now being built in this country. Some that does exist is being torn down to make way for more expensive housing, or is too dilapidated to be repaired. At the same time, more and more people have minimum-wage jobs. And many single-parent families, most

headed by women, struggle on poverty incomes. So there is an increasing shortage of low-income housing.

"People problems" make things more complex. Some high-rises built for low-income families have been boarded up, because the society inside became such a jungle that they were too dangerous to live in. Mental illness affects many homeless. Teenage mothers (children having children) lack job and parenting skills needed to maintain a home and family. These are some of the most critical housing issues in the world's wealthiest nation.

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State-of-the-Art Learning

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.

This is excerpted from an article in the November, 1987 issue of THE NODE, published by the ICA Research Node. Send subscription inquiries to 577 Kingston Rd. Suite 1, Toronto M4E 1R3, Ontario, Canada.

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.

Dhaka Conference to Train Asian Leaders

The United Nations Development Program - Non-Governmental Organization Division has contracted with the New York office of the ICA to lead a training program in Dhaka, Bangladesh. The program will train leaders from seven Asian nations.

These leaders will come from Bangladesh, Laos, Thailand, the Philippines, Nepal, Indonesia, and Sri Lanka. They will represent agencies of the concerned governments, as well as non-governmental groups and the United Nations.

The conference is part of a program to bring about more effective cooperation between these agencies. Nancy Trask and Vaughn O'Halloran will facilitate the conference, which will be held in March.

Integrating Family Planning & Maternal Healthcare

Linda Barnes from ICA, New York who recently completed all course work and qualified as a Certified Nurse Midwife, is spending three months in Egypt, Kenya and Ivory Coast documenting ICA family planning work. Linda's work will be done as the first year implementation of a three year Hewlett Foundation grant the ICA received to integrate family planning into the already existing primary health care programs in these three African countries.

Linda will spend additional time in Kenya on project development under a consultancy with Columbia University's Center for Population and Family Health which is a division of the

School of Public Health.

Virginia Malii, a Kenyan ICA staff member currently working with ICA in New York, is a trained village health caretaker and trainer and will work with Linda in Kenya.



This project is looking into the issues surrounding the extraordinarily high maternal mortality rates in Africa that have been largely neglected in maternal child health programs.

Citizens' Summit for Peace

A meeting of 500 Soviets and Americans took place February 1-5 in Alexandria, VA. This CITIZENS' SUMMIT brought together leading innovators in many fields from both countries, to dialogue and to plan cooperative projects. Parts of the conference were reported in U.S.A. TODAY, THE WASHINGTON POST, and National Public Radio.

The conference was organized by the Center for Soviet-American Dialogue in Bellevue, Washington, working with Global Family and many other groups. ICA staff and colleagues played key roles in conference planning, workshop facilitation, and in documenting the work done. Watch for their reports in our next issue.

New Program Opens

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) which 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.

The opening of the program in Pittsburgh is the culmination of two years of work by ICA colleagues in Pittsburgh, a Set-up Advisory Task Force chaired by Carl Stock, and staff of the YWCA. Seed monies amounting to \$160,000 were obtained from Eden Hall Foundation, Richard King Mellon Foundation, PPG Industries Foundation, Alcoa Foundation, The Buhl Foundation, Rockwell International, the Pitts-



Training, Inc. Pittsburgh staff along with Advisory Task Force Chairperson, Carl Stock

burgh Presbytery Task Force on Employment, and the Airport Area Chamber of Commerce. Operating funds have been secured through the City and County Welfare Funding Initiative SPOC.

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.

Meet Your Colleagues

The Washington D.C. Fulltime Staff



Left to right: Richard Funk, former lab technician (you'll find him at the computer and telephone); Leonard Sizer, rural sociologist (retired university professor), computerized information interchange; Basil Sharp, computer specialist, ethics and spirit life research; Doris Price, manager of international hostelry program; Marie Sharp, co-director Training, Inc., clown, poet, educator; Andrew Knutsen (half hidden), community development in Africa, local community research; Louise Ballard, music teacher, program facilitator; Jack Ballard, financial manager for the ICA in northeastern U.S., ethics and spirit life research; Robert Griffin, program co-director, facilitator, fundraiser; Carol Stocking, spirit life research, violinist, computer operator; Cliff Stocking, consensus facilitator; Muriel Griffin, program co-director, event facilitator, fundraiser.

program help them move toward a permanent, healthful living situation.

THE ARKANSAS DELTA SELF-HELP CONSTRUCTION CORPORATION, Forrest City, Arkansas. It is located in a rural, 50% black county with 33% unemployment. Associations of 5-8 families meet regularly and learn to take responsibility for all decisions regarding design, construction and payments related to their houses. Women have been encouraged to get into home construction. Safe and sanitary housing has been made available to some for the first time.

INNOVATIVE HOUSING, Palo Alto, California has established 86 "shared households." Older and younger persons, or single-parent families share homes to stretch their housing dollars and provide mutual support. The project helps people find a compatible match, teaches shared living skills and household systems, and troubleshoots home maintenance.

THE YOUTH ACTION PROGRAM OF THE EAST HARLEM BLOCKSCHOOLS is located in one of the most challenging areas of New York City. They have rehabilitated 32 units, gotten 120 agencies to join them, and worked until the city committed six million dollars a year to similar programs. (They say, "Now we need billions.") They piloted a transitional housing model, with childcare, for single young mothers and their children. This model allows for the mothers' education or employment, and is now being replicated by the city. Unemployed teenagers are being trained and hired to rehabilitate abandoned housing.

Nearly 400 participants came to the conference, all from projects assessed as outstanding. A number of state governors sent representatives. Canada, Mexico, Jamaica, India, and several European and African nations were also represented.



Maria Rivera, Board Secretary and Rosemary Jackson, Chairperson

Workshops and panel presentations drew rapt attention and intense questions. Everybody had experiences to share, and things they wanted to learn. They explored tenant participation in public housing and women training women to build their own housing. Shared housing, emergency shelters, and putting together a city or state advocacy network were discussed.

Because multiple demands on women often lead to feelings of self-denial and isolation, the National Congress of Neighborhood Women has put a high priority on the support of women's leadership. Time was set aside every day for everyone to experience a Leadership Support Group. These groups promote honest sharing of feelings, information, and hopes, in an atmosphere of caring and confidentiality.

The black women's group "Sweet Honey in the Rock" electrified the conference with a gala Saturday night concert. Songs of love, of courage, and of both the pain and glory of the fight for justice spoke to the experiences of the conference delegates.

The final plenary included time for participants to speak about their experiences at the conference. Some of the comments:

"We need to emphasize women's contributions, versus women's needs as helpless people. There is a lot of hope and vitality, as well as despair!"

"We need national policy as well as neighborhood action. Work in unity and document your work!"

"We don't know what some of us went through just to get here. When you feel the twinges, and things don't feel good, then you know you're on the right track."

HOUSING OPTIONS FOR WOMEN co-sponsors included: the U.S. Department of Housing and Urban Development, Office of Policy Development and Research; the New Jersey State Department of Community Affairs Division on Women; the Women's Bureau Region II, U.S. Department of Labor; The Women's Division, United Methodist Church; Samuel Rubin Foundation; Rutgers University; and Primerica Foundation. The Camden Urban Women's Center was the local host.

For more information about the projects reported on at the conference or about the National Congress of Neighborhood Women write Jan Peterson, 249 Manhattan Avenue, Brooklyn, NY 11211 or phone (718) 388-6666.

The Uniqueness of the ICA

The following article was written recently by an ICA team in Chicago. Since the focus of our work and the pattern of our life shift occasionally to anticipate changes in society, we thought you might appreciate this retelling of our story.

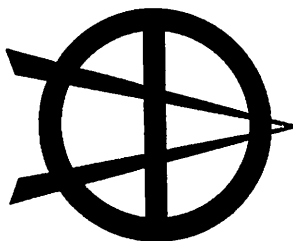
It is difficult for an organization like the ICA to stand within its own life and work and evaluate its particular uniqueness. Whereas any of the qualities listed below can be found in other organizations, the uniqueness of the ICA lies in the combination and inclusiveness of these dynamics. The following categories describe the qualities of the ICA and its approach.

Self-supporting staff

The full-time staff is totally self-supporting. Money is earned through either paid program consultancies or outside employment. The staff together decides the level of stipends and required living expenses. The integrity of the staff and its work is therefore controlled neither by the benevolent dollar nor by grants for program. All contributions go toward program implementation. Self-sufficiency is the operating mode of the ICA and the mode advocated for the communities, organizations, and companies with whom the ICA works.

Worldwide staff makeup

The greatest resource of the ICA is its international residential staff of 700 which come from 42 nations and is drawn from varied religious, secular,



"A fine wind is blowing the new direction of time... like a fine and exquisite chisel, a wedgeblade inserted."

D. H. Lawrence

educational, and professional backgrounds. Its "in residence" approach stimulates intellectual investigation and enables continuous training. This allows the staff to operate as a laboratory on many social and individual development issues.

Mobile staff team

The full-time staff understand themselves to be available for assignment to any part of the globe. For this reason, teams comprising unique combinations of skills and styles can be readily created to accomplish any given task.

Transformational methods

Throughout its 30 years the ICA has developed a wide range of group processes and methods applicable to education, strategy development, personal and social perspectives, training, and implementation. These methods have been employed with all sectors of society and are continually being updated and expanded.

Experiment in unified & decentralized decision making

The staff chooses to operate an experiment in the demonstration of an edge polity system. In some 60 locations worldwide, the organization has neither a "central office" nor a bureaucratic structure. As a single global body it corporately articulates common visions, strategies, and approaches and then allows each geographical location to forge the ways in which these common elements will be put into practical application.

Broad global network

Thousands of people have received training through the ICA. Forty thousand events and programs have put the ICA in touch with people in more than 50 nations. It has been suggested that the ICA has touched over 10,000,000 people. From these associations there has developed a broadly based network of concerned persons including leadership from governments, UN agencies, businesses, the voluntary sector, development agencies, local organizations, and village communities. This network makes it possible to hold global thinktanks on important concerns. A broad spectrum of persons have spent from 2 weeks to 2 years working with the ICA, affording an invaluable critique and direction to its work.

continued on page 6

ICA MEMBERSHIP APPLICATION

I want to be a part of the global network empowering local people to participate in creating solutions to the world's problems. Enclosed is my contribution for a membership in the Institute of Cultural Affairs.

NAME _____

STREET ADDRESS _____

CITY, STATE, ZIP _____

ORGANIZATION _____ TEL: _____

Please signify your choice:

- | | |
|---|----------------------------------|
| <input type="checkbox"/> Active: \$20 | <input type="checkbox"/> New |
| <input type="checkbox"/> Sustaining: \$35 | <input type="checkbox"/> Renewal |
| <input type="checkbox"/> Patron: \$100 | |

ICA is a not-for-profit organization and contributions are tax-exempt. Make checks or money orders payable to the INSTITUTE OF CULTURAL AFFAIRS. For membership please fill in this form and mail to: ICA, 206 East Fourth Street, New York City, NY 10009.

National Congress of Neighborhood Women

Since 1974 the National Congress of Neighborhood Women has worked to develop networks of support among poor and working class women. Their aim is to strengthen the leadership these women have always provided for their families and neighborhoods.

Women are already doing the volunteer social service work, raising money for the churches, PTAs, political clubs, scouts, etc. Women have been the backbone of community life. Yet their voices have rarely been heard in the development of public community planning and programming.

In a background paper prepared for the HOUSING OPTIONS FOR WOMEN Conference last October, the Congress declared: "Neighborhood women's voices must be heard!"

They can bring experience and practical insight to the major problems of the community: ...unemployment... high crime rate... child care... teenage pregnancy... poor public schools...

"Those who need to listen.. include all professionals concerned about these issues: academics, the staff of public service agencies, policy makers, business people, activists and journalists... Even when they are women, (they) often do not know these problems from the perspectives of neighborhood women."

The Congress has led the way in establishing "principled partnerships" between grassroots women and professional women. The strengths of each are respected and used in developing solutions to the problems of poverty and deterioration that are reaching crisis proportions in so many neighborhoods.

Covenanted in a human quest

The slogan of the ICA, "concerned with the human factor in world development," forms the basis for all of its work. The staff is continually concerned to raise the underlying questions that effect both individual and social change. This intent is based on the premise that human beings must not only be given the opportunity to participate but must also be equipped to engage effectively in the responsibility of their birthright, which includes the development of self-esteem and self-sufficiency. The corporate culture of the community of full-time staff provides a framework in which study, research, and reflection can take place.

-*-

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THE NETWORK NEWS

A PUBLICATION OF THE INSTITUTE OF CULTURAL AFFAIRS

June 1988

SOVIET - AMERICAN CITIZENS' SUMMIT

"We need to displace the threat of nuclear retaliation with constructive action to solve human problems," said Dr. Ted Taylor, former weapons director of Los Alamos Scientific Laboratory, and more recently co-author of *Restoration of the Earth*.

"We cannot afford to lose 10 or 20 or 30 years!... People here together came up with specific projects to move toward a better world.. and have given an indication that these things should be done FAST... This has been a tremendous experience that we have lived here! And it is going to accelerate the process of opening friendship between the U.S. and the Soviet Union..." This was Dr. Robert Muller, former undersecretary general of the United Nations.



Cosmonaut Georgy Grechko with Phyllis Hockley, ICA New York facilitator of the taskforce on Joint Space Projects

Both men spoke at the Soviet-American Citizens' Summit, held February 1-5 in Alexandria, Virginia. For four days, 100 Soviets and more than 400 Americans met together in 18 task forces, working on plans for joint projects which are continuing after the summit. Each of the task forces had a core of both Americans and Soviets with experience, and often prominence, in that field. The focus of the summit was "A New Way of Thinking: Social Inventions for the Third Millennium."

"We have all been to conferences where our countries are lined up against each other, like opposite sides of a tennis match," said Henry Borovik, Chairman of the Soviet Peace Committee. "First one side makes its point, then the other. You already know what each side is going to say, because the same things have been said over and over. But this is another type of conference - to invent our future, with very concrete projects. With this kind of 'match', we are all on the same side of the net, and our common problems are on the other side. We are all trying to solve these problems - together."

continued on page 4

CITIZENS' SUMMIT TASK FORCES

1. Innovative Policy
2. Global Security
3. Regional Issues
4. Third World
5. Education
6. Computers
7. Business and Trade
8. Psychology
9. Management for Change
10. Health/Medicine
11. Cosmology
12. Human Rights
13. Religion, Atheism, and Spirituality
14. Space Projects
15. Broadcast Media
16. Print Media
17. Film and Theater
18. Writers and Publishers

Conference in Mexico

Our Common Future

Wherever we look today, we see both danger and opportunity. We are one global market, one global environment, one global people. We will make it as one planet, or we won't make it at all. So this is a time for all the synergy we can muster, and all the mutual empowering we can manage, of people and networks who care. And this is the reason for NUESTRO FUTURO COMUN - OUR COMMON FUTURE.

You are invited to participate in this conference being convened November 13 in Oaxtepec, Mexico. Several hundred people will be there, from six continents.

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EDUCATION SUMMIT (COMING EVENTS)	3
JEAN HOUSTON SEMINARS (COMING EVENTS)	3

Zimbabwe and Botswana

You are an extension worker in Zimbabwe, assigned to work with farmers to improve crop yields for 18 villages that total 10,000 people. Roads are bad - travel is hard - you can hardly reach the farmers one by one! You would like to do effective work with the farmers in your area, but it all just seems overwhelming. So you spend most of your time in your office in the city.

Then you attend a training program held by Agritex, the government agricultural extension service that you work for. You learn how to gather together the people in a village. You use your own materials to design a presentation that will be easy to remember and contain practical steps the farmers can take. You experience the effectiveness of active modes of learning, and plan to include time for the villagers to ask questions and to dialogue with new approaches. And you discover the importance of meeting with the farmers regularly to share problems and celebrate successes. The training includes a demonstration of a first meeting in a village - and you and your fellow trainees lead that meeting.

Training in how to work with people is provided by ICA in many developing nations. It is now on its way in two additional nations, in the southern part of Africa: Zimbabwe and Botswana.

ICA staff based in Kenya travelled October 21-November 15 to these two nations, visiting people who had been recommended to them in government, businesses, and development agencies. The object of the trip was to discover how ICA methods and programs can be most effectively used.

Our staff reports: "One of the common themes that flowed through our conversations was that many of the

people who provide training at the village level have strong technical skills but they are not trained to be trainers. They can't effectively teach what they know."

ICA submitted a proposal to work with the Zimbabwe Ministry of Community Development and Women's Affairs. We would help develop a program for strengthening women's participation and leadership skills as they serve on village development committees.

Our staff talked with VOICE (Voluntary Organizations in Community Enter-

prise), which is the Zimbabwe Council of Social Services and the umbrella organization for Non-Governmental Organizations (NGOs) in the country. (NGOs include groups such as Church World Service, Save the Children, Oxfam, the ICA.) NGOs in Zimbabwe feel their local organizations need help with management training and planning techniques. It would be appropriate for VOICE staff to conduct that training. ICA will bring to VOICE trainers management techniques tested around the world, and will help create materials for their use.



In Botswana, a five-day workshop was scheduled for women in leadership of NGOs, government, and businesses, sponsored by the Women's Affairs Unit of the Ministry of Labour and Home Affairs. For the Brigades Development Centre, a strategic planning process was scheduled to build a consensus and a realistic plan for a new initiative in textiles.

Said ICA staff: "We feel that it is of extreme importance that our work harmonize and integrate with that of local training organizations." There is so much need! The strategy is to strengthen other organizations, not to compete with them or duplicate efforts.

New Magazine

EDGES: New Planetary Patterns

EDGES is an international magazine published quarterly by the ICA Research Node in Toronto. Major articles by authors such as Jean Houston, William Irwin Thompson, Riane Eisler, and Willis Harman explore "planetization," and provide context for those who are choosing to make a difference in the last 12 years of Century 20. Reprints of some of J. W. Matthews' key lectures and contributions from ICA staff on six

continents bring to life practical implications of new planetary patterns. Watch for Planetary Crosswords - Gaiian cartoons - and more! A one-year subscription is \$US20.00, a single copy is \$US6.00. To order, make your check out to ICA Research Node, and send to 577 Kingston Road, Toronto, Ontario, Canada M4E 1R3. Include your name, address and zip-code.



A montage reflecting work coordinated at the Soviet-American Citizens' Summit by Washington, D.C. ICA colleagues. Heather Sutherland directed press coordination; coverage included items in THE WASHINGTON POST, USA TODAY, and NBC's TODAY television program. Jim Stewart was in charge of printing and documentation, including production of materials in English and Russian, and three editions of THE SUMMIT DAILY for participants.

Common Future...from page 1.

The first module, November 13-18, will have three master themes: (1) The Planet as one system; (2) The Human Being as one system; and (3) The alignment of Society to allow these two systems to flourish.

Four broad global communities will be represented at the conference on Our Common Future. They will provide four ways of looking at the planetary transformation now going on. The Economic Community will look at Organizational Transformation; the Development Community will examine Environment and Participation; the Education Community will look at lifelong Learning Modes; and the Planetary Unity Community will focus on Wellness and Mythology. The final day will be devoted to "weaving together these four strands into one tapestry."

The current list of presenters includes Riane Eisler, author of THE CHALICE AND THE BLADE; Hazel Henderson, a futurist in alternative economics; and Dr. Willis Harman. The schedule will include time to share in the cultures of Mexico - with a look at their role in the formation of strong civilizations. Additional modules of the conference will be held from November 18-28. Participants will hear reports from around the globe, and will think through what needs to be done by the ICA and friends in order to enable positive transformation.

Be part of the excitement of this conference, as caring people, with a fascinating variety of backgrounds, address the key challenges faced by our planet. The cost for one module is \$300, for two is \$400, for all three modules is \$500. Register before August 1st and receive a 10% discount. Accommodations vary from the simple to the very comfortable, with reasonable rates for all.

For a brochure, contact your nearest ICA office. (See backpage for addresses and phone numbers.)

OTHER COMING EVENTS

THE EDUCATION SUMMIT: A CONFERENCE ON LIFESPAN LEARNING, from New Horizons for Learning. June 25-29 at George Mason University, Fairfax, Virginia. Information: Phone Muriel Griffin, 202-269-4638.

JEAN HOUSTON SEMINARS: Ottawa: The Art and Science of Human Transformation, Sept. 15
Toronto: Myths of Transformation, Sept. 16-18. Information: Sharon Turner, ICA Canada, 577 Kingston Rd., Toronto, Ontario M4E 1R3 Phone 416-691-2316

Summit...from page 1.

Among the more than 100 Summit projects:

US-USSR JOINT HUMAN MISSION TO MARS. "Educate leadership from both nations to make a commitment to the project." Working on this: Dr. Brian O'Leary, former astronaut, author of *Mars in 1999*, and Georgy Grechko, cosmonaut, Head of the Laboratory at the USSR Academy of Sciences Institute of Atmosphere Physics.



Sondra Ray, author, and Dr. Brian O'Leary, former astronaut

JOINT PROJECTS FOR THE THIRD WORLD. (1) A Soviet-American Conference on Development Processes, to look at differing visions and assumptions about development, and to search for common ground. George Washington University is interested in sponsoring the conference. (2) A proposal to create a prototype U.S.-Soviet Peace Corps. Working on these projects: Rair Simonyan, Head of Department, Institute of World Economy and International Re-

lations, USSR Academy of Science, and Fred Noland, President, Ploughshares.

PEACE-LINES - COMPUTER SUPPORTED HUMAN NETWORKING. "Establish a working group to develop US/USSR people-to-people communication via computers and satellite technology." Working on this are Glenn Head, Boulder College, President, Association for the Development of Computer-Based Instructional Systems, and Alexei Semenov, Head of the Laboratory at the

USSR Academy of Sciences on Complex Cybernetics.

The conference was organized by the Center for Soviet-American Dialogue, Rama Vernon, Director. Barbara Marx Hubbard was Summit Program Director. Staff from the Institute of Cultural Affairs worked alongside members of Global Family and more than 100 volunteers who came from across the U.S. to help with the conference. Bob Griffin (Washington ICA office) worked as a consultant with the planning committee for several months; most of the Task Force facilitators were from the ICA.

One comment from the staff evaluation session: *"We have seen before, that skilled facilitation can allow an individual to bloom, and help a group become productive and exciting. At this conference we saw that by enabling consensus and cooperative projects, facilitators can make a major contribution to the peace of the world"*

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December 1990

Our Common Future in an Environment of Change

Conference held in Taipei, Taiwan

THE SYMPOSIUM ON THE ASIAN PERSPECTIVE FOR THE NINETIES

by Gordon Harper

"Harmony is an important concept: the ordering of several parts to coexist in harmony. Conflict has been emphasized by some western thinkers. But Confucian thinkers do not think that conflict will lead to human progress." Dr. Lau, Tse Kuang, Professor, Chinese University, Hongkong.

The Our Common Future Conference in Taipei began with a three-day symposium on "The Asian Perspective For the Nineties." Nineteen speakers from seven countries presented papers in plenary sessions and small working groups. The symposium occurred over a weekend (Friday through Sunday) and was attended by a large number of local participants from Taiwan.

Following the Symposium, the conference participants discussed some of the common threads or topics they perceived running through the various presentations. One overarching theme was the importance today of seriously addressing cultural factors in

achieving social change. It is clear that a very lively dialogue is underway about the future of Confucian values and styles in the Sinic nations of Asia. The Symposium presentations catalyzed vigorous discussion about topics such as the role being played by cultural values in the effort to apply urban planning concepts to Asian societies, the dialogue between traditional Chinese and Western medicine and the changes occurring (and needed) in the structural form of business organizations.

One focus was on how traditional cultural concepts and practices in areas such as health and medicine are now being scientifically validated

in surprising new ways. In other cases, concepts alien to the local cultures of Asia (like centralized urban planning) frequently experience difficulties or fail because of inadequate cultural adaptation. The conclusion that emerged was that any efforts at significant social change today must primarily address the cultural dimension rather than focusing essentially on the economic or political.

Several speakers emphasized the critical role of education in achieving cultural adaptation and change. There were frequent calls for a greater commitment to education for all, along with a recognition that distinctly new modes of education and learning are now required. One day of the Symposium was devoted to hands-on experimentation with some of these and the demonstration of new curricula embodying innovative learning aspects. It has become apparent that in order to change ourselves and our societies, we will have to approach learning from several new perspectives.



Ursula Winteler, President of the Board of ICAI
and Gordon Harper of ICA: Taiwan.

Photo by Byard Coggeshall

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The wide diversity of the Asian region was clearly evident throughout the Symposium. Economic, political and cultural realities take on many distinctly different forms in the societies of Asia. What was surprising to many participants, however, was the underlying similarity of the challenges faced by these societies today. The issues of ecology and development today, for example, are no longer exclusively or even primarily national concerns nor can they be successfully addressed simply as a matter of national policies.

CURRENT IMAGES OF DEVELOPMENT

By Shirley Imogene Heckman

"We live with two powerful forces that can conflict. One is concern about the environment. The other is the desires of the developing world. The problem is that there's no upper limit on the consumer images they have gotten from the 'developed' world. How can we make sure that the legitimate wants of the developing world are satisfied and yet not overtax the earth's finite resources?" Stuart Hampton, Hongkong.

Sustainable development is that which assists each and all to meet their own needs without jeopardizing the possibility of future generations meeting theirs. Although self-sufficiency may be a local goal, it is not a necessary condition of sustainable development. The primary issue is to operate in such a way that resources are recycled.

Development has always been a significant operation in the various locations of the Institute of Cultural Affairs International (ICAI) and its predecessor organizations. However, images of development have changed through the years.

In former times, the image of de-

velopment was the same throughout the world. A location for a Human Development Project among the poorest of the poor was identified. An international consult was held. Extrnational staff were assigned to work as a catalytic force with local people as plans are made and implemented for comprehensive and integrated community development dealing with all the problems of all the people. Plans were reviewed, resources and staff were allocated, decisions were made by global bodies on behalf of all.

Now, in those who identify themselves in some way with ICAI, both images and actions are varied and various. Reports were given of work in different locations during the meeting of the Development Network in Taipei. Present were Dick Alton from Brussels, Eunice Shankland of ICA Associates,

Sustainable development is that which assists each and all to meet their own needs without jeopardizing the possibility of future generations meeting theirs.

Mangala Gavai and Shakuntala Jadhav from India, Shizuyo Sato from Japan, Edward Mutiso and Ibrahim Ringera from Kenya, Shirley Heckman from Nigeria, Jose Armas from the Philippines, and Pamela Bergdall from Zambia/Malawi.

BRUSSELS ICAI conducts Development Education through: 1) an International Training Programme for Development Practitioners which is a six months program funded by agencies sending participants, the Belgian government and funding organizations; and 2) an International Camp for Development Practitioners, which is a 10-day immersion experience in Portugal funded by European Economic Community.

Brussels also conducts a tripartite dialogue on issues and solutions

related to development called Practical Modes of Cooperation. There have been three conferences in three years, funded by GTZ.

INDIA In Bombay, we are working with "Impact India" as consultants to train volunteers. A study tour for Middle East professionals is currently funded by the Near East Foundation. In Calcutta, evaluation of other voluntary agencies is funded by EZE (Germany). IN Delhi, a collaboration project has been going on for 2 years with GPIL of India to do village development including salaries for 2-3 people. In Panvel, the Ashram school in Nere is funded by the government of India and companies; educational training programs are funded by the Canadian International Development Agency (CIDA), Canada; and women's skill training is funded by companies and individuals. In Pune, one demonstration teaching village is working with 6 other villages. ICA: Japan is funding a water system; CIDA (Canada) is funding training programs for village leaders, schools, volunteer agencies, and field staff; Indian companies are funding small skill training and business; and ADAB is funding women's awareness programs.

JAPAN ICA: Japan has made connections with government agencies to pay for community water delivery systems in Pune, India and an exchange program to provide technical assistance for forestry in the Philippines.

KENYA Forty-two Kenyan staff, two American consultants and one Swiss volunteer are working on a variety of programs. The Kabiro Youth Polytechnic and solar energy program are funded by Helvetas (Switzerland). A community leadership and resource person training with a local group planning event, and events and advanced training for staff are funded by Misereor (Germany).

An urban slum communities health training program in Nairobi to train volunteer health caretakers is

funded by Basaid (Switzerland) and Eadley Trust (Kenya). Construction of 20 water tanks in Machakos is funded by a Japanese agency. A Leadership Integrated Development Programme of training in leadership roles is held in villages of Machakos. A Contract with the Ministry of Agriculture provides for community participation in three regions.

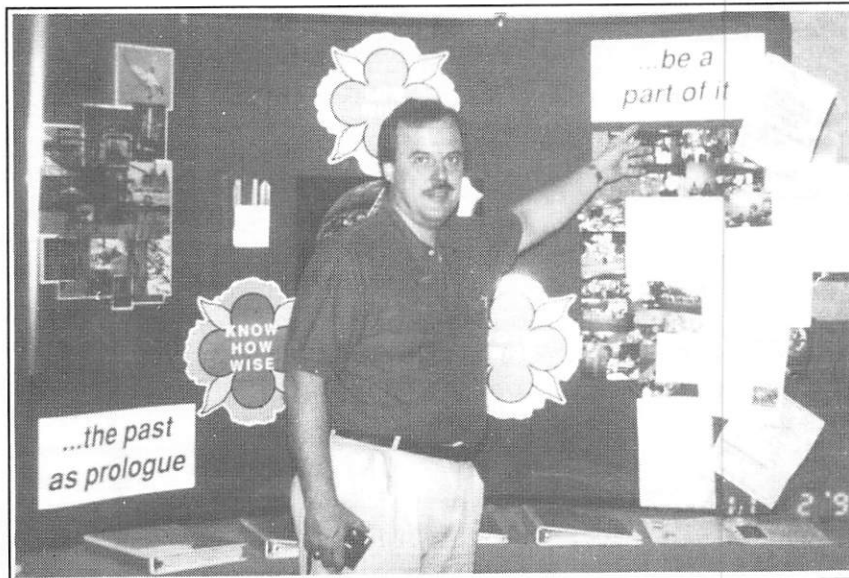
NIGERIA Planning and facilitator training over 3 month period was held with 20 local groups with funding for 3 years from Misereor (Germany). Misereor is also providing funding for organizational strengthening with staff salary and training, secretariat and operating expenses, membership enlightenment and extension, with decreasing amounts over three years.

PHILIPPINES. Rural community development, livelihood identification and training in management, marketing and bookkeeping, and a non-interest loan program is funded by Misereor (Germany). The urban poor community program involves upgrading living conditions through more effective delivery of basic services and is funded by the Netherlands Embassy and municipal government.

Reforestation government lands using a community approach to forest development and management toward a future ecological preservation receives funding from the Department of

Environment and Natural Resources with a technical assistance exchange program between Japan and the Philippines.

ZAMBIA/MALAWI. A Ward/Branch Development Program to enhance participation and develop leaders in Chama District receives funds from SIDA. The Board of ICA:Zambia has hired a new executive secretary and is upgrading staff skills through external courses and developing organizational policies and financial systems with assistance of part-time consultant. This organizational strength-



The first four test modules of the Earth Wise Learning Series were presented to the conference. Jim Wiegler from Phoenix is leading the ELS team.

EDUCATION REPORT

by Karen Troxel

"We are engaged as a species in a learning enterprise far beyond anything in the past... The new basics include learning how to learn, and knowing how to think yourself through a whole new situation." James Wiegler, Phoenix, contextualizing the Earthwise curriculum.

"In Guatemala, for every 100 children who start first grade, only one makes it through the sixth grade." Bill Alerding, Guatemala City.

PRESENTERS: Participants in the Our Common Future Conference came with a passion for effective education and training in organizations and communities. There was great interest in the experiences and learnings from each of the presenters the first two days. Many conversations carried

throughout the conference, i.e., reflecting on how to effectively integrate the insights of eastern and western medicine, the need to have nature as our teacher in architectural designs and new innovative forms of education.

The CIDA-funded Southern Africa Grassroots Training Program in Malawi is creating a partnership with an umbrella NGO organization. This program will provide organizational transformation programs and facilitation skill training to member NGOs and create a core of people skilled in "technologies of participation" who can work in their own organizations as well as in villages and refugee camps.

NETWORK INTERCHANGE: In the Education Network session Jim Wiegler led the group in mapping the people, events and ongoing programs around the world who we understand to be part of the education network.

Photo by Abraham Ulangwa

learnings. Four panelists gave reports as representative of the kind of activities the network is involved with.

Ann Epps from Kuala Lumpur, Malaysia reported that ICAI was one of 150 NGOs invited to send an official representative to the Education for All Conference held in Jomtien, Thailand in March of 1990. Evelyn Philbrook went as the ICAI representative and gave the closing statement for the NGO community. Interested people are invited to participate in the U.N. Education Network.

Efforts at significant social change today must primarily address the cultural dimension rather than focusing essentially on the economic or political.

Maria Mcguire from Sydney, Australia reported on facilitation at the University of Western Sydney. This past year the University has engaged in a "Change Program" (Managing the Journey) to support staff from all campuses of the three former colleges, to deal with the changes in becoming a university and to "engender corporate spirit". This work provides many opportunities for long-range organizational change.

Bill Alerding from Guatemala City, Guatemala, updated the group on the innovative Training, Inc. program in Guatemala City. The Guatemala program has focused on training those already on payrolls of supporting companies inasmuch as they were very much in need of basic skills. Since the average employee in the nation has so little education, they need basic training in math and written and spoken communications. They are flourishing with Training, Inc.'s edge approaches to human relations and learning how to think. This is the first time Training, Inc. has been offered internationally. Conference participants indicated interest in initiating additional Training,

Incs. in Australia, Brazil, Kenya, India and Taiwan. A suggestion was made to have a Training, Inc. module three days before the 1992 Europe conference.

Karen Troxel from Chicago in the United States shared some of the learnings of working with the radical school reform in decentralizing 565 Chicago Public Schools. This reform is focused on integrating the concerns of parents and communities into each school. A printed report compiles results of School Improvement Plans of 29 schools representing 9 of 11 school districts.

SITE VISIT: On the excursion day one group of participants were graciously hosted by the Forest School which is developing an alternative approach to public education in Taiwan. The principal described the school's philosophy and learnings in its first year of development. The students and teachers modeled how students could have careers in a restaurant by cooking a Japanese feast for the guests and creating kimonos and Japanese decor for the celebration.

EARTHWISE DAY: The speakers and site visit provided the context for presenting the initial research on the EarthWise Learning Series (ELS). The intent of the wholistic series is to inspire a new generation of leaders with skills and tools to live and succeed in today's planetary society. An Earthwise Day provided the opportunity to introduce four introductory modules to the three month intensive series: "A New Image of Learning", "Making Sense of the World", "Personal and Group Creativity", and "Myth and the Human Journey".

ELS TASK FORCE: Three days of task force work followed the EarthWise Day to enable collaboration on the research, design and teaching of the curriculum. The major strategies that resulted include:

1. Think Tanks: To develop the

curriculum for the proposed three one month long intensives of the ELS. Think Tanks will be held during 1991. Each of the Think Tanks will be 15 days long and will involve approximately 12 people. It is envisioned that the Think Tanks will be held in Guatemala, Belgium, Malaysia and/or Denver. As a result of these Think Tanks, an initial draft of the entire three-month ELS will be available for use for specific audiences.

2. EarthWise Learning Communities: To get grassroots input to the EarthWise Learning Series through the ICA network, individuals and groups are being invited to participate in the continuing research required for developing the EarthWise Learning Series. The primary mode of participation will involve collecting readings, videos and exercises for the modules. This will result in 1) considerable information available for the think tanks and 2) an increasing number of people participating in the development of the series.

3. Module Testing: The four in-

Participants in the Our Common Future Conference came with a passion for effective education and training in organizations and communities.

troductory modules will be conducted for a variety of audiences. As a result of module testing, a considerable body of experience will be gained with a diversity of audiences regarding the usefulness and effect of the four introductory modules of the ELS. To provide a strong foundation to all of the ELS introductory modules, special attention will be given to developing the New Image of Learning Module during 1990. This will be done by holding a think tank to put the curriculum in experimental form.

4. Partnership Agreements: In order to locate a series of organizations

with which to conduct the EarthWise Learning Series in the years ahead, conversations will be held with prospective partner organizations to discover their willingness to work together with the ICA in conducting the ELS. By the end of 1991, several long term agreements are anticipated to have been initiated with various institutions.

ECOLOGY REPORT

by Bill Staples

"Past generations felt that we were a gift to the world. Today, we are realizing that the world is a gift to us to be cared for, and left better than we found it.. The big tasks are not technological, not in the field of biology. The big breakthroughs we need are in the field of human change." Dr. J. Spencer Havlik, visiting professor at the University of Taiwan from the University of Colorado, Boulder

It has been become clear from the beginning of this conference that planetary ecology, and not just the en-

vironment, is the issue of the nineties in much of Eastern Asia. The Chairman of the Labour Commission of the Central government spoke of the economic miracle of Taiwan, but did not shy away from the human and environmental costs. Mr. Tao Ho, an architect and chairman of Friends Of The Earth in Hong Kong, showed slides of "universal style" of buildings promoted by corporations worldwide, and which are unnecessarily energy intensive and do not conform to the constraints and advantages of local nature.

After the talk by Dr. Arshad Ayub on the multicultural experiment of Malaysia, it became obvious how the notion of western economic progress was affecting cultures on a mass scale. Nature, family harmony and personal spiritual growth are the big losers in the economic miracle of East Asia. Dr. Wang Hung Kai, an urban planner from Taipei, was scathing in his attack on the insular mindset which has given rise to the total failure of city planning to make livable cities. His approach to solving the problem was participation

and democratization on a mass scale.

Sabine Winteler, director of the Ecology and Politics Institute of Germany, reported that the environmental movement played an enormous role in the recent political changes in the unification of Germany. Political leaders in the old east Germany had refused to modernize old factories leading to massive concern over personal health problems. This personal concern helped fuel the public protests and movements of individuals to the west which precipitated the unification. Sabine did say, however, that the old East Germany had a much more progressive recycled and waste program than West Germany and she hoped that these programs would not be lost in the newly unified country.

The participants of the conference have recognized the spiritual nature of a deep seated problem which has led to overdependence on cars, industrialization and technology. Lee Hatcher, a planetary ecologist from Europe, led the entire conference in a healing ceremony. An enormous revolving circle of people enacted a grand drama of the creation of the universe and the crystallization of consciousness. As consciousness localized into sensory, relational, mythic and unitive forms, a gentle buzz of sensitive conversation pervaded the plenary hall. The planetary ecology network was born.

ICA is involved in several activities including ecological education schools, environmental roundtables in Mexico and Taipei, whole system transition think tanks in Australia and India, planting trees on the slopes of Mayon volcano in the Philippines and publishing "Edges : New Planetary Patterns" magazine to expand global consciousness.

ICA is a midwife to emerging planetary conceptualization. Most other wholistic orientations



Janice Ulangca, Vestal, New York and Comfort Maduakoh, Nigeria, discuss the display from Nigeria, one of many from around the World.

Photo by Abraham Ulangca

can still divide people and even sometimes diversity is highlighted to the detriment of communication. But the four networks of ICA and particularly the planetary ecology network are intended to unify people, not to divide them, just as earth day connected grass roots to planetary consciousness.

Five roundtables were held on the topics of Physical Ecology, Cultural Ecology, Whole System Transition, Ecological Education and Global Consciousness. ICA has always been involved in developing global consciousness. "Edges: New Planetary Patterns", a publication of ICA Canada with a circulation of 7,000, is a venture specifically designed to promote global consciousness. ICA's recent work in Australia has involved 2,000 people in four cities in exploring the developing myth of Global Consciousness.

There are major shifts occurring in many countries and organizations which involves economic, political and cultural transitions. This is referred to, by some people, as Whole Systems Transition (WST). There is a group of 15 people who meet as an international think tank to promote and document images of whole systems transition in various media including books and magazines. WST is a collaborative effort including Jean Houston, ICA and several interested individuals both inside and outside of ICA.

SHAPING THE MOVEMENT OF SPIRIT IN BUSINESS

(Organization Transformation Report)

by John Epps

"In the Organization Transformation Network, we have been addressing these questions: How do we accelerate the change process in an organization? What is transformation itself? How do

we expand our staff, not just in terms of skills, but in terms of vocationed human beings?" Jack Gilles, Bombay.

We used to meet to help each other in marketing and to pass along hints and breakthroughs in facilitation. Our interest and energy is now in another direction: we're concerned with assisting to form and energize the Movement of Spirit as it appears in organizations, especially in the private sector.

It emerged during discussion in the Organization Transformation Network that: 1) there is such a thing as a Movement of Spirit in this sector; 2) it's profoundly collegial, both in breadth and depth of concern; 3) while not having all the answers, we can occasion events for exploring questions relevant to that Movement's effectiveness; 4) head-on spirit methods can be effectively adapted to address issues encountered in business; and 5) working together on projects of service produces effective results.

The question, as Jack Gilles (Bombay) and Bill Grow (Rio de Janeiro) indicated, are not related to marketing; there's no doubt of our recognized capacity for valued service, and most places working with business have as much as they can manage. The questions have to do with profoundly changing lives towards paravocation, and with sustaining the decision to function on behalf of service. More practically, how can we take the several thousand persons per year in our consultations through awakening to their profound potential for service?

The question marked the starting point for an Organization Transformation (OT) Network Think Tank.

The OT Network has been deeply engaged in service to people and organizations who are not long-time colleagues. It's been a front-line force whose report carries the nonchalance of effectiveness, the passion of en-

gagement and the probing of innovation. (Being somewhat shaped by our clients, we're also prone to no-bullshit approaches.)

The session involved participants from Perth, Phoenix, Rio de Janeiro, Taipei, Tokyo, Brussels, Bombay, Sydney, Columbus, Kuala Lumpur, Lagos, and Washington, DC. It began

Head-on spirit methods can be effectively adapted to address issues encountered in business... We found deep commonality in operating context and values, in standing point and methods, in the need for face to face encounters and in practical joint projects.

with the question, "What are the major issues you find yourself addressing in work with business clients?" Answers ranged from work ethics to teamwork, from career path to disillusionment, from cultural mythology to social responsibility.

It seems that assisting people to identify the basis of profound motivation is at the heart of all we do.

Brazil has experimented with a head-on address to the spirit struggle of business people. Using images and concepts developed in years of religious research, Bill and Nan Grow have designed, conducted and documented "Dark Night" and "Long March" retreats for private sector executives. Manuals are available for local adaptation. Early evidence suggests that these methods are as appropriate and welcome as are Harrison Owen's transpositions of Anglican liturgies into the corporation argot.

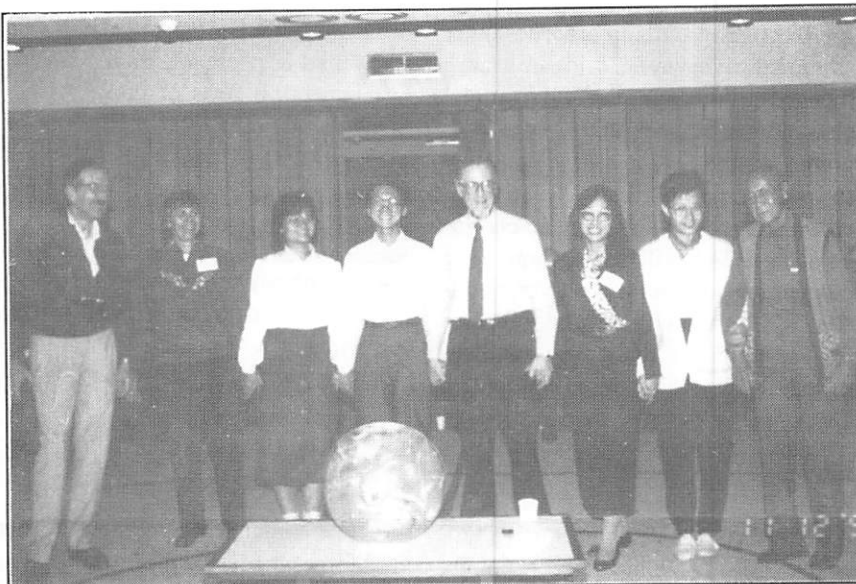
Training designs from India's Transformation Leadership Laboratory have incorporated work done by the Asian OT Network in 1990, and sup-

plemented it with videos that posed the possibility of profoundly effective management. The "Covey" video on "7 Steps to Effective Management" was previewed by participants and found most helpful in presenting "proactivity" in a deep and cogent fashion.

In looking towards Europe in 1992, we found ourselves conscious of our own diversity of forms. This discussion drew us into consideration of just what DOES hold us together as a Network. We began at the practical level, but soon discovered our common roots went deeper. We found deep commonality in operating context and values, in standing point and methods, in the need for face to face encounters and in practical joint projects. These were clues to the bases on which the Movement of Spirit in organizations might be served. Imagine our surprise to discover experience in practical embodiment of these dynamics among clients!

We found a major breakthrough in Brazil's "galaxy" design. Business leaders and their families from long-term LENS clients meet periodically to consider both internal company improvements and external service to society. Several major community projects have been implemented as a result of the group's work. The needs of people in business for deep personal relationships and for significance to vocational efforts seem well met by this form. We resolved as Those Who Care for Those Who Care, to experiment with various forms of "galaxy" Organization both to deepen paravocation among clients and to explore roles for business in social engagement. In this work we will discover and document our "Value Added" dimension — what makes us different from Rotary.

We left painfully unresolved issues of OT Network structure, membership, and operation. Our imbalance analysis indicates strength in Environment, weakness in Organization, and



The Taipei staff of the ICA at the Our Common Future Conference. From Left to right: Jim & Sally Fenton, Anna Sung, Spencer Huang, Gordon Harper, Josephine Tai, Linda Chao, Peter Hu. Not in the picture were Ben & Vici Aguirang.

Picture by Abraham Ulanga

moderation in Enterprise. Despite the weakness, each of us undertook a research project to further our service. Results are due 1 May 1991 to be reported to the Asian OT Network and probably published in the "Image" Journal.

Finally, discussion of Roger Harrison's review of "Winning Through Participation" (a book by Laura Spencer on ICA methods) made us all newly appreciative of the readiness of the world for what we have to offer, and the depth to which the facilitation role goes. The OT Network has been empowered in its role of taking clients beyond themselves and their organizations to expend their considerable expertise and resources in the transformation of society.

DRAWING THE LINES TO CONNECT RATHER THAN SEPARATE

"Implications of the OCF
Conference for the ICAI"

by Don Hinkelman

"One major difference this time was the presence of ICAI as a proven viable companion in the task. In some cases it plays a legitimizing role in the situation, in others the role of valuable resource." Terry Wright, Denver, reflecting after the conference

During the closing days of the Our Common Future Conference in Taipei, a nine person task force convened to describe how the ICA is changing as an organization. They concluded that the ICA network is rapidly expanding through small, related enterprises rather than through national ICA organizations. Furthermore they pointed out that to energize this new network, ICA must remove the boundaries that divide official ICA institutions from these "non-ICA" organizations.

These "non-ICA" entities are creatively implementing ICA programs across the globe. They include various companies and partnerships such as People Energy in Toronto, ICA Associates in the USA, LENS Services in India, and Training, Inc. in various cities. In fact, the national ICAs in many countries are breaking up into

small program units in order to lower administrative overhead, create a more focused culture, and separate financial operations. In the future, such programs like the Business Academy may separately incorporate in order to facilitate its growth. If this trend continues, the ICAI will serve more as a connecting point for these diverse entities. ICAI's funding as well will then depend upon the dues, fees and subscriptions from these micro enterprises.

The question pondered by the nine task force members was how to release and connect this potential energy. Unfortunately, many quality programs go undocumented or unpublished. Communication is cut off between colleagues who feel betrayed

or abandoned by those "leaving" a traditional ICA organization. The vital connecting tasks of the ICAI are being curtailed by a shrinking base of pledges. These contradictions are blocking energy and need something

Let's not draw lines as boundaries to separate, but draw lines to connect.

like a chakra to release the natural flow of energy.

Abe Ulangca, a member of this task force, suggested that now was the time to open the doors to these related enterprises. Dick West, another mem-

ber, replied that we should go farther and "kick the goddamn doors off!" After much discussion, it was agreed that the ICAI should actively solicit and encourage these organizations and individuals to join the network through attending conferences, writing articles, and making pledges. Those who wish to connect, should find ways to tangibly symbolize their commitment to the network.

These connections within the ICA network are more important than the clarity on what defines a proper ICA. The old nation-state paradigm used boundaries to define identity. The emerging network paradigm will use connections to define identity. "Let's not draw lines as boundaries to separate, but draw lines to connect."

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November 1992

Institute of Cultural Affairs International Holds Quadrennial Conference in Prague

August 30 - September 6, 1992

Encounters in Prague

Janice Ulangca

PRAHA '92 was an encounter with colleagues old and new. It gave us a chance to meet some of the realities of a fast-changing eastern Europe. And it illuminated the path for our work and the landscapes through which we are moving.

It was hard to choose among the 39 workshops and 14 site visits, which were all appealing. And each mealtime and break time was full - of laughter, getting acquainted, and news about colleagues and innovations.

The encounters of Praha '92 have set off time bombs in our consciousness which raise the question with fresh power: What am I - what are we-doing to care for the future of planet earth.



Keynote Speaker

The opening keynote presentation of the conference, taking its title from the title of the conference, "Making the Great Transition: Our One World," was given by Alan AtKisson. AtKisson is former managing editor of *In Context* magazine, writer, singer and songwriter.

AtKisson vividly compared our situation on this planet with an actual personal experience of riding a bus hurtling down a jungle road in Malaysia at night in the rain with no lights or windshield wipers, with the passengers shouting to the driver, "go on!"

He said we must keep four challenges in mind.

The Technology-Weds-Nature Imperative. "Without a commitment to creating a technology that links us with nature in true symbiosis, no amount of social change or moral awakening will suffice."

Continued on page 3.

The Ghosts in Our Closet: Threats to a New World Order

The plenary address which opened the second half of the conference was given by Goren Hyden, a political scientist from Sweden, currently teaching at the University of Florida and an expert on African politics.

Hyden said the core strength of western values which gives them "an edge over others" is their aspiration to universality and their openness to self criticism. Communism fell because it failed in blending self-criticism with its universalist aspirations.

The demise of Communism shakes the foundation of Western civilization as a whole. The absence of the Communist ghost allows five others to come out of their closets to complicate our tasks.

Continued on page 3.



Old Town Tower clock, Alan AtKisson and Goren Hyden photos by Dorcas Rose

Multi-Sector Symposium Introduces ICA Methods to Eastern Europeans

Bill Grow

The Prague Symposium was organized by the Organizational Transformation Network, with people from literally around the world dreaming about the event beforehand with plenty of last minute organization on the spot. The Symposium itself was two events, the focus session on September 1 and the symposium proper on September 4 and 5.

Seventeen people participated in the focus session, including five Czechs, one Russian and representation from Brussels. There were three underlying elements in each of the concerns of the brainstorm: (1) things are not working, (2) a desire to change, and (3) how can we do it? The emphases were a need for partnerships and a desire to change values and attitudes and get a serious moral vision. There was also expressed a longing for engagement that would touch the spirit level.

The Symposium itself was a demonstration and teaching of participative methods with the work focussing in three workshops: (1) A small business issue, "How to guarantee a year's supply of livestock for a Czech meat distribution company." Two of the company's partners were in the workshop. (2) An issue regarding office attitudes, "How to improve communications between different levels in the organization." (3) Creating a problemat to serve as a basis for a proposal to promote awareness of unsafe products, "What are the problems caused by and related to unsafe products?"

There was outstanding leadership in the workshops by people

facilitating for the first time in their second or third language. A closing spirit exercise on "sustaining art forms" revealed how important landscapes and architecture are in the self consciousness of the local participants (after spending two weeks in this beautiful country, this response was not surprising).

The total number of people with direct participation was 40, including 18 Czechs, 2 Hungarians, 1 Russian, and the balance from Western Europe, Australia, and North America. Participants represented business, government, NGO and educational sectors. The facilitators and support group included people from North America, India, Europe and Latin America.

As a result of this Symposium, the ICA has received invitations to return to Prague to do additional training and to do further work with the meat distribution company, to submit a proposal to do planning with the Czech aviation agency, to work on developing proposals for work in Russia, and to visit Austria and Hungary.

Symposium photo below by Abraham Ulangca.



The Environmental Dilemma

Norman Lindblad

Ecological concerns were covered in several workshops. One workshop was about the Gabčíkovo-Nagymaros Dams on the Danube River between Czechoslovakia and Hungary. A snapshot of its history illustrates the issues we face and the difference between shallow and deep ecology: dams were a good idea in the 1950's to provide more energy for peak power, to improve navigation on the Danube and to provide jobs. Environmental problems were identified in the 70's as work began and conservation reduced energy requirements by 20%. Aquifers were being polluted and drinking water was ruined. Hungary stopped work on the project. Czechoslovakia continued due to strong economic factors (jobs, aluminum plant, etc.). Nationalism demands economic growth and self-sufficiency; the attitude is that we can fix the environment later. For those who have lived austere for 40 years, ruining the environment doesn't seem like a high price to pay to enjoy some of the luxuries that others have.



At left: Dr. Helena Ruzickova of Czech Public Radio conducted two days of tours for a group just before the Conference. Photo by Dorcas Rose.

Hlubos Site Visit

Dorcas Rose

Hlubos is a 550 person village in the countryside. The site visit was led by Bohuslav Blazek, social ecologist, writer and director of the Czech ecological foundation, EcoTerra, which is consulting the village in a renewal project. The visit included viewing the main source of employment in the village which is a pig factory farm, the church, with lunch and a video at the chateau. Mr. Blazek feels that television is a powerful tool to establish hope and self-esteem, so that as soon as the village had done its first project, a re-establishment of the historic Trinity Fair, he assisted in making a video of it that was shown on national television. Already the village has announced the dates for the fair through the year 2000 and is refurbishing the church which once was the center of village life.

Blazek and his wife, psychologist Jirina Lomrova, have designed over 60 games to aid local people in analyzing their problems and visioning the future. Blazek described in some detail his first game, called a "problem map," that was used in this particular village. The object was to identify on an unlabeled map of the village problems that could be pinpointed to specific locations, key elements of village life from the past, and possibilities and resources for the future.

If you would like a copy of the complete text of either of the Conference talks, please send \$5.00 for one talk (specify which) or \$8.00 for both with a self-addressed envelope to ICA Troy.

AtKisson, cont. from page 1.
The Global-Unity-Through-Disintegration Imperative. 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.

The Economic-Therapy Imperative. We need to develop a measure of economic functioning which incorporates environmental degradation and human quality of life, in contrast to the GNP, where Hurricane Andrew is good for the economy.

The Human-Transformation Imperative. AtKisson insists that the only potentially successful evolutionary strategy is love.

The talk closed with a song written by AtKisson, "And We Rise," with its chorus

"To preserve each sacred place,
To sustain the human race,
As the shadows start to fall,
And we hear the planet's call,
We will stand and bear the light,
We will shine with all our might -
Oh, we pledge our lives..."

Talk summary by Karl Hess

Hyden, cont. from page 1.
The New Sovereignty - we have been inundated with vertical cleavages based on race, ethnicity, or gender.

The New Racism - we must recognize that the revivals of racism in Europe and the US comes from the same philosophical heritage that gave rise to imperialism and Nazism.

The New Individualism - this is a rightist revolution which privatizes public resources and encourages the attitude of "each individual-into-himself."

The New Politics - politics is increasingly separated from the lives and concerns of ordinary citizens.

The New Economics - economists show disdain for both politics and the state, considering anything other than economic values to produce unnecessary "transaction costs."

What is needed may be no less than a complete turnaround from the ideas which have dominated world leaders in recent years.

Talk summary by Karl Hess

A Word About the Conference Sponsor

"Making the Great Transition: Our One World" was sponsored and organized by the Institute of Cultural Affairs International. The office of ICAI is located at rue Amedee Lynen 8, B-1030 Brussels, BELGIUM. Richard Alton currently serves as the Secretary -General and Ursula Winteler is President of the Board of Directors. ICAI coordinates funding and dialogue among various member ICA's and conducts training of Development Practitioners on an annual basis.

ICAI is supported by contributions from member ICA's and individuals. ICA in the Eastern States supports the part-time position of Vaughn O'Halloran in New York who is liaison with the United Nations and with Interaction, an organization of non-governmental organizations that support development work in other countries. You may support the work of the ICAI by sending a contribution to your regional ICA, designating it for ICAI. Your contribution is tax deductible.

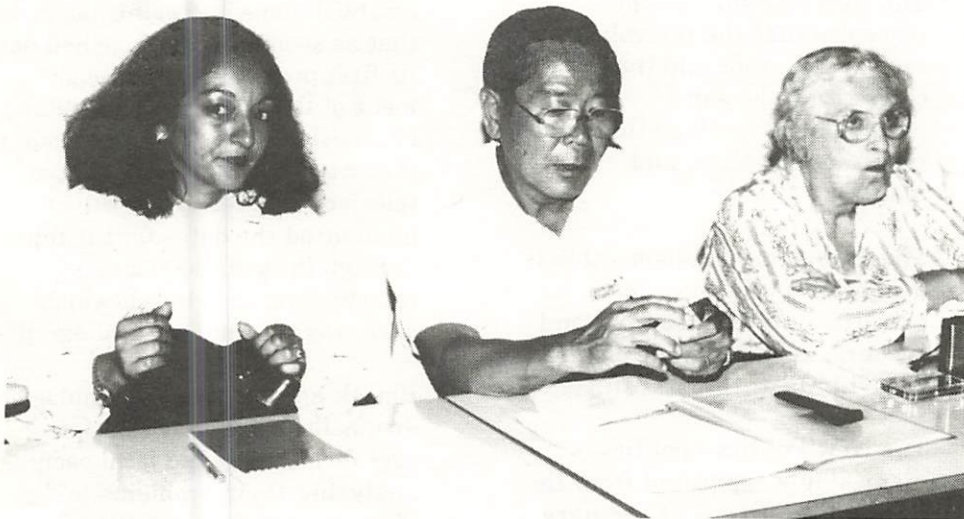
ICA in the Eastern States Provided Scholarships for Prague Conference

In addition to the 15 people from the Eastern States that attended the conference in Prague, friends of the ICA raised approximately \$5,000 in scholarships that allowed people from Czechoslovakia, Hungary, and Russia to attend as well. Thank you for your generous contributions!

Tools for Creative Thinking Dorcas Rose

One of the most impressive workshops at Praha '92 was one conducted in English and Spanish by Inga Bessin and Manuel Samayoa, of the ICA staff in Guatemala. ICA in Guatemala has taken the research of Edward deBono in expanding thinking processes to enhance insight and creativity and developed courses that introduce people to 20 of deBono's 60 tools or exercises for expanded thinking. Many of the exercises promote humor, which deBono claims is an aid to creativity. The tools are packaged into small pamphlets printed in Spanish on one piece of paper each.

Below: Conference participants Hala El- Kholy (Egypt), Kawai (Japan) and Dorothy Moor (Phoenix, USA). Photo by Dorcas Rose.



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The Network News

Networking the Institute of Cultural Affairs in the Eastern States

May 1993

TECHNOLOGY OF PARTICIPATION TRAINING COURSES

"The methods are highly structured, but also extremely flexible," said one of the participants in a recent session of Basic Facilitation Methods.

In the past 12 months, this 2-day seminar has been held 6 times in ICA East, with an average of 18 attending.

Participants included financial service officers, organization trainers, organization development

Basic Facilitation Methods is the introductory course to a Technology of Participation series that ICA in the Western USA has developed, using ICA's 20 years of experience with organizations and communities around the world. It introduces participants to the two fundamental, or building block, methods: the Basic Discussion Method, and the Basic Workshop Method. The methods are

LIFESTYLE

SIMPLIFICATION PROGRAM DEVELOPMENT

The ICA at Greensboro, N.C. is developing and marketing a series of LifeStyle Simplification programs. In addition to several one-day labs held in North Carolina, the lab has been demonstrated at the ICA International Conference in Prague, at the ICA East Spring Retreat in Wakefield, VA and at the international conference of the Society of Human Ecologists in Snowbird, Utah.

THIS LAB IS FOR --

- People who sense the need for new life values, for new standing points.
- Those who want to align their everyday behavior with their newly acquired values.
- Individuals and families whose lives have come to a turning point, such as moving from being a 2-income to being a 1-income family; or retirement; or loss of a high-paying job.
- People who have decided to make some basic changes and are looking for support from peers.
- People who realize that the future will be created by those who change their living patterns now.

ONE-DAY LAB FORMAT

The one-day LifeStyle Simplification Lab uses a facilitated approach which allows participants to share with each other their beliefs, questions, and commitments. The Lab's two workshops focus on "The Context for Lifestyle Simplification" and "The Boundaries of Enough." These are not *how to* programs but are *facilitated events* so that individuals can discover and affirm their own reasons for desiring a

Continued on page 2



Tom Palazzo practices leading at a Basic Facilitation Methods course

consultants, health care professionals, denomination and church officials, employment skills trainers, and agency and local community leadership. Seminars have been held in Washington, DC, Pittsburgh, PA, Greensboro, NC, and Hartford, CT.

In a recent seminar in Washington, members of the Organization Development Network participated. Several have offered to promote future seminars with personal referrals.

At the seminar in Greensboro, one participant was Hannerl Golda from Austria, who has observed several of the seminars before conducting training in Africa.

demonstrated, explained, and then participants have the opportunity to practice in several mini-applications.

A follow-up Strategic Planning Process seminar is being held in Washington DC on May 17-18. This seminar continues the demonstration of how to combine the basic participation building blocks to get results. A third-level course, The Philosophy of Participation, is currently being developed.

FOR MORE INFORMATION or to schedule a seminar, contact Eunice Shankland, 4910 Briar Street, Fairfax, VA 22032, Telephone 703-503-5457.

NEWS BRIEFS

A team of long time ICA colleagues, headed by Lyn Mathews Edwards, widow of founder Joseph Mathews, began a project to organize and make accessible the **Archives of the ICA, the Ecumenical Institute**



plans.

WEEKEND SEMINAR

A weekend seminar is also available which goes deeper into recreating a new life context. The overnight LifeStyle Simplification Seminar concludes with participants building their own



Nedra Weinstein, Peter Norlin, Judy Vogel and Vaughn O'Hasllohan during an informal moment at the Washington Training Inc. facility where the FM-1 course was held

and the **Order Ecumenical**. A room has been renovated for them to work in and 131-plus five-drawer file cabinets have been collected to enable this work.

LifeStyle Simplification - Cont'd from p.1

more simple life.

After the facilitated program, members of the group may decide to meet together to explore further resources, to share their own practices, or to build future action

pathway to a more simple life. It allows participants to turn their intuitions into resolves and their longings into practical plans.

FOR MORE INFORMATION or to schedule a LifeStyle Simplification Lab or Weekend Seminar, contact: Elaine or Nelson Stover, ICA at Greensboro, Telephone: 919-294-0629. EcoNet: icagboro. Facilitators will work with groups to design an event for their particular needs.

Two new Board members from the eastern states have been added to the roster of the **Board of Directors of the Institute**. James Armour from Basking Ridge, New Jersey and Carleton Stock from Pittsburgh, Pennsylvania join Mary Coggeshall of Brookside, New Jersey, Henrietta Thomas of Menham, New Jersey, Ellen Howie of Bloomfield, Connecticut and Lloyd Casson of New York City. Don and Mary Warren Moffett now count Nantucket their year-round home, so they also represent the eastern states.

Jim Troxel is serving as general editor for two books describing how organizations have benefited from implementing participative approaches. The current title of both is "**Participation Works**." The first book will include ten case studies of international businesses and will be available in the fall of 1993. The second will feature examples from the public and human service sectors and is planned for the spring of 1994. They will be published by Miles River Press of Alexandria, VA.



Rite of Passage Journey

An Initiation into Youthhood for post-6th and 7th graders

22 days of camping adventures... Youth experience the journey as a symbol of their passage from child to youth. Learn personal and interpersonal skills through such activities as wilderness skills training, sharing circles, as 24-hour *solo vigil*, and the creation of a video scrapbook.

Hiking in Washington State's Olympic and Cascade ranges

June 23 through July 14

Contact ICA, 22421 39th Ave. SE, Bothell, WA
(206) 486-5164

Canoeing in Eastern Ontario
July 10 through 31

Contact ICA Canada, 577 Kingston Rd., Toronto
Ontario M4E 1R3 CANADA
(416) 691-2491

ICA: INDIA

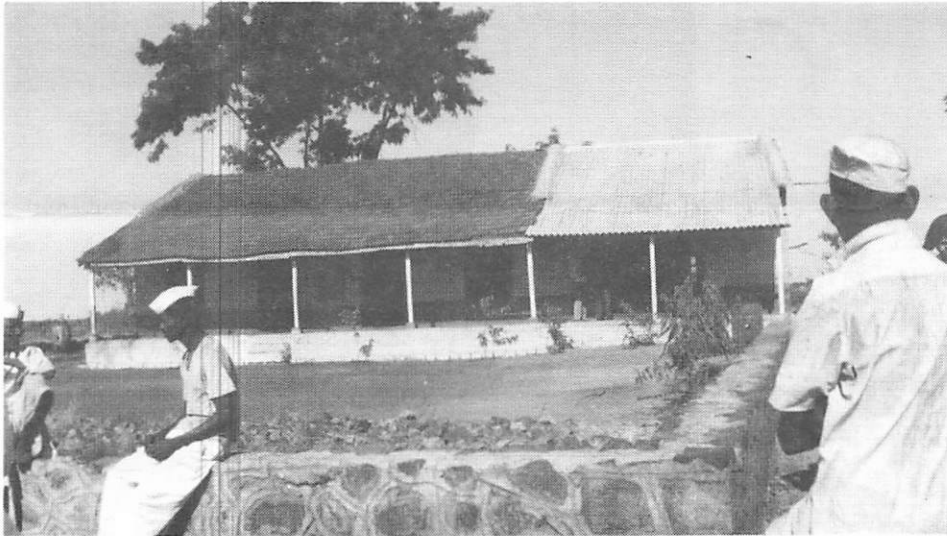
FACILITATING THE TRANSFORMATION PROCESS

The ICA:India's partnership approach to grassroots development catalyzes change and cooperation among diverse sectors of society. Working from offices in Panvel and Pune (in the general area of

cooperation in any community.

In Panvel, the residential school for tribal children, Ashram Shalla, has now moved into the Chikhale Training Center and serves over 100 children in grades 1 through 5. These are children who would not otherwise get a chance to go to school. An additional grade will be added each year until a complete high school education is available. The imaginal teaching methods, corporate

ICA in the eastern part of the U.S. contributed over \$7,000 to the grassroots development work of the ICA:India. The majority of this came from the United Methodist Church of Galax, VA who provided the financial resources for increasing the size of the Malegaon village school from 2 rooms to 3. This allowed the school to add a 5th grade class in 1992 and a 6th grade class in 1993. The church also provided funds for making new school uniforms for all of the students; these will be ready when the students return to school in June, 1993.



Malegaon School expansion -- a collaboration of Galax UMC and Malegaon Village

Bombay), ICA staff are networking together businesses, government officers and villagers in a process by which all are transformed. In January, 1993, this network hosted an 8-person delegation organized by the ICA at Greensboro, NC. The 2-week intercultural dialogue showcased ICA:India's work and demonstrated the possibility of

living patterns and diversified funding base of the Ashram Shalla combine to make it a demonstration throughout the district. The team from Greensboro was especially impressed with the discipline of the children and their enthusiasm for maintaining their ancient dances while mastering the skills necessary for living in the 21st century.

During 1992, members and friends of the

Rites for Mothers and Daughters

June 11-13

Rites for Fathers and Sons

June 18-20

A special time for parents and children to explore stories, symbols and rituals of the journey toward adulthood. Puget Sound, Washington.

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☐ Enroll me as a member of the ICA

Individual \$35 _____

Family \$50 _____

Organization \$100 _____

All members receive a 10% discount on all ICA sponsored events.

☐ Please send me information about **Technology of Participation Training Courses**

☐ Please send me information about **LifeStyle Simplification Workshops**

EVENTS SCHEDULE

FM-II - Basic Strategic Planning Process

May 17-18, Washington, DC

Basic Facilitation Methods (FMI) is required.

FM-I - Basic Facilitation Methods

May 22-23, Atlanta, GA

July 8-9, Washington, DC

Leadership Options

A reflective and learning experience for those who are making changes in their lives.

June 11-27, Chicago, IL

Learning Lab for Teachers

July 12-23 and Aug 2-13, Chicago, IL

LifeStyle Simplification Workshop

September 25, Madison CT

ICA Retreat and Members Meeting

October 15-17, Westminster, MD

ICA Network Meeting

January 14-17, 1994 - Greater Washington DC Area

For more information about these events, please contact the Member Services office in Troy, NY.

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FALL 1993



Network News

Newsletter of the Institute of Cultural Affairs in the Eastern United States

LifeStyle Simplification Program Ready to Go

New One-day Event Being Tested Across the Country

Are you beginning to think about retirement? Have you just graduated from high school or college? Are you worried about the long term prospects of your job? Are you wondering if your family could live on one income? Are you concerned about the increasing damage to our global environment due to our lifestyle? Are you feeling stressed out by a schedule that is out of control?

These are just some of the questions that people bring to

the LifeStyle Simplification Program. Using the methods developed by the ICA, participants explore their beliefs, practices and concerns. This is not a how-to program that promotes a particular approach, but rather an opportunity to share ideas and past experiences in an atmosphere of support. It gives images and examples of a "simple lifestyle" and discusses issues that real people have faced when they have tried to live simply.

In one workshop, participants analyze and discuss "enough" and "too much" in their belongings, relationships and experiences. For example, for one family, one TV may be enough, but three TV's are too many. Another family may have a different standard, but the dialogue is helpful to both.

We live in a time when the economic system is undergoing radical changes that affect the nature of work and income. The family who has thought through their values and priorities and has an idea of some of the options is at an advantage in this situation. Consistent with the ICA's concern about individual and community empowerment, ICA in the Eastern States is now offering the LifeStyle Simplification Program in several locations. The one-day program is designed to be low cost, while using well-trained facilitators and standard materials. Programs can be scheduled by phoning Elaine Stover at 919-605-0143 or Dorcas Rose at the Member Services Office at 518-273-6797.



Partnership Approach - A Win-Win Way to Do Global-Local Development

The ICA in India's partnership approach to local development provides an exciting win-win mode in which all participants benefit. Participatory methods applied to a wide variety of social situations were established in parts of India in the 1970's. Drawing on the global network of highly trained facilitators created during the 1980's, ICA in India has forged an effective partnership for village development for the future. The Thermax Company, citizens of Malegaon, various international groups (including ICA in the Eastern U.S.) and the Pune Center of the ICA have become partners in the Malegaon Cluster Human Development Project.

Since the project began in 1989, the village has been connected to the state electrical grid, put in a year-round water supply, and expanded the school. Citizens have received training in social and practical skills, started small businesses and improved their housing conditions.

Having been assisted by concerned people from around the world, the villagers decided to assist residents of the surrounding villages. Each year between June and September, Malegaon is cut off from the neighboring villages due to heavy flooding. As this is the beginning of the school year, 5th and 6th grade students from the other villages must either miss the first months of their class or find a way to stay in Malegaon. A seasonal ashram has been set up in space provided by the village for 35 students (half girls). Local farmers provide rice and grain for the students. The ICA raises the \$500 needed to provide vegetables and a "house mother" while the students are in Malegaon. The students' parents contribute additional resources for the incidental expenses of maintaining the ashram.

As an international supplier of steam boilers, the Thermax Co. recognizes the importance of the private sector's social

responsibility. In addition to providing major financial assistance to the project, workers representing all levels within the company contribute their time and energy toward specific village projects like tree planting and installing water systems. From their involvement in the planning and implementing of these projects, the workers increase their team building skills. Department managers and front-line workers establish a camaraderie which comes from having a common external mission in addition to their job-related responsibilities.

Visitors to the Malegaon Project discover a proud and energetic people living a simple life on the arid Deccan Plateau. Participation in village living re-opens options for changes in the living patterns of the developed world and dramatizes the urgency and possibility of finding a sustainable level of economic development for the entire global community. Regular reports from Malegaon provide financial supporters of the project with news of the can-do spirit of the villagers and establish a direct person-to-person relationship across a wide cultural gap.

In the partnership approach to global development, everyone wins!

Pune and the Malegaon Project are in Maharashtra State, located approximately 200 miles west of the epicenter of the recent earthquake.

Getting water from the new pumping station.



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James P. Troxel, General Editor
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Preface *Raymond Caruso*, President, Institute of Cultural Affairs

Foreword *Antonia Shusta*, Office of President, Household International

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 & Malaysia: Great Eastern Life Assurance Ltd.

Ann and John Epps

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

United Kingdom: 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 *David Dunn with Alexey Kuzmin*

V. Motivating a Workforce

Chapter 9: Creating a Second Taj Mahal

India: JK Synthetic 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: The Emerging Art of Facilitation

Nigeria *Robert Vance*

Epilogue *James P. Troxel*

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James P. Troxel, General Editor
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Yveta Brcková

Slovakian Attends WTP Training Course in DC

Yveta Brcková is in the Human Resources Department of the Tunar Company of Martin, the Slovak Republic, which makes precision cutting tools. She attended the Winning Through Participation Training Course held in Washington, DC on August 26-27. Yveta Brcková was in the U.S. to learn about American business practices. The program she was on is sponsored by the U.S. Agency for International Development. Yveta was placed in two different companies in the state of VT. She was in Washington visiting training programs when she visited Training, Inc and was invited to join the course.

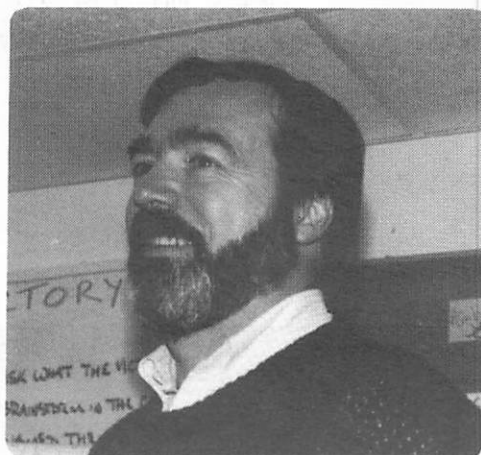
Yveta Brcková, whose English is quite good, said that she and other Slovaks find it "difficult and uncomfortable to participate in open discussion because for years no one was interested in what we think." She said she was particularly looking for things that will work in her country.

International Liaison in New York

The ICA in the Eastern States supports an international liaison, Vaughn O'Halloran, who represents ICA in the US with InterAction, an association of American private voluntary organizations concerned with inter-

national development issues. Through committee meetings and at the InterAction annual Forum, Vaughn has the opportunity to share what ICA has learned from nearly two decades of village development in a number of developing nations.

Vaughn O'Halloran also represents ICA and ICA International with the various United Nations organizations with which ICA has consultative status, including UNICEF, The World Health Organization, and the United Nations Economic and Social Council. ICA International is a network of ICA organizations in thirty nations.



Vaughn O'Halloran

1994 ICA Network Conference to be Held in Virginia

The ICA Network, an association of facilitators using participative methods, will hold its 1994 annual conference from January 14-17 at the Old Colony Inn in Alexandria, VA. The theme of this year's conference will be "Creating the Culture of Participation: Multiple Modes of Dialogue."

The conference is open to anyone interested, regardless of previous contact. Advance registration is due by Dec. 15, 1993. Contact Eunice Shankland, Fairfax, VA at 703-503-5457 or Conference Registrar, Roxana Harper, 7065 Wooden Shoe Road, Neenah, WI 54956 for additional information.

The ICA Network is not an organizational part of the ICA, but is closely related. It is concerned about the issues involved with using and teaching participative methods in a variety of social settings. At the Conference there will be demonstrations of edge

methodologies, presentation of case studies of usage in particular settings and discussion of issues of common concern, including publications, facilitation standards, collaborations, and methods development.

Don't miss the special offer in the enclosed flyer!



Participants at the Winning Through Participation course held in Washington, DC on August 26-27. Contact Eunice Shankland at 703-503-5457 or the Member Services office for course schedule.

Members of the ICA receive discounts on events and publications, including fees for the WTP courses. Fees are \$35 per year for individuals, \$50 for families and \$100 for organizations. Send name, address and phone number with check to Member Services office.

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December 1994



Network News

Newsletter of the Institute of Cultural Affairs in the Eastern United States

ICA Eastern Research Conference Features New Science and Its Implications for Facilitation

The central theme of the ICA East Fall Gathering in October at Hashawha, Westminster Maryland, was research on facilitation methods using a study of Margaret Wheatley's book, "Leadership and the New Science", to spark our imaginations. One group summarized Chapter Two, "Newtonian Organizations in a Quantum Age" as follows:

In the Newtonian view the world is predictable, definable, and controllable like a machine

and, like a machine, can be understood as the sum of its parts. Therefore, we believe that organizations are completely knowable and we can plan for outcomes. In the quantum view, the world is weirdly different but relevant. In the quantum age, well defined 'things' with sharp boundaries, such as electrons, have become less tangible. Relationships are paramount. No one is independent. It is a participative universe where, when communication skills

facilitate relationships, we can trust the outcome. Because all of life is invisibly connected, an attitude of respect and love in organizations is the most important power we have.

The group identified several implications for our facilitation methods. The ways that we organize brainstorming should be helping people to self-organize information. Large group, small group methods build relationships. Wisdom is latent in the relationships within the group. Reality changes shape because of our facilitation activity. We need to spend more time on vision and developing the focus question.

The group also identified some research questions for further study. What is the process of induction which brings out the groups' wisdom so it becomes their possession? How do we transfer competence in facilitation skills? What other activities do we need to invent to change the shape of reality? What is the best new vocabulary? What would it be like if children learned process as much as content?



Elaine Stover, Marie Sharp, and Carol Stocking look at "stereograms" as a way to experience a radical shift in perspective.

Ken Rose, Troy, NY

Nam Wai Revisited

In June, the Ballard family (Jack, Louise, Chris and Peter) made a trip back to Hong Kong, ten years after leaving Nam Wai village Human Development Project.

In Nam Wai village, we were greeted enthusiastically by neighbors and friends. The village looks great. The look and character of the village has remained the same. Whereas across the cove, another village sold its precious "birthright" land and six story apartments have been built, displacing the entire village. In Nam Wai many have built new homes.

When we left Nam Wai, there were more pigs than people and nearly everyone raised chickens. Now, recognizing the importance of environment and health standards, the government prohibits raising animals without proper waste treatment. Now there are NO pigs and NO chickens. Many of the younger generation have gone to college and have professional jobs in the city.

One of our former neighbors showed us the newly constructed "morning walking path" at the point of the village that juts into the South China Sea. The path, carved out of rock, tropical vegetation and decades of neglect, allows everyone to walk beside the water and have an incredible view of the village. Several altars and a memorial to the village founder have been built along the path.

Louise Ballard, Fallston, MD

The entrance to the "morning walking path" in Nam Wai.



International Conference Held in India

"Culture in the Process of Transformation" was the theme of ICA International's most recent global gathering, held in Lonavala, India in early October. In spite of the media reports of plague, over 100 people from 18 nations gathered to dialogue and celebrate together. A keynote address was given by Robertson Work of the United Nations Development Program highlighted how the new emphasis on sustainable human development coordinates with the four network emphases that the ICA has been working with over the last decade.

The four networks then met to interchange and dialogue about projects and insights in their arenas. The organizational transformation network heard a case study report on J. K. Fibres presenting a dramatic turnaround experienced by an

Indian company that was on the verge of going out of business. The education network featured discussions of a youth culture project in South Africa, the comprehensive education program in Panvel, India, and the Technology of Participation training in the U.S. The discussion in the depth human culture network ranged from the roots of culture to rites of passage to Australian reconciliation movement with emphasis on multi-cultural understanding. The development network focussed on sustainable development with a panel on fund raising, and a presentation on a partnership in training women in entrepreneurial skills for small business development. A highlight of the conference was the opportunity to visit the Panvel and Pune village development projects.

Another highlight was the presence of four representatives from the newest ICA in Zagreb, Croatia.



New Book to Be Published

Miles River Press has announced that January 1995 is the publication date for "Government Works: Profiles of People Making a Difference". The book features case studies from Phoenix, Chicago, Miami, Sacramento, Denver, the New York State Mental Health Association, the State of Minnesota, the Fort Peck Assiniboine and Sioux Tribes of Montana, and many, many more. The book can be ordered from Miles River Press, 1009 Duke Street, Alexandria, VA 22314 for \$24.95.

The conference marked the birthdays of Mahatma Ghandi and Joseph Mathews, founder of the ICA. Lyn Mathews Edwards, widow of Joe Mathews and coordinator of the ICA's Archives project made a presentation on the project begun last year to catalog and make available on computer disk the gems of the 144 files cabinets full of files that have been accumulated in a few short years by the ICA and its sister organization, The Ecumenical Institute. The next ICA International Global Gathering is scheduled for 1996 in Cairo, Egypt.

Primary school students at Malegaon village, Pune, India.



"Participation seems to be the word. Many tales of success and many people both using and teaching participatory methods ..."
Retti Thomas, Mendham, NJ, India Conference Participant

Book Review

More Than 50 Ways to Build Team Consensus R. Bruce Williams IRI/Skylight Publishing, Inc. Palatine, IL 1993 \$15.95

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 labelled as simple, intermediate and advanced.

Each activity includes a brief description, a detailed procedure for the facilitator, additional hints, a concrete example and an introductory quotation from contemporary authors in the fields of management, education or psychology.

For those who have a long history of using ICA methods, Bruce has detailed in a refreshing new way numerous activities, images approaches, strategies and understandings which are part of our "common memory". For those more recently introduced to ICA methods, these well tested activities are written in a format which encourages you to explore them with confidence.

Marilyn Oyler, Phoenix, AZ

Announcements

ICA Newsletters to be Combined

Beginning in January 1995, the three regions of the Institute of Cultural Affairs in the United States will jointly produce a common newsletter. The new publication will have a new name, but will show the same logo, so that you will be able to recognize it. It will be published in Seattle, edited by John Burbidge, and will contain articles about ICA activities in all of the United States and around the world. Articles may be submitted to John at ICA, 1504 25th Avenue, Seattle, WA 98122, telephone 206-323-2100.

International Association of Facilitators Conference

The annual IAF conference will be held January 13-16, Sheraton Denver West Hotel, Denver, CO. The theme is "The Art and Mastery of Facilitation." For information or to register contact the IAF Registrar, Council of Energy Resource Tribes, at 303-297-2378.

LifeStyle Simplification

Coordinators for the LifeStyle Simplification Program are Nelson and Elaine Stover at 5911 Western Trail, Greensboro, NC 27410. Contact them for information and program schedules.

Spring Research Conference

The next ICA Conference in the Eastern States will be held at Sheperd's Spring Outdoor Ministries Center in Sharpsburg, Maryland (about 4 miles from Antietam National Battlefield) on April 28-30, 1995. The theme of the conference will be the impact of technology on community and facilitation methods. Contact person is Alice Rose at 518-273-6707.

Technology of Participation Training Dates

Southeast Area

Group Facilitation Methods

January 5-6	Richmond, VA
May 9-10	Greensboro, NC

Registrar is Elaine Stover, at 910-605-0143.

Mid-Atlantic Area

Group Facilitation Methods

March 22-23	Washington, DC
June 14-15	Washington, DC

Participatory Strategic Planning (Group Facilitation Methods is a prerequisite)

February 22-23	Washington, DC
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Registrar is Eunice Shankland at 703-505-5457.

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