

GLOBAL PRIORS' COUNCIL

1980

BOOK I

## MASTER STRATEGIES

Chicago

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1980-1984

MANIFESTATION

DECLARATION

FORMATION

A Master Strategy is a statement of broad direction which is inclusive in nature. It is intended to define a missional focus in such a way that it allows for a continual expansion of comprehension and action during the process of implementation.

The following Master Strategies are an expression of the consensus of the Order: Ecumenical and define its task in the period 1980-1984.

## I. THE PRACTICAL MANIFESTATION OF THE NEW SOCIETY

The major intent of this strategy is to bring into visibility a manifestation of the New Social Vehicle in the activated regions of the Globe.

The bold move in this strategy is to develop a mode of impact and demonstration which dramatizes the power of convergence by focusing these two on delimited geography. It means moving through the communities with the people, engaging the structures, from existing positions of advantage, in a single unified acceleration of human development across the globe. This is our response to the human suffering which is structured into society itself and manifest in the gap between the 15% and the 85%. It implies building on the foundation of the past years, the Band of 24 and all the other HDP's, the impact campaigns and the House network. It implies intensified programs and structural catalysis in delimited geographical areas to the end that every local community and every person is invited to participate in the new society. This will require working comprehensively with diverse sectors and constituencies to develop a visible manifestation of an emerging new social vehicle. It implies using these demonstrations of social change to extend and to intensify the transformation of all society and all people.

The action modes of this strategy are:

1. The Human Development Zone
2. The Strategic Urban Webs
3. The Structural Permeation Probe

## II. THE ETHICAL DECLARATION OF THE NEW HUMANNESS

The major intent of this strategy is to impact the world with the authentic definitudes of profound living in the light of the moral issue of our time.

The bold move in this strategy is the prophetic articulation of the hope beyond hope in every human situation toward global social signification. It means assuming the primary role of the religious in history which, in moments of profound change and collapse of symbol systems which give meaning to life experience, has been to significate the human journey. It is our response to the awareness that in our time the radical shifts in society have begun to awaken people to the social crisis of this moment, thereby requiring a new declarative posture which enables

relating vocatedly to human suffering. This implies that our task in the next four years is to expose the authentic myth in human communities through documentation, to localize research in the new essentialism, and to radicalize the prophetic dimension of the awakening campaign.

The action modes of this strategy are:

1. The Human Factor Documentation
2. The Spirit Resurgence Proclamation
3. The Ethical Posture Articulation

### III. THE VOCATIONAL FORMATION OF THE NEW PEOPLE

The major intent of this strategy is to establish a global network of people who are self-consciously vocated to be the invisible college of the trans-establishment, engaged in the task of human development.

The bold move in this strategy is to call into being a serving people through launching an intentional, systematic campaign to extend the disciplined collegiality of the Order and the Movement within each region across the globe. This strategy is related to the need to give form to the invisible college of the trans-establishment forces. Profound social change has occurred throughout the ages through the vehicle of secular spirit movements which have arisen in destinal historical moments. This is our task. It implies objectifying the existing and emerging covenants of the Movement and the Order with a heightened emphasis on guildhood. It also implies intensifying and systematizing training, formation, interchange and polity designs with a heightened emphasis on effective guidehood. Finally, this implies intentionalizing the presence of the Religious House with a heightened emphasis on effective teamhood.

The action modes of this strategy are:

1. The Movemental Metro Development
2. The Religious House Transformation
3. The Global Forces Empowerment

SECTION II

MANIFESTATIONS

- Part 1     The Region
- Part 2     Demonstration
- Part 3     Structural Reformulation
- Part 4     Geographic Coverage

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1. The Human Development Zone
2. The Strategic Urban Webs
3. The Structural Permeation Probe

SECTION II: MANIFESTATIONS  
PART 1

THE REGION

1. It is the recommendation of the Human Development Zone team that the Order launch a global band of HDZ's in the 88 activated regions of the globe. The HDZ will be launched by doing the contradictional analysis of the region which will reveal the key geographical area. The Movemental order force of the region has at the same time made self-conscious decision to focus its care on that zone and has created a plan for caring for all the communities of the zone and the total social fabric which links them together.

2. Each continent will establish its continental and area council dates in August to allow houses then to work through their transrational rhythms. These rhythms will assure regular visitation of all metros and regions and the reflection dimensions within each day, week and quarter essential to building the movement.

3. The Regional Designs team recommends to the Council that the 88 activated regions hold a Regional Consult during 1980-81 to create the four-year timeline for the region and to target the Human Development Zone.

OPERATIONAL DESIGN OF  
A HUMAN DEVELOPMENT ZONE

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BASIC CRITERIA	OPERATIONAL PRINCIPLES	GLOBAL IMAGE	DYNAMICAL GUIDELINES	READINESS INDICES
WHAT	WHY		HOW BY	WHEN
Delimited geographical area	To intensify the action factor in compressed time and space...	Across the globe in the 88 regions with houses.	Making use of whistlepoints screen	Movemental cores are in place
Inclusive of all communities	...Forcing new expressions of the myth factor	Initiating at least Phase I in each region	Initiating regional consult	A solid up-front funding plan exists
Involves all of the social fabric	To massively call forth Those Who Care	Presuming intensified movemental training	Having consensus beyond zone itself	"Demonstrations" have occurred and spawned change
Emerges out of contraditional analysis of a larger geography	Structurally forming the new movement	Systematically documenting the human factor	A movemental force playing the transestablishment role	A diversity of programs are in use
Makes use of all awakening, engagement and formation programs	To replicate the whole process thru geographical extension	Year end corporate reflection and evaluation	A phased time line for comprehensive coverage	Multi-sector sponsorship exists

In an era of being the corporate Sign (the corporate Embodiment of Profound Humanness) that catalyzes the Forces which will build the New Earth, there is need to structure time to provide for a rhythm that releases maximum effectiveness. This calls for a rhythm of time that provides for our empowerment and our expenditure. The Order's wisdom is the basic rhythm of missional engagement and missional preparation, as set forth in Day I-II and Week I-II, and rhythm of weeks within a quarter and quarters within a year, are still our operational mode. These need to be held with utter seriousness and commonality as we ground them in our local situations. The new that is called for is in how we image their use and structure their rhythm of weeks in the quarter.

THE DAY: With extended periods of time "on the road" in expenditure and with evenings as prime engagement time, it is imperative that we mark clearly the rhythm of Day I and Day II--both for the House and the House members "on the road".

THE WEEK: With every form of daily work as means of care for the world and every day as a time of being "on stage", a new image of Week I and Week II is needed. Week I is imaged as a time of direct missional engagement. Week II is imaged as a time of contexting through training, planning and spiritizing. This will include the Round Table, the weekly Celebrative Meal, weekly planning, celebrating and family time. This may include training, PSU's, interchange, retreats and opportunities for different types of missional engagement for permeators.

THE QUARTER: In light of the needs to care for the whole region, to provide more training, to deal with the complexity of maintaining the mission and the House and to deepen spirit prowess, concentrated blocks of time need to be focused in rhythm. A possible quarter rhythm is 3-1,3-1,3-2: three weeks "on the road" to care structurally for all the geography, regional forces, formation and missional engagement; one week focused on the House to provide time for debriefing, interchange, training, retreats, collegiums, celebration, data compilation and preparation for the next period of "on the road". The week focused on the House (Regional Center) could be used for intensive missional engagement close to the House turf with troops returning to the House each evening for corporate life.

The specific use and particular content of the quarter's design will be created at the Area and/or Region level. The particulars of the Week and Day time design will be created at the House level. The conciliar rhythm is to hold Regional Council week 9 the Area or Continental Council week 10, followed by practical and implementational planning on the local and House levels.

Quarter I		Quarter II	Quarter III	Quarter IV
GRA GPC	Area Council		Area Council	GRA GPC
	Consult Schedule	Pilot Regional Consult	Other Regional Consults	Pilot HDZ Consults

## Quarter I

## A. Area Council

1. Regional battleplan  
Metro Circuits plan  
Development model  
Religious House  
Impact Schedule  
Training Schedule  
Project develop. sch.  
Regional team format'n  
Consult launch plan
2. Schedule other regional  
rectines as needed
3. Schedule pilot Regional  
Consult
4. Schedule other Consults
5. Target six HDZ's

## Quarter II

## A. Pilot Consult

1. Setup
2. Training design  
3. Document
- B. Pilot Consult evaluation  
and manual creation
- C. Regional strategy  
implementation toward  
additional consults

## Quarter III

## A. Other Consults

- B. Area Council
1. Share and push the  
implications of Consult  
documentation across  
area.
  2. 20 year Area time line
  3. Pilot HDZ Consult focus
  4. Rebuild area/regional  
schedule/battleplan

## Quarter IV - I

## A. Pilot HDZ

1. In most advanced region  
covering part, or all  
of region, or more than  
one region.
- B. GRA/GPC
1. Depth evaluation
  2. Sharing Consult documents
  3. Sharing HDZ data
  4. Regional/Areal/  
Continental phasing  
Design
  5. HDZ Manual creation

The four steps in launching the Human Development Zones are:

1. Area Council targets Human Development Zones and schedules Regional Consults
2. Hold pilot Regional Consult to target the HDZ for that Region.
3. Hold other five Regional Consults to target the five other HDZ's.
4. Hold, probably in Quarter IV, the Human Development Zone Consult in the Human  
Development Zone.

## THE QUARTERLY RHYTHM

MISSIONAL ACTUATION											LOCAL	
ON THE ROAD			Regional Center	ON THE ROAD			Regional Center	ON THE ROAD			PLANNING	
								*	*	*	Guild	House
1	2	3	4	5	6	7	8	9	10	11	12	13

\*Continent/Area/Region Conciliar Dynamic

Mon	Tue	Wed	Thur	Fri	Sat	Sun
Week I Missional Engagement				Week II Contexting		
Daily Ritual/Collegium						
D						
A				Round Table		
Y				Family Time		
Y				Celebrative Meal		
II	I			Planning		

## THE REGIONAL CONSULT

Local people are increasingly taking the initiative to create their own environment and shape their own primal community. During the 60's and 70's the Movement has helped catalyze this resurgence through its Awakening and Demonstration Campaigns. It is now finding itself shoulder to shoulder with a growing army of colleagues as we participate together in this resurgence of local initiative.

The Era of Service to the World requires an intensification of local decision making and engagement. The Region has become the primary structure through which to serve this resurgence ... working with local people in doing societal analysis of the local territory, identifying the contradictions, articulating the mandates, plotting the strategies and maneuvering to catalyze the resurgence into every local human settlement.

In the 88 activated Regions the Quarter I Continental/Areal Councils will do a workshop to target the HDZ's in their Region (s), schedule the Regional Consults and plan for the HDZ Consults to be held after mass awakening has mobilized a core in the Zone.

What is a Regional Consult? It is an event which weaves together into a regional happening the processes of research, indicative planning and manuvre writing. The Consult will use the Symposium dynamic, the LENS methods and the Manuver writing methods. This event will empower the Regional Team to move as one thrust toward the transformation of every human structure and settlement across the Region. The Consult should be conducted at least once every four years. It could, for example, involve a ten day period with the primary involvement of colleagues on the two weekends. The first weekend will employ the research/symposium dynamic while the second weekend could use the LENS methods to arrive at a practical 4 year plan of implementation. The intervening Week I could be used for documentation and back-up model preparation (e.g. maps, charts, timelines). The Consult will produce a document which could be used to forge a 20 year vision and a four year plan for the Area and Continent.

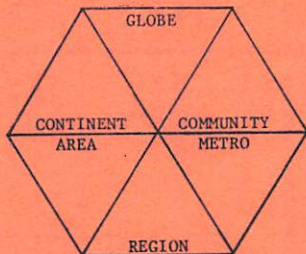
The Regional Consult can be the signal of the turn into the Era of Service. It can occasion the intensification of the engagement of a wide variety of regional forces in the movement of reaching the 2 Million Villages.

## REGIONAL CONSULT CONSTRUCT

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REGIONAL CONSULTS			
	RESEARCH	INDICATIVE PLANNING	COUNCIL
Rat Obj	Clarify historical Mandates in specific geography	Create long range comprehensive strategy	Create local maneuvers and structures for implementation
Ext Aim	Refocus the Movement	Build Long Range Plan	Engage Local Forces
	Analyze Times/Geography Discern Trends Social Process Screen	Practical Vision (using analysis and mandates)	Strategic Directions Field Maneuvers
	Name Issues Cluster Events	Contradictonal Analysis	Quarterly Events Quarterly Timeline
	Discern Mandates	Create Proposals	Operational Modes
	Bold Moves	Implementaries	Assignments
Dyn.	Symposium	LENS	Maneuvers



MOVEMENTAL  
CONCILIAR  
SCREEN

The Movemental Conciliar screen has been constructed to re-empower each of the conciliar forms. These councils provide the deliberative conciliar dynamic at each locus of missional activity. With emphasis on the region, it is critical to ground the uniqueness of all forms. To define these councils is not to restrict, but to empower them. The chart indicates the unique role of each step of the process. It provides a context NOW for planning 1980-81 councils, and should be used to delineate the function of each conciliar event. Its use will be relevant as a guide in developing the agenda, the time design, and the products for each council, as well as a guide in planning the flow from preceding and succeeding councils.

CONCILIAR  
SCREEN  
COMPONENTS

The major components of the conciliar process involve movementalizing and globalizing the region. The primary image component describes the overall thrust of each conciliar form. The inclusive intent component focuses the victory of the separate conciliar forms. The practical function component rehearses the bottomline result of each form. The unique role component indicates the existential aim of the consensus process within each form. The indicative method component at each level shows the necessary orchestration of each form. The rationale for the key products includes strategy, troop and spirit life elements.

COUNCIL  
SCREEN  
DYNAMICS

Consensus and winning models flow from the local to the global, while consensed priorities and strategic implementaries flow from the global to the local. This maintains the vital tensions necessary for responsible action. The global consensus evolves as mandated by historical necessity in the midst of local strategic implementation. It is forged through the regions and area, then discerned and articulated at the Global Council.

POLITY  
INTERCHANGE  
IMPLICATIONS

Further dialogue is needed in the arena of the relationship of the Symposium, Colloquy, and special purpose events to the polity process, as well as the manner in which the Centrum Bands and Global priorship facilitate this process.

FORMS	MOVEMENTALIZING THE REGION				GLOBALIZING THE REGION		
	COMMUNITY	METRO	REGION	AREA	CONTINENT	GLOBE	
PRIMARY IMAGE	COMMON OPERATING CONTEXT	INCLUSIVE TEAMS ORCHESTRATION	STRATEGIC MOVEMENTAL MANEUVERS	GLOBAL PRIORITIES LAUNCHED	TARGETED GEOGRAPHICAL DIRECTIONS	DESIGNATED CAMPAIGN SIGNS	
INCLUSIVE INTENT	IMPLEMENT TACTICAL ACTIVITY	CATALYZE FRONTLINE ACTION	MOBILIZE REGIONAL TROOPS	FORGE OPERATING CONSENSUS	EMPOWER GLOBAL CONSENSUS	ARTICULATE GLOBAL CONSENSUS	
PRACTICAL FINCTION	LOCAL TACTICS IMPLEMENTED	REGIONAL MANEUVERS ORCHESTRATED	FIELD MANEUVERS DESIGNED	PROGRAMMATIC THRUSTS CONSENSSED	FOUR-YEAR PLAN PHASED	MASTER STRATEGY FORGED	
UNIQUE ROLE	STRUCTURING LOCAL RESPONSIBILITY	CONTEXTING SIGNAL TASK	EMPOWERING MOVEMENTAL FORCES	ORCHESTRATING THREE CAMPAIGNS	EMERGING MODEL INTERCHANGE	RECEIVING GLOBAL WISDOM	
INDICATIVE METHOD	COMMUNITY LEADERS ENGAGEMENT "the force be with you"	EFFECTIVE CIRCUIT MANEUVERS	INTEGRATED ENGAGEMENT IMPLEMENTAT'N	AREAL MANEUVERS FORMATION	RESEARCH HISTORICAL BREAKTHROUGHS	CONTINUATIONL STRATEGIC DIRECTIONS	
KEY PRODUCTS	<ul style="list-style-type: none"> <li>• WEEKLY ACTIV T/1</li> <li>• TASK &amp; TROOP ASSIGNMENTS</li> <li>• CELEBRATIONS</li> </ul>	<ul style="list-style-type: none"> <li>• EVENTS TIMELINE</li> <li>• TASK ASSIGNM'TS</li> <li>• ROUNDUPABLE CONSTRUCT</li> </ul>	<ul style="list-style-type: none"> <li>• QTR'LY CAL'NDR</li> <li>• TROOP ASSIGN-MENTS</li> <li>• EDGE CONSTRUCTS</li> </ul>	<ul style="list-style-type: none"> <li>• PHASED 1yr PLAN</li> <li>• TROOP CONFIGURATIONS</li> <li>• AREA MYTHOLOGY</li> </ul>	<ul style="list-style-type: none"> <li>• 4 YEAR PLAN</li> <li>• CONTINENTAL MANEUVERS</li> <li>• SHARED MODELS</li> </ul>	<ul style="list-style-type: none"> <li>• MASTER STRA'GY</li> <li>• PRIORITIES</li> <li>• MEMORIALS</li> </ul>	

SECTION II: MANIFESTATIONS  
PART 2

DEMONSTRATION

## THE HISTORIC SHIFT FROM DEMONSTRATION TO CATALYZATION

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After four years of replication demonstration in Maharashtra and one year in Kenya, an emerging shift in the image of replication has become apparent. The historic shift emerging is from an isolated demonstration of village expansion to the dramatic demonstration of local catalyzation of the 4 sectors engagement and responsibility for the work of Human Development. The several arenas of re-imagining have been:

1. MYTH FACTOR: The shift emerging is from the ICA's experiment in rural development isolated within a country to that of a New Village Movement in Nation Building to which the nation is committed and which is a part of a global replication band.
2. COVERAGE SCHEME: The shift emerging is from operating out of geometric, geographic progression (1-4-25-232) to engagement of the 4 sectors (more than just projects) focussed on development units (ie clusters, blocks).
3. TRAINING: The shift emerging is from program training of auxiliary responsible for a single village to multi-faceted training focussed on vocational engagement relating to the whole strategy.
4. SUPPORT SYSTEMS: The shift emerging is from ICA being the channel through which resources are linked to the locally-initiated support, catalyzed and coordinated by a coalition of the 4 sectors.
5. PROGRAM ACTION: The shift emerging is from single villages actualizing the 9 programs to sustained structural implementation of cross-village, interlocking program systems.
6. IMPACT: The shift emerging is from imagining impact as a separate entity apart from demonstration to integrated mass impact that links all regional activity to catalyze the 4 sectors.
7. COMMUNITY ORGANIZATION: The shift emerging is from formation of village development cores and local economic vehicles to total village associations such as CDAs as the development units which create total community participation.
8. BASIC UNITS: The shift emerging is from single village units to multi-village clusters relating together as a unit.
9. GOVERNMENTAL FORCES: The shift emerging is from an ICA catalytic core responsible for a village and linked to resources to a Human Development Cadre of convened force from the 4 sectors who are linked together as a team responsible for the whole task of Human Development.
10. INTERCHANGE: The shift emerging is from limited village participation in the interchange system to multi-sector global interchange such as Village Leadership Conferences, Global Research Colloquy and other modes of interchange between all 4 sectors.

THE HISTORIC SHIFT FROM DEMONSTRATION TO CATALYSATION OF DEMONSTRATION  
Chicago

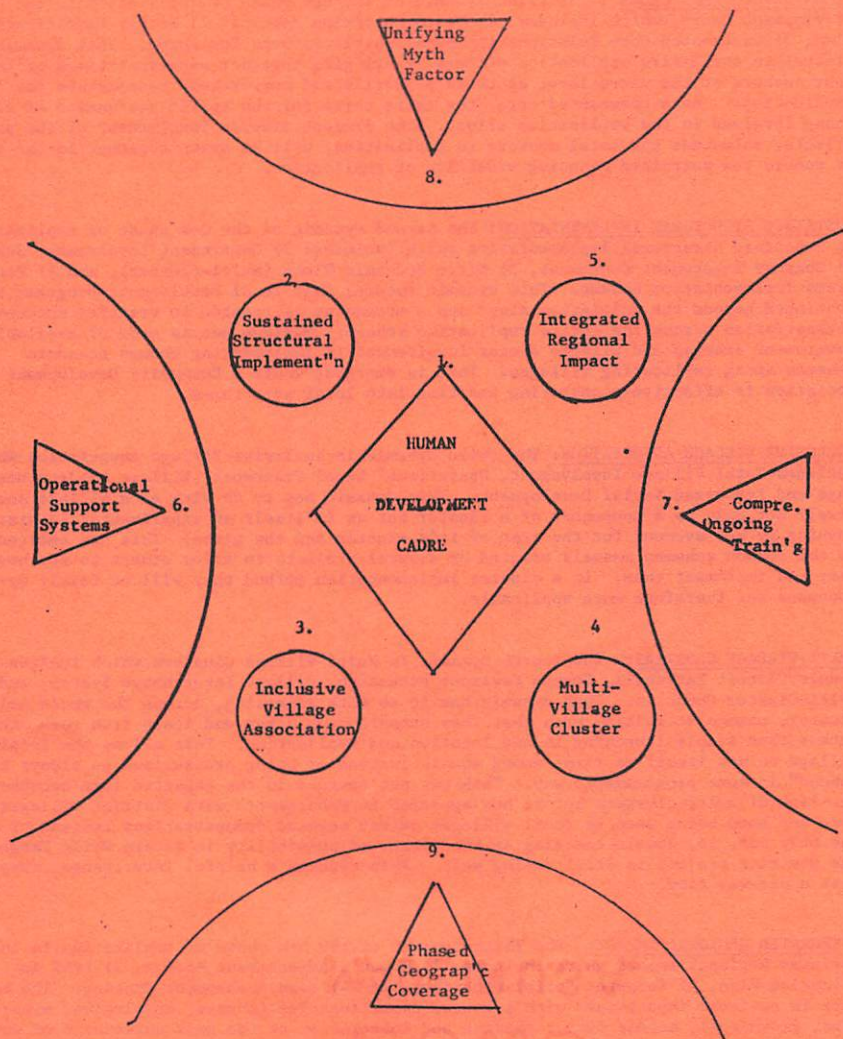
	FROM	TO
MYTH FACTOR	ICA DEMONSTRATION SCHEMES	GLOBAL REPLICATION BAND
COVERAGE SCHEME	GEOMETRIC VILLAGE EXPANSION	MULTI-SECTOR UNIT DEVELOPMENT
TRAINING	DECISIONAL PROJECT AUXILIARIES	CROSS-SECTORAL VOCATIONAL ENGAGEMENT
SUPPORT SYSTEMS	ICA CHANNELLED RESOURCES	LOCALLY INITIATED SUPPORT
PROGRAM ACTUATION	SIGNAL PROGRAMMATIC ACTUATION	SUSTAINED STRUCTURAL IMPLEMENTATION
IMPACT	SEPARATED SECONDARY CAMPAIGN	INTEGRAL REGIONAL ACTIVITY
COMMUNITY ORGANIZATION	VILLAGE DEVELOPMENT CORE	TOTAL VILLAGE ASSOCIATIONS
BASIC UNITS	SINGLE VILLAGE UNIT	MULTI VILLAGE CLUSTER
ENVIRONMENTAL FORCES	ICA CATALYTIC CORE	HUMAN DEVELOPMENT CADRE
INTERCHANGE	EMBRYONIC VILLAGE PARTICIPATION	MULTI-SECTOR GLOBAL INTERCHANGE

THE DYNAMICS OF THE NEW PHASE OF REPLICATION  
AND HOW IT IS KEY TO OUR GLOBAL STRATEGIES

It is recommended that the Maharashtra and Kenya Replication Schemes reshape and radicalize their practical designs toward the comprehensive demonstration of the Human Development Zone, and that the experimentation toward implementation of the Human Development Zone in the Phillipines and Indonesia be accelerated. The New Phase of Replication is key to our global strategies of Manifestation, Declaration and Formation for the following reasons:

1. Replication is our most dramatic symbol of profound engagement toward the two million rural villages of the earth.
2. Replication is a radical catalyzation of the 81-84 master strategies in the developing world.
3. The Replication learnings are a well-spring for our global move on the Human Development Zone.
4. The Replication Schemes catalyze and form the movemental, extended and symbolic order that releases the mass movement.
5. Replication surrounds the urban with the possibility of authentic renewal.
6. The model shifts the Global Image of Replication from isolated experiments into the dramatic demonstration of the possibility of the 88 Human Development Zones.
7. Replication integrates and focuses the master strategies in a highly intensified geo-social experimental form.
8. Replication provides intensified structures of engagement that forms vocational resolves of new people manifest in the 3rd world.
9. Replication beckons forth structures of society to engage afresh in the task of mass human development.
10. Replication witnesses to the possibility of significant engagement in the geography to which it is assigned.
11. Replication grounds the Religious House as a post-modern dynamic of "the temple" as it enables those engaged to stand before the mystery, depth, greatness and of their significant expenditure.

DYNAMICS OF THE NEW PHASE OF REPLICATION



HUMAN DEVELOPMENT CADRE : The first dynamic of the new phase of replication is the Human Development Cadre, which includes; 1) Metro Coalition Meeting, 2) Sector Participation Plan, 3) Covenanted Core Relationship and 4) Spirit Prowess Equipping. This dynamic is central to the entire replication process by bringing together representatives of the four sectors at the metro level as those primarily and corporately responsible for replication. As a covenanted core, the cadre cares for the spirit sustenance of all those involved in the replication effort. The present diverse involvement of the public private, volunteer and local sectors in replication, will be drawn together in the cadre to ensure the sustained on-going viability of replication.

SUSTAINED STRUCTURAL IMPLEMENTATION: The second dynamic of the new phase of replication is Sustained Structural Implementation which includes; 1) Government Involvement Schemes, 2) Company Engagement Component, 3) Micro Economic Plans (multi-cluster), and 4) Programs Implementation Scheme. This dynamic ensures that local development programs are continued beyond the initiation stage and a mechanism is created to transfer successful demonstration across the entire replication scheme. Maximum use is made of available government schemes and private sector involvement in implementing common economic Schemes among replicating villages. This is emerging where a Community Development Association is effectively operating and tied into local structures.

INCLUSIVE VILLAGE ASSOCIATION: The third dynamic is Inclusive Village Association which includes Total Village Involvement, Operational Legal Framework, Village Leaders Meetings and Empowered Social Development. This dynamic has to do with each village seeing itself not only as a component of a cluster but as in itself an experimental laboratory opening up new avenues for the rest of it's cluster and the globe. This has emerged in the common schemes manuals created by several projects to allow others to see how they can implement them. In a cluster implementation method they will be fairly synonomous and therefore more applicable.

MULTI-VILLAGE CLUSTERS: The fourth dynamic is Multi-Village Clusters which includes Module Circuit Rationals, Common Keystone Actuation, Village Interchange System, and Multi-Cluster Councils. This dynamic has to do with releasing, across the whole multi-cluster, common activities such that they support each other and learn from each other rather than simply launching in one location and replicating. This allows the focal village to see itself as first among equals instead of being pressurized to always stay "ahead" in some programmatic way. This has not emerged in the expected form because of the lack of multi-clusters but it has appeared in Maharashtra with district villages more and more being seen as focal villages amidst several demonstrations instead of as the only one, ie, Jawale emerging as the symbol of possibility in Satara while Tasgaon the district project is still moving well. This creates a helpful interchange rather than a one-way flow.

INTEGRATED REGIONAL IMPACT: The fifth dynamic of the new phase of replication is Integrated Regional Impact which includes; 1) Women's Advancement Module, 2) LENS Application Plan, 3) Targeted Social Groupings, and 4) Mass Awakening Phasing. The key here is societal impact used with selected constituencies (phases, ontologies, minorities, groupings), across sector phasing and integration of the mass awakening of society. This is emerging in the experimentation of Women's Advancement Modules in India, LENS intensification in Africa and Indonesia and CYFs around the world.

IN THE ARENA OF STRUCTURAL REFORMULATION

we recommend

1. A research system be created to gather and interchange information from structural reformulation activity now in process.
2. Designing a method to target structures for demonstrations of structural reformulation with an eye to catalytic power.
3. Selecting eight structures ( where we are already involved and using the research of the GRA/GPC ) to intensify activity in laboratory-like experiments toward discovering what structural reformulation looks like.
4. Examining Training Inc. toward discovering new strategies for structural permeation and reformulation.
5. Each Region be encouraged to target at least one structure for experimental probes.

SECTION 11: MANIFESTATIONS  
PART 3

STRUCTURAL REFORMULATION

1. An attempt to articulate our underlying rationale for working with institutions in society in addition to a continuing emphasis on geographic communities...

"Every major task of developed society is being carried out in and through an organised and managed institution. Large scale organisation is the rule rather than the exception. Our society is one of pluralist organisations rather than a diffusion of family units...all institutions, including business, will have to hold themselves accountable for the "quality of life" and will have to make fulfillment of basic social values, beliefs, and purposes a major objective of their continuing normal activities rather than a "social responsibility" that restrains or that lies outside their normal main functions. They will have to learn to make the "quality of life" into an opportunity for their own main tasks... This will apply increasingly to fulfillment of the individual. It is the organisation which is today our most visible social environment.. The "community" is increasingly in the organisation, and especially in the one in which the individual finds his livelihood and through which he gains access to function, achievement and social status." Peter F. Drucker, Keynote address at the 15th CIOIS International Management Congress, Tokyo, Japan, 1969.

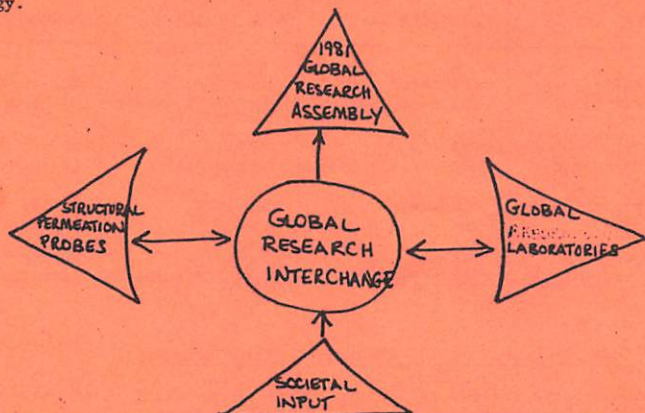
The Spirit Movement has acted out of three strategies for the last seventeen years: Contextual Reeducation, Community Reformulation and Spiritual Remotivation. In the last decade the Movement has analysed society, determined the imbalances, identified the pressure points in the social process and decided that the primary locus of action would be the local geographic community. The GSD and GCF campaigns were both directed at local community. During this time, however, there has also been a steady stream of PSU's, probes, experiments, etc. with structural reformulation. Some go as far back as the Chicago Teachers' and Social Workers' Guilds of the mid 60's. Many have occurred recently through LENS and the development of a consulting relationship with the agency or company etc. after the seminar was held. In the process, we have evolved a commitment to rebalancing the social process, which will require us to engage, in some form, in the whole social process to enable each part to perform its objective function.

2. The phenomenon of current ICA relationships of structural permeation includes:
  - in the public sector: cooperation with the Socio-economic Research Unit of the Prime Minister's Department (Kuala Lumpur); with the National Literacy and Agricultural agencies (Rio de Janeiro); with Credite Agricole (Paris); with the Nigerain Rubber Board (Lagos); with the National Small Industries Corporation Delhi; with the Board of Education (Edinburgh); with the PTPs-government plantations complex (Medan) amongst others and with Marshall County (Minnesota)
  - in the private sector: consultancies with the Seibu Department Store (Tokyo); with the American International Assurance Company (Kuala Lumpur); with Control Data-Rural Ventures Consortium (Minneapolis); with Hughes Tool Company (Houston); with the McDonalds' Company (Chicago); amongst others and with the DePauw University (Indianapolis)
  - in the volunteer sector: growing partnerships with NGO's in development such as with C.H.A.N. (Lagos); with Stichtings IDA/RTS (Amsterdam); with the Sisters of Mercy (Sydney) and with Caritas (Vienna).

On the horizon are Mobil Oil and other corporations, the World Bank, W.H.O., U.N.D.P., Orders of the Catholic Church and national governmental bodies. The trend toward a broader and deeper involvement with the economic, political and cultural organisations of this world requires an intentional relationship be forged as we more visibly and effectively go about the task of recovering human community.

3. Our experiences in structural permeation have revealed that the resurgence of "local man" is present in social communities (institutions) as well as in geographic communities. The intent of the spirit movement is to empower these structures to be human communities in service to society. The profound role of the Spirit Movement is to be the presence of the comprehensive, intentional and futuristic, calling societal structures to respond to the authentic needs of people. Demonstrations of Human development are most effective when accomplished with communities, geographic or social which can become the most dramatic signs of the new. The Chinese understanding of the word "crises"—holding both possibility and danger—applies fully to this category. The fundamental danger is that of absorption and compromise. Absorption may occur structurally, strategically or with respect to identity. Specifically, the Spirit Movement's historical identification with innocent suffering could be reduced and diverted through naive collaborative efforts with some institutions. The resolution of this dilemma requires the creation of tight rationales for targetting institutions and for monitoring relationships. It will also require the development of the spirit prowess that permits a small movemental team to work intensively within a much larger structure and continue to be comprehensive in their thinking and doing. The intended products of structural permeation would include:
- a. the ongoing use of consensus processes by the organization in their own operations
  - b. the redirection of significant resources to the service of social need at the local
  - c. the enlistment of guardians committed to the global mission /level.
  - d. the gradual evolution of the organization policies in the direction of authentic societal service.
- The anticipated byproducts include:
- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>a. self support positions</li> <li>b. development and inkind support</li> <li>c. authorization and framing</li> <li>d. public image improvement</li> </ol> | <ol style="list-style-type: none"> <li>e. support for HDP's</li> <li>f. entres to new regions</li> <li>g. technical assistance</li> <li>h. learning skills from other organizations in economic development etc.</li> </ol> |
|---|---|
4. The ICA, in itself, will never reach the last isolated village of mankind, and yet the indicative need and right of every human being to share in the world's material and cultural resources is clearly before us. \*"It has become alarmingly clear that the globe is demanding a new depth of service from the structures of society. Moreover, the sensitive and responsive elements within these structures are ready to risk again." (Pan, Report 1980) The task requires the catalysis of the existing institutions which have the potential to reach every human settlement. This will be done in four major directions.:
1. from the communities to the structures in a delineated geography.
  2. beginning with the structure and moving it towards the community.
  3. working with the structure for the sake of recreating the human factor within that structure.
  4. working with the structure with regard to reworking its basic role in society.

It is clear that the Movement is engaged more intensively in structural permeation and that this trend will continue. It is also clear that a great deal of corporate thinking still needs to happen before any broad thrust in this direction will be symbolized. It is therefore suggested that 1980-81 have as a major global manoeuvre a 4 part research process that would build movemental consensus in this arena. The components of this process include: Structural Permeation Probes, Global Structural Reformulation Laboratories, Social Input and Global Research Interchange. Societal Input involves eliciting the wisdom of society to delineate further global trends and contradictions through symposia, interviews, scanning current articles etc. Global Research would include further analysis of the social function of structures and institutions and their role within the Social Process Whistle Points and Pressure Points. The Global Research Interchange would provide a way of getting and disseminating the learnings and breakthroughs at least quarterly. In Quarter IV, such interchange would focus on specific arenas of research to enable the GRA in 1981 to document the work of the year, create evaluation and strategic values screens, as well as articulate a specific 4-year strategy.



STRUCTURAL		RESEARCH TIMELINE 1980-81			
QTR.	OCT II	DEC JAN III	MAR APR IV	JUN JULY I	SEP
IMAGE	ACTION RESEARCH	PRESSURE PTS. ANALYSIS	GLOBAL MODELS SYNTHESIS	THE NEW COMMISSION	
MAJOR ACTIVITY	PROBES & LABS INITIATION	SOCIETAL TRENDS/ CONTRADS. ANALY.	DATA INTERPRETATION	CONSENSUS SYMBOLIZATION	
IMPLEM. FORM	LENS MKTG. CONSUEVANCY PROPOSALS	SYMPOSIA		PSUs	GRA
STRUCTURE	REGION	AREA	REGION/AREA	CONTINENT/GLOBE	
CENTRUM	RESEARCH	RESEARCH	RESEARCH	RESEARCH	

PROVISIONAL TARGET SCREEN

The following is a Provisional Target Screen to identify those structures which would be selected for permeation. It is drawn from current social analysis, our actual experience to date, and our previous social demonstration local community selection criteria. It needs to be developed further in the light of an analysis of the present permeation experiments and feedback from probes initiated during the next year.

PROVISIONAL TARGET SCREEN			
SOCIAL IMPACT	ACHIEVABLE RESULTS	FUTURE REPLICABILITY	PROGRAMME SUPPORT
-energizes 7 Revolutions	-comprises delimited units	-potential geographic spread	-delivers services to local comm'tys
-moves on 80's Mandates	-permits measureable change	-relates beyond self	-allows entre to local comm'tys
-contradiction oriented	-produces rapid visibility	-supports itself	-builds movement base
-addresses pressure points	-within our capability	-includes training potential	-strengthens frame

GUIDELINES FOR OPERATING THE STRUCTURAL PERMEATION PROBES

- for use by the regions in deciding modes of operating within structures

This list is meant to encourage regions to enter into relationships with structures (education, corporations, religious agencies, non-government organizations, etc.). Structures are targeted by using the screen and the guidelines. This is done in the context of the total regional battleplan.

1. Our mission is human development. We uphold this banner while supporting also the primary function of the structure.
2. We maintain an objective presence as consultants within the structure.
3. Our relationship can be terminated at the end of a year and does not commit us beyond (maneuverability must be maintained).
4. The structure pays all expenses plus a fee.
5. This consultant relationship is sustained by locally assigned troops.
6. Each probe will complete a brief of intent, plan, performance, evaluation.

It is recommended that global Structural Reformulation Laboratories be conducted in the following organizations: University of Minia - Egypt, Caritas Vienna, MOBRAL & EMATER, PTP VI, McDonalds, National Small Industries Corporation, Seibu Department Store, and Rural Ventures Inc.

The intent of these laboratories is to provide us with first-hand data and experience, within a controlled situation, on structural permeation.

The laboratory will consist of ICA consultants working with the respective organization and making use of an array of methods and tools developed by the Institute in order to catalyze human development. For the duration of the laboratory, it will be continuously evaluated relative to changes occurring in the organization's direction and effectivity, and its involvement in human development activities through the delivery of goods and services.

The guidelines for these laboratories are the following:

- Contractual commitment with the ICA not extending beyond two years, and providing payment for all expenses, consultancy retainer and ICA fees.
- Both the workers and management of the organization in a given location will be involved, as will ICA staff and Guardians from the respective location.
- Comprehensive framing is to be worked through both within and without the organization or institution before the relationship is formalized.
- Close structural interchange between the laboratories, Research Centrum, and the respective location will be maintained.
- All the guidelines delineated for the 'Permeation Probes'.

## SELECTION PROCESS:

Using the provisional target screen and the list of 180 organizational relationships, we chose 35 major permeation probes as possible laboratories. Then we applied the following 8 additional values to determine which should be highlighted.

1. sector diversity
2. global geographic spread
3. impact value of the sector
4. provide learnings for future permeation
5. minimal vulnerability for ICA
6. significant existing relationships
7. part of over all regional strategy
8. self conscious of being a sign

In this process we considered the following sub-sectors:

International agencies, business, regional/national government, local government, education, transport, housing, religious institutions, NGO, health, industry, commercial, foundations, environmental, professional, family.

## THE 8 LABORATORIES:

1. University of Minia - Egypt. A LENS with the sociology department has led to the assignment of Faculty on a 2 months rotation to serve as auxiliary in El Bayad for receiving training in human development methods. Dr. Shawkey, head of the department, is also president of ICA : Egypt and is President of the Social Workers of Egypt. The social workers assoc. is one vehicle for conducting Village meetings across the nation.
2. Caritas Vienna - is the major social service agency of the Catholic Church in Vienna. It runs the community social services in all the parishes of a city that is 80% Catholic. The head of Caritas Vienna, Prelate Ungar serves on the ICA Board of Advisors. A demonstration TM has been held and a request has been made to ICA to train all the social workers and conduct their annual planning retreat.
3. MOBRAL & EMATER - Brazil The Brazil Adult Literacy Agency and the Agricultural Extension Service participated fully in the Rio de Janeiro state awakening campaign in May with support of the National President. 30 field staff are already trained and the state presidents have requested further training for all field staff. They are interested in awakening campaigns both in their own state and across the nation. The national president is interested in a nationwide awakening campaign.
4. PTP VI - North Sumatra. There have been 10 LENS for 13 plantation units. Husbands and wives of management in the plantations have all had LENS? PTP VI wants ICA to impact and train a middle Sumatra project area (of PTP's) and do demonstration in this transmigration plantation area. Also proposed is LENS for all 30 PTP Companies which covers 2 million people.

5. McDonalds - Chicago. The marketing department of McDonalds (headed by Ray Caruso) has used LENS to do quarterly and annual marketing plans. LENS processes have become integrated into the regular operations of the department. Expansion has already begun at the regional level (staff and store operators) and potentially will also mean increased use of LENS throughout the whole Operation Department.
6. National Small Industries Corporation - Delhi. Interviews enlisted support for facilitating small industry start ups in Maharashtra 232. 9 officials visited Maliwada for a combination of training, village survey, participation in the HDTS and residence in the village. In May 1980, there was a Lens done in Delhi with one department of NSIC. LENS has now been requested for all departments and branches and the suggestion has been made by the company that we then work with them planning a scheme for cross-departmental teams doing rural industrial development.
7. Seibu Department Store - Tokyo. Following a LENS, the store had 46 town meetings for 1650 direct sales employees. We have suggested 7 more proposals of future work, including the arena of women's advancement and programs, LENS for the managing directors and section chiefs and section town meetings.
8. Rural Ventures Inc. - Minneapolis. A consortium including health, Central, Super Value, Cenex, Control Data, Catholic Church, Steiger tractors, Hubbard Mill, Elmer Anderson, and Delta Foundation, committed to directing their joining resources toward rural development, with an emphasis on assisting the small family farm operations. The approach is to establish demonstration projects in selected delimited areas of greatest need. Central to each project will be the injection of human development methods. RVI has used 5 LENS and 10 town meetings in the first pilot area in East/Central Minnesota. Further work has been requested for projects with native Americans in Rocky Boys, Montana, the Village of Selawik, Alaska and Pisenimo HDP. RVI has asked ICA to join the consortium to be in a position to participate in its future direction and to continue to provide human development services.

SECTION II: MANIFESTATIONS  
PART 4

GEOGRAPHIC COVERAGE

Standing at the point of entry to the next 20 years, the new decade and the next 4 years, we are presented with the historic necessity and opportunity of giving form to a pluriform order and of shifting the focus of work from direct demonstration action to the task of catalyzing the direct action of the massive network of Those Who Care.

The Region has provided us with a transrational means of globally caring for every individual in every local structure and community. Within the Region the form being called for is the systematic, intensive, scheduled circuit to every metro in order to formulate the metro cadres who will be key in catalyzing the global movement. In the midst of this kind of intensive focus on the Region and the Movemental Order, the Religious House is key.

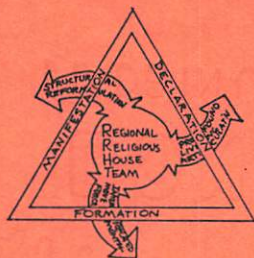
It is the intent of the Order in 1980-81 to: LAUNCH A 4-YEAR PHASE CALLED THE "REGIONAL RELIGIOUS HOUSE TEAM EXPERIMENT". We therefore recommend that we:

1. Locate one Religious House per Region with a team of at least 6 globally assignable Symbolic Order members per house who operate out of one common location, one common self-support scheme and budget, one common regional strategy.
2. Locate the House in the regional city unless the overall mission requires a different location. This would be decided in consultation with the region and the area.
3. Consider things like methods expertise, administrative capability, spirit prowess, order journey, multi-national make up and self-support potential when assigning the regional team.
4. Have the regional team meet at a regular, pre-determined time when it is necessary for the teams to be missionally configured in more than one location.
5. Build regional strategies during the regional consult and councils, and to have the teams meet regularly to report, remaneuvre and celebrate.

This move to the Regional Religious House Team Experiment will allow us to form the Symbolic Order into effective teams in each location, while at the same time we maintain the flexibility to staff globally designated demonstrations through the Regional House.

### THE RELIGIOUS HOUSE JOURNEY

EXPERIMENT IN STRATEGIC LOCATIONS 1968	MASSIVE GLOBAL EXPANSION 1972	DEMONSTRATION OF ENGAGEMENT & CARE FOR THE WORLD 1976	1980
NORTH AMERICA AND SELECTED SITES ACROSS GLOBE	SEVEN CONTINENTS	THE 24 # INTENSE # HDG. PROGRAM COVERAGE	
TO ENABLE MOVEMENTAL PENETRATION & FORMULATION	THE TURN TO THE WORLD TO CARE FOR THE GLOBE	THE 3 CAMPAIGNS OF * AWAKENMENT * ENGAGEMENT * DEMONSTRATION	



CONTEXT : We recommend that there be no major changes in the global grid at this council. However, there is a need for the order to re-evaluate the global grid by doing a new geo-social analysis of the globe, in light of the major economic, political and cultural shifts that have taken place in the world since the current grid was first formulated. This workshop is recommended for Continental Councils or GRA's, and Area Councils of 1980-81.

1. What are the major shifts--events, trends, power re-alignments--in the world in the last 15-20 years that could indicate a need to re-evaluate the global grid?  
 Standing in the year 2000, what changes have happened to the world?  
Examples--emergence of militancy in the Islamic world  
 --emergence of OPEC  
 --opening of China-- political shifts since Mao  
 --strengthening of EEC, esp. in relation to USSR  
 --cooling of detente between USA and USSR  
 --formation of ECOWAS (Econ. Comm. of West African States)  
 --images of the world as North vs. South  
 --image of the 5 worlds (Time, 1975)  
 --widening China - Russia split  
 --USSR invasion of Afghanistan
2. Where are new interrelationships between nations and alliances most obvious?
3. Where are these new relationships focusing themselves in the globe?  
 Where are there new geo-social or geo-political entities emerging?
4. What are some broad statements that could be made about the pressures currently at work in the world that could change the grid?  
Examples--a combination of OPEC and Islam has revealed a band of commonality pulling Sphere S. and part of the East together  
 --the West is becoming more North via repositioning of N.A. in relation to the East and China  
 --China is a kind of middle position between N. and S.
5. Look as a group at the Buckminster Fuller-based grid. Talk about the image-shift that occurs. (The purpose of this is to break open possibility, not to impose any images.) Each person draw a global grid--starting from the world as a whole--without imposing the existing image of the nine continents. Reflect, record and compare insights. (What is the role of the grid in creating the future?)
6. Use the same workshop on your present sphere and continent. Enlarge or diminish your sphere or continent based on workshop insights. Integrate with global grids proposed above.

1 EARTH - 9 CONTINENTS - 54 AREAS - 324 REGIONS

S P H E R E   W E S T

NORTH AMERICA	WESTERN EUROPE	EURASIA
CHICAGO Detroit Cleveland St. Louis Kansas City Minneapolis	LONDON Bristol Dublin Glasgow Manchester Birmingham	MOSCOW Archangel Leningrad Minsk Kuybyshev Gorkiy
NEW YORK Washington D.C. Pittsburgh Rochester Boston Philadelphia	STOCKHOLM Gothenburg Copenhagen Oslo Trondiem Helsinki	WARSAW Berlin Leipzig Krakow Danzig Prague
HOUSTON Dallas Memphis Atlanta Miami New Orleans	FRANKFURT Munich Stuttgart Koln Amsterdam Hamburg	IRKUTSK Krasnoyarsk Yakutsk Khabarovsk Vladivostok Kamchatsky
SAN FRANCISCO Seattle Billings Denver Phoenix Los Angeles	ROME Florence Milan Geneva Venice Naples	TASHKENT Samarkand Ashkhabad Volgograd Baku Astrakhaw
EDMONTON Vancouver Anchorage Yellow Knife Winnipeg Saskatoon	MADRID Bilboa Barcelona Valencia Seville Lisbon	KIEV Rostov Donatsk Kharkov Odessa Tbilisi
MONTREAL Sudbury Quebec City Halifax London Toronto	PARIS Brussels Strasborg Lyon Bordeaux Kennes	BUDAPEST Bucharest Vienna Sofia Belgrade Athens

1 EARTH - 9 CONTINENTS - 54 AREAS - 324 REGIONS

S P H E R E   S O U T H

LATIN AMERICA	NAME	BLACK AFRICA
CARACAS Georgetown Bogota Medellin Barranquilla Maracaibo	CAIRO Port Said Khartoum Assuit Gaza Alexandria	NAIROBI Mombasa Dar Es Salaam Balantyne Tabora Kampala
RIO DE JANEIRO Sao Paulo Porto Alerye Brasilia Manaus Recife	ALGIERS Casablanca Tunis Tripoli Bangasi Oman	JOHANNESBURG Windhoek Capetown Beira Salisbury Tananarive
BUENOS AIRES Comodoro Rivadavia Santiago Cordova Asuncion Montevideo	ISTANBUL Ankara Izmir Malatya Adana Erzurum	KINSHASA Kisangani Lumbumbashi Lusaka Luando Brazzaville
LIMA Quito Iquitos Santa Cruz La Paz Arequipa	TEHRAN Kabul Zabot Shiraz Tabriz Mashhad	ABIDJAN Freetown Dakar Bamako Ouagadougou Accra
MEXICO CITY Guadalajara Monterrey Oaxaca Guatemala City San Jose	BEIRUT Tel Aviv Jerusalem Kuwait Aden Baghdad	LAGOS Coronou Ibadan Naimy Kaduna Enugu
HABANA Nassau Santo Domingo Port of Spain Port Au Prince Kingston	ADDIS ABABA Asmara Nekempt Awasa Mogadishu Djigoulti	DOUALA Yaounde Bangui N'Djamena Garoua N Kong Sam Ba

1 EARTH - 9 CONTINENTS - 54 AREAS - 324 REGIONS

S P H E R E E A S T

SUBASIA	SEAPAC	CHINA
BOMBAY Ahmedabad Bhopal Jabalpur Nagpur Pune	SINGAPORE Ujung Pandang Jakarta Surabaya Medan Kuala Lumpur	PEKING Tsitsihar Tientsien Dairen Harbin Mukden
KARACHI Peshawar Lahore Hyderabad Kawalpindi Quetta	BANGKOK Hanoi Vientaine Rangoon Phnom Penh Ho Chi Minh City	SHANGHAI Nanking Wuhan Hong Chow Chang Chow Tsingtao
DELHI Chandigarh Lucknow Allahabad Agra Jaipur	HONG KONG Taipei Kaosiung Cebu Davao Manila	CANTON Macao Hainan Kweiyang Foo Chow Changsha
CALCUTTA Bhubaneshwar Ranchi Patna Khatmandu Asansol	TOKYO Fukuoka Seoul Pyong Yang Sapporo Osaka	LHASA Lan Chou Sining Urumchi Yarkand Yumen
DACCA Kulna Darjeeling Shillong Chittagong Saidpur	SUVA Port Moresby Agana Honolulu Apia Auckland	ULAN BATOR Yimchwan Sinkiang Ulan Coom Dzibkhalantu Yang Hissar
MADRAS Cochin Bangalore Hyderabad Vijayawada Colombo	SYDNEY Melbourne Adelaide Perth Darwin Brisbane	CHUNGKING Lan Chow Chengtu Sian Tai Yuan Shihkiachwang

1. We recommend that the Vienna House, commissioned in 1978, be fully established in 1980-81.
2. We recommend that the Agana Regional Religious House, presently located in the Majuro metro, be temporarily located in Auckland and circuit to assure adequate presence in Majuro.
3. We recommend that Area Mexico City carry out the framing, impact and Order presence necessary to establish an HDP in Region Mexico City in 1981-82.\*

\*In anticipation of the possible commissioning of a Religious House in Mexico City in 1981-82, the Area Priors would be advised to rehearse the criteria of each new religious house securing 6 regional interns. This criteria is essential to continuous expansion toward total geographic coverage.

## GLOBAL CONSIDERATIONS

1. SYMBOLIC POWER-Another region, another country, Catholic Church symbolic stronghold. If we so decide it is also another Continent and another Area, although that was not the main reason for requesting it at this time.
2. CATALYTIC EFFECT-It would give bi-regional houses: AMSTERDAM-Koln; BERLIN-Hamburg; FRANKFURT-Stuttgart; WIEN-Munchen. Also good positioning in relation to Czechoslovakia, Hungary, Yugoslavia, Switzerland and Northern Italy - all of which share borders with Austria and have cultural and historic ties as well.
3. SOCIAL CLIMATE-Neutral politically by Great Power Treaty; strong economy (3% unemployment); strong majority government; forum for international gatherings, especially Great Power; headquarters of UNIDO (UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION); Catholic-90%-Cardinal is head of Secretariat for relations to non-believers (Communist regimes).
4. PROGRAMME ALTERNATIVE TO HOUSE-Enough programme has been done there to produce numerous demands for training. We cannot answer these and cover the rest of the Area adequately. We have done 6 circuits to Munchen-Wien this programme year but it is a "dribble" and these regions together have 18 million people.

## LOCAL CRITERIA

1. CURRENT PROGRAMME ADVANTAGE-We have done 10 Forums there in the past, plus a LENS and assorted special events. This past year there were one set, two single Forums and several presentations. Most notable was attendance at a nation-wide conference on Community Development where the Kreuzberg Project was presented by a Kreuzberg resident and Hannerl Golda, with an invitation to return next year to present our international work. In addition there have been numerous contacts and invitations for programme this year. Three sets are established for the Fall and four are in the working category. These cover four of six metros. We have been invited to do training for CARITAS Wien and a planning weekend for a key inner city church. The travel distance from Frankfurt to Wien is 10 hours.
2. GUARDIANS-None yet but good prospects (see frame)
3. FRAME-Voluntary: Strong with Catholic Church: Prelat Ungar of CARITAS Wien and Herr Shinko of Parish Extension Department; other Catholic and Protestant clergy (Berlin House has the names); Heads of Catholic Religious Conferences (male and female); European Centre for Social Training; Planquadrat.  
Public: Vice-Mayor of Wien; Austrian Department of Social Affairs  
Private: Weak; not much done here yet.
4. INVITATION LETTER-In a June cadre meeting in Wien, Gerhard and Martha Ehler were asked by a Catholic priest who had little contact with us, "Are you the ones we should contact in relation to ICA work in Wien?" Gerhard replied, "Why not?" and Martha added, "We'll be the first ICA House in Austria."
5. TROOPS-Stephanie Hackel; willing to intern in fall: Gerhard and Martha Ehler; seriously considering: good possibilities; Stephan Thumfat, Babi Lichtblau.

6. SELF-SUPPORT-1½% unemployment in Wien; Gerhard Ehler has a job with Austrian Railways in Wien.
7. FUND-RAISING-\$17,000 received from CARITAS; \$5000 from individual donors for Kreuzberg; \$2500 from one-week circuit of religious orders after letters of endorsement were sent to all Orders from heads of male and female religious conferences.
8. LEGAL REQUIREMENTS-A lawyer in Wien was contacted and gave advice in what to do to incorporate in Austria. We have the forms and are waiting for a cadre meeting in September to move further. We have to do this. Currently CARITAS: Wien is receiving funds on our behalf.

LOCAL CONSIDERATIONS

1. RECENT PROGRAM: 3 seminars and one workshop with Jaycees. 15 impact events March through June, 1980.
2. GUARDIANS: 6 Guardians, Union Carbide, National Committee for the Future, Director of Community Development, Hawk's B. Community College, Mayor of Havelock North, Solicitor, Wellington.
3. FRAME: Jaycees, Dept. of Interior, N.Z. Committee for the Future, Union Carbide, Farmers Union Coop, Hawk's Boy Community College, N.Z. Committee for the Future, Dept. of Interior, City of Havelock North.
4. INVITATION: Hawk's Boy Community College, N.Z. Committee for the Future, Department of Interior, City of Havelock North.
5. TROOPS: We have not asked anyone yet.
6. SELF SUPPORT: Two Salaries, Hawk's Boy Community College and Department of Interior in Adult Education.
7. FUND RAISING: Yes from Union Carbide, Farmers Coop.
8. LEGAL: Paper work done, Board elected, ready to file.

Region Auckland relates to the globe and Area Suva as a repository of potential forces and funds as well as being the most effective 1st world presence in the South Pacific. The advantages are numerous and this move gives Area Suva the way to do all 6 regions. Bill and Marianne Bailey

GLOBAL CONSIDERATIONS

Suva, the neighboring metro to Auckland, is the symbolic center for the Area, while New Zealand's unique role in the Pacific is one of resources, troops, and funds, providing a practical foundation for developing the entire area. The people of New Zealand are awakening to this role and their responsibilities for the Pacific. On the other side, the peoples of the Pacific Islands gravitate to New Zealand for education, jobs, training and professional relationships, i.e. The South Pacific Forum, and economic and political alliances for nations of the South Pacific, which is headquartered in Auckland. From the northern Pacific, mutual trade commissions have symbolized the beginnings of economic relationships between the Marshall Islands and New Zealand. Region Auckland will be a substantial base for moving throughout the area, including the recommended circuiting to Majuro, and positioning for entry into Fiji, New Guinea and Tahiti within the next three years.

The priors of the continent of South America recommend to the globe that the order begins this year an H.D.P. in Region Mexico City, beginning in February (2 global assignments and 3 continental assignments.) Work on authorization and funding will begin in November in the states and South America.

## GLOBAL CONSIDERATIONS

1. SYMBOLIC POWER: Mexico stands as a symbolic power in the globe, particularly in relationship to the U.S.A., the Carribean and South America.
2. CATALYTIC EFFECT: Provide opening into 4 regions in Area Mexico City, Area Habana and Mexican-American communities.
3. SOCIAL CLIMATE: Politically stable, economically solvent and culturally Latin.
4. HOUSE ADVANTAGE: 2 day B.W. trip from Guatemala or nearest USA house. Mexico and Central America operate out of two differeant realities and demonstration in one does not impact the other.

## LOCAL CRITERIA

1. RECENT PROGRAM: 1 T.M., 5 I.T.I. grads
2. GUARDIANS: 5 guardians, 3 strong and 2 substantial
3. FRAME: Framing has begun in Mexico with more to do, but we have good entres from the continent and in Mexico.
4. INVITATION: Have a verbal commitment for an invitation from Guardian in the Government Ministry of External Relations.
5. TROOPS: 3 I.T.I. grads have verbally committed to help. Will need 2 from the globe and L.A. will provide the rest.
6. SELF-SUPPORT: Under investigation.
7. FUND RAISING: not begun but we have a well established Mexican banker who is committed to helping develop funds and the U.S. also could be a funding base for Mexico.
8. LEGAL REQUIREMENTS: Guardian in Ministry of External Relations believes he can arrange it. Quote: "Use me as your instrument."

## HOUSE TRANSRATIONALIZATION RATIONALE

North America has done more experimentation in more regions than any other part of the globe. The U.S. 12 Human Development Projects were initiated simultaneously in 1978. We began these regions, these projects as a global experiment, and just as Maharashtra and other experimental moves are required to inform our corporate thrust, the globe, in this year of the region, requires the learnings of the remarkable regional and human development experience which North America has been conducting. As we saw the flags of the Band of 24 HDPs and read the documentation, we understood that the globe wishes to see the U.S. 12 flags and to know their documentation. Every one of the North American Human Development Projects needs Community Extension Modules during Quarter II to project the forms of extension which each requires. The regions without Human Development Projects in North America will be doing the pilots which create the Regional Consult discussed during this Council. In December, a continental meeting will provide the opportunity to share project extension designs and to pull together the Regional Consult design. In Quarters III and IV, every remaining North American region will have its regional consult and hold PSUs to determine the location and form of its Human Development Zone. This strategy provides the distance necessary for regions to learn the style of being one regional team, even while their residential basis is shifting. This year, each region which has had two Religious Houses will shift to one house, and each region of three houses will shift to two. Each regional team will operate out of one budget, one assignment scheme, one self-support base, and one weekly Global Order Report. By the end of Quarter IV, a Continental Council will pull together each regional projection for its house configuration and human development expansion design, and the means for pulling together its learnings as a region.

HOUSE TRANSRATIONALIZATION RATIONALE CHART  
North America

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AREA CHICAGO	AREA NEW YORK	AREA HOUSTON	AREA SAN FRANCISCO	AREA EDMONTON	AREA MONTREAL
CHICAGO FIFTH CITY HDP 1	NEW YORK 1	HOUSTON ASHERTON HDP 2	SAN FRANCISCO 1	EDMONTON SASKATOON 2	MONTREAL 1
DETROIT	BOSTON STARKS 2	NEW ORLEANS	SEATTLE	ANCHORAGE	TORONTO
MINNEAPOLIS	ROCHESTER	ATLANTA	BILLINGS— INYAN WAKAGAPI	VANCOUVER	OTTAWA
KANSAS CITY LORNIOR HDP 2	WASHINGTON D.C. IVY CITY HDP 1	MEMPHIS DELTA PACE HDP 2	DENVER 1	WINNIPEG 1	HALIFAX LORNE DE L'ACADIE 1
ST. LOUIS	PHILADELPHIA	DALLAS INDIAHOMA HDP 2	PHOENIX PISINEMO HDP 2		
CLEVELAND INDIANAPOLIS 2	PITTSBURGH WIDEN HDP 2	MIAMI 1	LOS ANGELES RICHGROVE HDP 2		

The major intent of this strategy is to impact the world with the authentic definitudes of profound living in the light of the moral issue of our time.

The bold move in this strategy is the prophetic articulation of the hope beyond hope in every human situation toward global social signification. It means assuming the primary role of the religious in history which, in moments of profound change and collapse of symbol systems which give meaning to life experience, has been to significate the human journey. It is our response to the awareness that in our time the radical shifts in society have begun to awaken people to the social crisis of this moment, thereby requiring a new declarative posture which enables relating vocatedly to human suffering. This implies that our task in the next four years is to expose the authentic myth in human communities through documentation, to localize research in the new essentialism, and to radicalize the prophetic dimension of the awakenment campaign.

The action modes of this strategy are:

1. The Human Factor Documentation
2. The Spirit Resurgence Proclamation
3. The Ethical Posture Articulation

SECTION III

DECLARATION

Part 1 Public Frame

Part 2 Systematic Interchange

SECTION III: DECLARATION  
PART 1

PUBLIC FRAME

The times are beckoning us to make declarations of possibility. The times are beckoning us to expand the audience of those who know about the accomplishments of the demonstration and awakenment campaigns. The times are beckoning us to creatively use the mass media.

This new day requires a shift---

from a low profile to a self-conscious profile  
from passive framing to active framing  
from defensive reaction to offensive planning  
from one-to-one visitation to key corporate events.

The development of a new strategy has as its pivot point the REGION, which must be served by an effective strategy relative to the media, an objective and imaginal variety of program descriptions, and a long-range plan of action.

As a concrete response to this demand, we propose the establishment of the GLOBAL PROFILE POST as a one-year experiment in the Chicago Nexus. Working from the advantage of the publiccommunications efforts of the past year, this post will have three functions:

1. Creating and disseminating new media forms
2. Empowering regional framing efforts
3. Enabling consistent internal and external "public" relations

We recommend that the Post function as part of Operations Centrum with eight staff comprised of four (4) symbolic and four (4) extended Order members and one designated person in each nexus around the globe. These people would hold the values of continuity, common memory, layout and design skills, and writing ability.

The accompanying chart indicates the components and functions of the Post.

Finally, this Post is about revealing the profile of the times--- not merely illuminating the story of the ICA. The profound function of framing, the profound function of "telling the story" is to call forth hope and to elicit the form of the new myth.

## ENHANCING INTERCHANGE MECHANISMS

## EMPOWERING REGIONAL FRAME

ENABLING  
GLOBAL MYTHS

		creating		
	learning	IMAGE MATERIALS	focusing	
	MEDIA PROWESS	. Visual art . Descriptive brochures . Annual program reports . Quarterly journals	FRAMING CIRCUITS	
	. Newsletters . Interviews . Press release . Media context		. Public support . Private sponsorship . Voluntary allies . Local advocacy	
facilitating		collecting		co-ordinating
INFORMATION EXCHANGE		EVALUATIVE REPORTS		PUBLIC RELATIONS
. Learning update . Global news service . Critical communication . Field support		. Third party statement . Financial audits . Formal documentation . Personal testimony		. Volunteer efforts . External relations . Public spokesmen . Site visits
	journeying	expanding	supporting	
	AUTHORIZATION SHIELD	MEDIA USAGE	GUARDIAN NURTURE	
	. Conversations . Site visits . Symposia . Advisors	. Press articles . Radio/TV interviews . Documentary film . Event coverage	. Contexting events . Regular contact . Formal advocacy . Team participation	

## REGIONAL FRAME YEAR

AREA COUNCIL COLLEGIUM	<p>This is a collegium done at the Area Council in september by the Regions. The products will be:</p> <ol style="list-style-type: none"> <li>1) a current framing base chart. Using the comprehensive framing chart, the present situation of the regional frame will be objectified.</li> <li>2) Framing targets identified out of the screen of the years plan and the present frame.</li> <li>3) a schedule of the regions catalytic events, releasing the frame.</li> <li>4) circuit rationale for pulling the frame from the metros.</li> </ol>		
AREA PRIORS TREK	<p>This will provide the occasion for critical training in media use and nurture for the regional team. The Area Priors will provide for the regions:</p> <ol style="list-style-type: none"> <li>1) a Global Framing context- the state of the global frame.</li> <li>2) media training- the how to's, the do's and don't's..etc</li> <li>3) direct work on the years keystone breakthrough in framing--this will include the prep at the national level of the package of clout needed for that breakthrough.</li> <li>4) the setting in place of a comprehensive documentation system.</li> </ol>		
REGIONAL EVALUATION	<p>This will be a session of reflection on the journey of both the regions framing and the frame itself. This includes:</p> <ol style="list-style-type: none"> <li>1) evaluation- of both the frame and where the region has come during the year on the frame.</li> <li>2) recommendations for the coming year on how to broaden, deepen, and intensify the frame.</li> </ol>		
QTR I	QTRII	QTRIII	QTRIV
COMPREHENSIVE FRAMING DATA FROM THE REGION	AREA COUNCIL COLLEGIUM	AREA PRIORS TREK	REGIONS EVALUATION AND RECOMMENDATIONS

THE VISIBLE BOTTOM LINE

THE BASIC STRUCTURES

EXTERNAL RUDDERS	STRATEGIC AUDIENCES	THE FOUNDATIONAL TACTICS	COOPERATIVE INSTRUMENTS	MOVEMENTAL SUSTENANCE
<p><u>AUTHORIZATION SHIELD</u></p> <p>Major public/private/religious figures who regionally and nationally provide authenticity for ICA Human Development.</p>	<p><u>TARGET</u></p> <p>Regional Public/Private, PVO structures and key individuals.</p>	<p><u>MYTH</u></p> <p>The story of who we are, what we do, set in an understandable context within the indicatives of current history.</p>	<p><u>ALLIES</u></p> <p>Key people in positions that can lead to product development.</p>	<p><u>GUARDIAN NETWORK</u></p> <p>Key regional guardians named and engaged locally and self-consciously linked to the global network.</p>
<p><u>ADVISORY COMMITTEES</u></p> <p>BARs for specific problems and opportunities, i.e. funding legal PR matters and program strategies in the region.</p>	<p><u>LINKAGES</u></p> <p>Global/National frame linked to regional counterparts - colleagues/friends with multi-organizational ties, linking those in common thrust</p>		<p><u>ALLIANCES</u></p> <p>Consortiums, formal and informal with other caring organizations for the purpose of aiding human development.</p>	
	<p><u>NURTURE</u></p> <p>Local/global program briefs - mailing list inclusion - regional time line, sharing specific assignments House guide lab. invitations</p>	<p><u>MATERIALS</u></p> <p>Packets including ICA brochure, annual report, special focus forum brochures, audio visual aids, third party testimonies.</p>	<p><u>ASSOCIATIONS</u></p> <p>Teams of people within agencies and other institutions actively engaged in support of HDPs and other ICA programs.</p>	

CONTEXTUAL STATEMENT:

The intent of systematizing interchange among people and locations with those engaged in the task of human development in its many facets is threefold: 1) to provide timely access to learnings and breakthroughs 2) to awaken people to the fact that they have something to say to the world, and 3) to enable exchange of critical skills and resources.

Effective interchange of information will thus serve to empower the consensus making process around the globe and aid in the activation of local missional effectiveness.

The following four practical models for systematizing interchange are offered for the 1980-81 year: 1) A Forces Interchange Rationale, 2) A region-to-region Interchange Model, 3) A Model Interchange Scheme, and 4) Suggested Guidelines for Newsletter Publication.

FORCES INTERCHANGE RATIONALE:

To promote the regular and systematic interchange of people between signal communities and between I.C.A. staff locations, we recommend the following model:

FORCES INTERCHANGE RATIONALE for DATA EXCHANGE		
COMMUNITY RESIDENTS	5-10 persons	Travel to Signal Communities inside and outside their Region Annually
I.C.A. STAFF	All	Travel and work in another location for more than one week annually

I.C.A. locations frequently construct or find materials (i.e. models, procedures, newsletters, reports, or news articles) which would be valuable to other locations. To broaden the base of region-to-region interchange, we recommend that items discerned to be useful for distribution be sent to the following locations:

1. Every Area House in your continent
2. Every House in your Area
3. The nearest Nexus
4. The designated "sister" regions
5. The post or Centrum in Chicago Nexus responsible for public communications.
6. Any other regions having similar programmatic thrust.

It is recommended that Area councils empower this scheme by providing an amount of money in the Area budget for interchange of vital regional constructs to other regions and continents as appropriate. One person per region or area may need to be designated to collect and distribute these materials.

With the intent of providing ongoing local-to-local knowledge access, we suggest an interchange relationship between the regions linked below. This list is not meant to exclude other region-to-region relations, but rather to suggest a structure by which one region would interchange both printed and audio-visual materials with one another on a monthly basis at a minimum. Personal visits, especially when they include regional colleagues and other concerned persons, can also provide even more effective interchange. The engagement of 25 students from De Pauw University, Indianapolis, in the Conacaste H.D.P., Guatemala, is one example.

In order to locate your interchange regions, read across the columns. For example, New York, Caracas, Memphis and Agana form a system of regional interchange.

New York	Caracas	Memphis	Agana
Boston	Rio de Janeiro	Miami	Taipei
Philadelphia	Santiago	Montreal	Hong Kong
Pittsburgh	Lima	Halifax	Kaohsiung
Washington	Guatamala City	Toronto	Manila
Rochester	Kingston	Ottawa	Cebu
Chicago	Lusaka	Edmonton	Davao
Detroit	Nairobi	Vancouver	Sydney
Cleveland	Lagos	Winnepeg	Perth
St. Louis	Abidjan	Anchorage	Melbourne
Minneapolis	Mombasa	Saskatoon	Brisbane
Kansas City	Sapporo	London	Adelaide
SnaFrancisco	Tokyo	Bristol	Giza
LosAngeles	Osaka	Glasgow	Delhi
Billings	Fukoka	Madrid	Bombay
Seattle	Seoul	Rome	Nagpur
Denver	Jeju	Paris	Pune
Phoenix	Kuala Lampar	Brussels	Hyderabad
Houston	Jakarta	Copenhagen	Calcutta
Dallas	Ujung Pandang	Frankfurt	Amsterdam
New Orleans	Medan	Hamburg	Miami
Atlanta	Apia	Memphis	Agana

#### N O T E:

It is recommended that Operations Centrum, Chicago, refine the rationale to hold similarities in missional thrust and publish a revised list for use by each region.

SECTION III: DECLARATION  
PART 2

SYSTEMATIC INTERCHANGE

We publish a variety of interchange materials. The following chart is an attempt to pinpoint differences among selected types of newsheets and to suggest some guidelines for creating effective and imaginative regional newsletters:

Selected Reports Components	LOCAL COMMUNITY NEWSSHEETS	REGIONAL NEWSSHEETS	GLOBAL NEWS SERVICE	SPECIAL EVENTS BULLETINS	GLOBAL ORDER REPORT
IMAGE	Local Man's newspaper	Regional movement	special features	posters notices	symbolic report
AUDIENCE	local residents	movemental forces	local editors	potential participants	Symbolic Order
FUNCTION	contextual re-education	movement nurture	story exchange of missional engagement	recruitment	weekly interchange
EXAMPLES	Mactan Voice	The New Voice (Dallas Region)	The Global News Service	Indiahoma "Festival of Home Towns"	G.O.R.

REGIONAL NEWSLETTER GUIDELINES:

Due to the explosion of Regional Newsletters in quantity and styles, we recommend the following guidelines for writing and publishing effective news sheets under the name of The Institute of Cultural Affairs.

1. Ask a guardian, member of your Advisory Board, and/or local community colleague to review the copy before publication in order to screen appropriateness of selected articles. Hint: avoid publishing controversial political reports from a local or national news source.
2. Provide an imaginative format with the aid of:
  - a) Borders with lines, and/or half-inch margins
  - b) Bold-face titles
  - c) A Logo that clearly states the local name
  - d) Alternating prose with pictures, diagrams  
etc.
  - e) Use of double columns, Sub-headings, etc.
  - f) A single sheet printed on both sides is more likely to be read.
  - g) Maintain a consistent monthly form to the newsletter.
  - h) Maintain a regular rhythm to the publication schedule.

FURTHER RECOMMENDATIONS:GLOBAL INTERCHANGE POST

It is recommended that the Global Interchange Post publish a regular global news service and provide occasional reports of learnings from around the globe. In addition, this post would call for a list from each region of any models or constructs created locally that might be useful in another location, plus a list of constructs needed. These lists would then be published on the announcement sheet of the House Packet.

AREA COUNCIL DESIGN

It is recommended that the Centrum and Area Priors in each zone create an area council design to generate the specific products which will symbolize launching the next four years 1980-1984. The Movemental Counciliar Screen will serve as a guide for planning all 1980-81 councils.

## COMMUNICATION AND COMPUTER CAPABILITY UPGRADING

**TECHNOLOGY BREAKTHROUGH AND BENEFITS** Development in computer and communication technology in recent years has brought the cost and in-kind possibility of extremely sophisticated equipment within our reach. The time savings as well as the accuracy, quality, speed, and flexibility of these systems is making their utilization attractive and, eventually, necessary. We intend to rationalize the research which will allow timely and informed decisions.

**EXISTING SYSTEMS ADVANTAGE** We already have experience with some systems: Chicago's phototypesetter and table top word processor; Detroit's, Kansas City's, and Hong Kong's "home computers"; and our use of time-shared computer systems in several cities. Additionally, we have personnel and Guardians with ability and interest in these areas.

The lists of current and potential applications below are representative and not comprehensive. The phasing plan is an indication of deflection rather than a rigid model. Actual implementation will require ongoing dialogue within and between Bands and Houses, with Global Management Centrum developing equipment and system commonality.

CURRENT COMPUTER APPLICATIONSPOTENTIAL APPLICATIONS

<b>CURRENT AND POTENTIAL APPLICATIONS</b>	Nexus finances Letter and proposal writing and editing Regional colleague files Mailing lists G.O.R. transmission Correspondence records File systems Trip reports Development records Assignment process	Monthly global financial report Automatic report/model transmission Houses utilize Chicago phototypesetter Foundation and corporation research Advanced word processing Development information interchange Microfiche interface
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PHASING PLAN				
	80-81	81-82	82-83	83-84
DATA	CONTINUE EXPERIMTS -Chgo -Houston -HK -KC -Detroit	INITIATE SYSTEMS -N.A. Area house +6 Rgnl Hses	EXPAND SYSTEMS  -All N.A. Hses	FINALIZE SYSTEMS  -All locations
PROCESS- ING	INITIATE RESEARCH -San Fran -Toronto -New York -Brus'le	-Each Nexus -Appropriate areas	-Appropriate houses	
WORD	(as above)	(as above)	(as above)	(as above)
PROCESS- ING	-Chicago use time share system -Rsch W/P systems -Houses/Nexi rsch intelligent typewriters	-Chicago expand existing system -Research advanc- ed systems	-Nexi aquire appropriate system	-Expand system to strategic houses
TELECOM- MUNICAT- IONS	All locations -Research in-kind sources -Check equipment availability	-Link all nexuses	-Add area houses	-Add all houses

SECTION IV

FORMATION

- Part 1      Order Formation
- Part 2      Religious House
- Part 3      Spirit Practices
- Part 4      Training Post
- Part 5      Movement Formation
- Part 6      Order Training
- Part 7      Institute Fiscal
- Part 8      Order Fiscal

AMERICAN  
BOND  
MADE IN U.S.A.

The major intent of this strategy is to establish a global network of people who are self-consciously vocated to be the invisible college of the trans-establishment, engaged in the task of human development.

The bold move in this strategy is to call into being a serving people through launching an intentional, systematic campaign to extend the disciplined collegiality of the Order and the Movement within each region across the globe. This strategy is related to the need to give form to the invisible college of the trans-establishment forces. Profound social change has occurred throughout the ages through the vehicle of secular spirit movements which have arisen in destinal historical moments. This is our task. It implies objectifying the existing and emerging covenants of the Movement and the Order with a heightened emphasis on guildhood. It also implies intensifying and systematizing training, formation, interchange, and polity designs with a heightened emphasis on effective guidehood. Finally, this implies intentionalizing the presence of the Religious House with a heightened emphasis on effective teamhood.

The action modes of this strategy are:

1. The Movemental Metro Development
2. The Religious House Transformation
3. The Global Forces Empowerment

SECTION IV: FORMATION  
PART 1

ORDER F O R M A T I O N

## STATEMENT OF INTENT

Chicago

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## STATEMENT OF INTENT

It is the intent of the Order, in 1980-81, to experiment with the common parameters of covenantal relations. To implement this intent we recommend:

- 1) that at regional councils and other appropriate occasions, workshops and conversations be held concerning the symbolization of assignments and commitments. The "bug model" will serve as a screen for these discussions.

TIME	corporate assignment to the missional task at the local level	"All time is assigned time."
TASK	engaged with a regional team	missional chastity in a particular geographical location by corporate assignment
SYMBOL	daily symbolic life participation	participate in the structures of the symbolic life of the symbolic order
ECONOMIC	economic support of the task	self-support income and equitable stipend distribution

- 2) that opportunity to symbolize the covenantal decision be provided at least annually;
- 3) that religious houses begin an experiment of inviting colleagues to live in a religious house as auxiliary staff, as a one-year experiment of significant vocational engagement;
- 4) that the Research Band provide each location with classical statements of the ordering dynamic to enable every location to participate in reflection upon these understandings. These materials would be provided by Research Centrum for use in quarterly PSU's held in regions or as a part of area meetings;
- 5) that in every location, three collegium designs per quarter and one collegium for each area council be provided by Research Centrum. The area collegium would:
  - a. review the experimentation of order forms,
  - b. articulate the insights,
  - c. discern the new directions,
  - d. focus the next stage of experimentation,
  - e. send insights and written-up models to the Research Centrum.
- 6) that examples of vocational conversations and symbolizations currently in use, and theoretical constructs of their content be made available to all locations during quarter 2. Models created prior to quarter 2 should be built on the basis of area commonness and continental consensus.

SECTION IV: FORMATION  
PART 2

R E L I G I O U S   H O U S E

For twelve years the religious house has been a massive brainstorm of human care at the local level. In 1968 - 72 in a highly controlled experiment, Religious Houses were established across the globe. These local units of care found themselves engaged in Daily Office, House Church, Ecclesiola, week one - week two, family night, regional colleague care, course recruitment and depth evaluations that led to the New Religious Mode charts, the Odyssey, the Academy and the topography of the Other World. In the summer of 1973, this massive brainstorm was written up under the title of the Missional Activity of the Religious House, which includes the profound functions, the movemental catalysis, the resurgence nurture and the church guardianship. Between 1972 and 1976 the religious house made its turn to the world and launched into a practical brainstorm on how to demonstrate effective action. Those four years are characterized by the articulation of the experiences of the Dark Night of the Soul, the Long March of Care, the campaigns of Awakening and Engagement. The house went on the road. Global circuits did the 24 and local circuits began covering geography with forums.

From 1976 to 1980, the religious house became the focus of a practical brainstorm on doment methods, project expansion, massive forums and probes into the structures of society. The projects turned to training local people to know their know and do their villages. Forums went global and expansion of projects were done in Maharashtra and Kenya. The experience of fulfillment was articulated by The Way, the Voyage and the Qualities of Profound Humanness. The GRA 1979 catalogues this wisdom. In 1980 - 1984, a new phase is called for. It is the time of global service. It is called the Regional Religious House experiment and it is characterized by a new gestalt of past knowing and doing into the dynamics of being. It calls for new configurations of symbolic order forces, intensification of catalysis in awakening and demonstration, the formation and releasing of forces and funds for global care and the religious house as the locus of profound humanness. It is our task to stand in the wisdom that has brought us to this point and over the next four years give form to humanizing images, effective action and depth spirit care.

The religious house is a locus where the movement is effectively tooled as people in the way of direct service to the world. This involves systematically scheduled training events as well as a self-conscious pedagogical style in the ongoing structures of the house. The religious house is a key formation tool as the sojourn/intern program is designed and implemented in each location. The religious house is a node in its community and the region - people experience it as a hub of activity to which they are welcome and which takes itself out to the six metros of the region. The house lives before the gifts and needs of its particular situation and the gifts and needs of the globe. The decor, space design, menus, songs, celebrations etc., reflect this local/global tension.

There is a fresh recognition that the religious house is not simply an adjunct to external mission. The next four years are a push on the style of profound living, corporateness and a demonstration of primal community. Re-empowering the local consensus mechanisms is key to the next four years. Guarding collegium time and the use of corporate methods as consensus decision making dynamics is crucial to our style. The focus on the team: roles, rationales, assignments, commissionings and celebrations are crucial to eliciting corporate care. The style is corporate exemplarhood. In the face of a mass of designs and rhythms, it is urgent to rearticulate our time designs in light of the complexity of our work to drive a stake for the future. We need to embody exemplarhood through our use of space, reflecting a style of simple elegance honoring local tradition and holding the global symbols we live before, as well as rehearsing our decision to live with the poor wherever we are.

As we look towards 1980 - 1984, we see the need to journey and experiment with what it means to develop and re-empower the religious house in effecting its mission of profound humanness for the globe. The power and commonness brought about by newly emerging symbols and polity will catalyze and focus the pluriform order in its task of beckoning local man to shift into gears he has had but never used to enable him to actualize his new found vision to get care done and get his creativity into history. Local man in the form of metro cadres, in the first instance, will be motivated to be part of a larger team succeeding in creating structures to win at continually covering the geography, creating outposts and raising cash and inkind resources that many more may participate in creating history.

Dangers to be cautious of are the demons of liberalism, phariseism, status and fadism, which can quickly rob the task of effectivity, and in extreme form can destroy the team, its members and, what is worse, the vision itself.

The religious house is the form through which the wholeness that is the brokenness of human community is celebrated in gratitude - that is, where possibility for authentic, corporate fun and collegiality is creatively forged.

## Rational Objective:

Determine images and consense on common parameters for the time/space design & overall style of the Regional House.

## Existential Aim:

Release people to risk the adventure of forging the new style required in the 80's.

- I. Contextual spin based upon accompanying statement.

## Reflection:

- II.
1. What words/phrases do you remember?
  2. What location did you see while listening?  
What did it look like? What was happening?
  3. What did you hear mentioned as our historic pillars or values?
  4. What didn't you hear mentioned?
  5. What triggered your imagination relative to what your House might look like over the next four years?
  6. What are some experiments in Religious House life you have heard about or participated in?

## Workshop:

- III.
7. Filling in the chart, what are images for the Houses in our Area over the next four years in the arenas of style, time rhythm, space design/decor:
    - a. As a Regional Training Center
    - b. As a Regional Node
 (You're trying to get to the new - to break loose imaginations.)
  8. What are common elements which will be present in all of the Houses in this Area in the arenas of:
    - a. Style
    - b. Time rhythm
    - c. Space Design/decor
 Here the intent is to consense upon the elements which will characterize the Houses of the Area within the globally common elements.

WORK SHEET - DETERMINING THE STYLE OF THE REGIONAL HOUSE 1980-84			
	STYLE	TIME RHYTHM	SPACE DESIGN/DECOR
As a TRAINING CENTER			
As a REGIONAL NODE			
COMMON ELEMENTS			

Assign a small group to pull together the chart into a finished form.

The same workshop in each Regional House or Regional Council will create the concrete models to be implemented.

SECTION IV: FORMATION  
PART 3

SPIRIT PRACTICES

(This is for consideration as a context for the 1980-81 ritual experiment)

ORDER CONTEXT: This group of people has always experimented with a daily ritual. The present daily office experiment has served us for the past 16 years. The daily office is an experiment in ecumenical worship. The experiment grew out of a study in 1954-55 of the structure of Christian worship, including traditions as varied as Greek-Orthodoxy, Roman Catholic and various forms of Protestant worship, including the "free worship" traditions. This study resulted in the three acts and three moods of worship: Confession, Praise, Dedication; Humility, Gratitude, Compassion. These three acts in the Daily Office of the Ecumenical Institute and the House Church Common Meal point to the way life is and are a dramatization of our common self-understanding. This common self-understanding has remained the touchstone of all future experiments. In the time of knowing we emphasized understanding the words and symbols. We wrote numerous liturgies in our own words as well as contemporary poetry--e.e. cummings, T.S. Eliot, D.H. Lawrence and Kazantzakis. We also emphasized the dramaturgy of the daily office: the space, the use of the body, the public voice and rhythm. Clapping was added to the end of daily office in the summer of 1965 when the students at worship spontaneously began it. A use of poetic sounds were used to emphasize the dramatic nature of worship: Ya-Ki-Nu, from the monkey dance of Bali. The drums and gong were added in 1968. Worship through all this was seen as an expression of the understanding of a people.

SOCIOLOGICAL INDICATIVE: The explosion of global awareness has happened and includes all cultures, religions and modes of expression. Our Order membership profoundly reflects this pluriform reality. In the beginning, the forging of our symbolic life was couched in the Christian context in Texas. Today, we stand representing major religious heritages from across the world. In part, this leap into actual pluriform membership was caused by our shift in emphasis from knowing or beliefs to the doing of our care that has us shoulder to shoulder with local man across the globe in a common servant force. The daily enactment of a ritual is one of a number of ways in which profound humanness is articulated. To articulate the depth of life is seen as foundational for all other social structures. Our current historical context has required new expressions of our self-understanding due to the many external and internal contexts we now have. The self-understanding of the Order has not fundamentally changed. Whether people have come to the houses through HDP's, TM's, LENS, RS-I or Academy, appropriating the actual life situation and living on behalf of out of a history-long, world-wide context, is the one understanding. The poetry and the drama that enact this self-understanding is the single issue to having common daily rituals.

VALUES AND ISSUES: Underlying values held in creating the ritual of the pluriform religious order are: one, that it be created through the use of screens that include RS-I, New Religious Mode, Profound Humanness, and further screens that are part of a particular cultural and/or religious heritage such as the eight-fold path or the Tao, and that it be grounded in the three acts of Confession, Praise and Dedication; two, that the poetry be classical and related to various specific communities, e.g. Kaz, Tagor, Kaunda; three, that the dramatization be in corporate public voice, approximately ten minutes in length and include a witness (possibly prayers), in a space that is created carefully and intentionally, where possible, and four, that it honor people's traditions in the using

VALUES AND ISSUES, cont.:

or not using of any historical religious terminology or symbols and shall hold the tension between the Word, Deed, and Mystery; and five that it include the archaic, whether this be through particular modes such as kneeling, through songs, poetry or symbols. We find many questions and issues being raised, such as the use of the word pluriform and order, the song or readings to use, whether the witness should be voluntary or assigned, how we hold the archaic over against having no traditional symbols of any religion. There is a danger of collecting different ideas of what is assumed the best of all religions into a conglomeration just for the sake of oneness, thereby losing the depth significance and power of symbolic life of that particular religion, e.g. B'hai. We stand at a point now of reempowering the unified global community who are held before the Mystery of life, as well as before the human suffering of our time.

RITUAL EXPERIMENTATION: The common daily ritual is one mark of being a religious order in history. No other group engages in such rehearsal and this is one difference between merely being the staff of the ICA and being the pluriform religious order that we are. We are at a new standpoint as a global religious order. For the past three years we have decided to experiment with the creation of new internal life rituals which allow everyone to participate in a profound rehearsal as a people in radical service to the world. The experiments of the last three years, as well as the Daily Office of the Ecumenical Institute, are all marked by the three acts of: 1. coming to terms with the real situation as it exists; 2. living in self-conscious gratitude for life as it is given; and 3. the committing of yourself to live on behalf of all. When profoundly grounded out of any culture or religious context, one discovers the contemporary and universal understanding of humanness--the common water table of our own life experience that finally all can relate to. The order in its pluriformity, has yet always had only one self-understanding in the midst of divergent heritages, cultures, backgrounds and religions. Our experiment in the use of new rituals present again the opportunity to dramatize that self-understanding in images that are closer to our life experience and that unify and sustain us commonly. As we are now at a point of creating new experimental modes and forms in our common external mission, it is not inappropriate that we take a new step in creating a religious-secular ritual for our common rehearsal of who we are as a body of people. The 1980-81 year will mark the beginning of a four year experiment with universal daily rituals. It will be a year where we will have the opportunity to corporately participate in, and reflect upon, this dimension of our research. Our experiment is symbolic on behalf of a more human future for all people, as well as representing our struggle to dramatize anew the profound role of the order in history.

Context:

The office of The Order:Ecumenical is The Daily Office of The Ecumenical Institute and it is used six days a week with a Common Meal on Sundays. The office is open to all who wish to participate.

Recommendations:

- The following nations be designated to regularly use daily rituals other than Daily Office. In these locations, the Common Meal format will be used on Sunday.
 

Chile	Japan
Egypt	Kenya
Hong Kong	Malaysia
India	Nigeria
Indonesia	Taiwan
- During 1980-81 all houses will participate in a global experiment with daily rituals each Friday and Saturday, following the schedule below.
- In those locations where the Daily Office is used, RS-I courses will be taught regularly.
- Following each of the experimental periods, a depth evaluation workshop will be done in each location to discern the learnings and futuristic directions occasioned by the experiment. Data from each evaluation workshop will be forwarded to Research Centrum at the related nexus for compilation and redistribution to each house.
- In Quarter IV, the emphasis of the experiment will be on the creation and use of a daily ritual by each location appropriate to the cultural context and reflecting the profound human experience of the particular society. In addition to this ritual creation, areas and continental meetings can shape and evaluate the rituals. Active monitoring of the experiment will be handled by Research Centrum in each Nexus.
- Part of the GRA in 1981 will be work on the daily ritual.

Experimental DesignSymbolic FormsWeek II Daily Ritual Experiment

Qtr.	Quarter II													Quarter III													Quarter IV												
	1	2	3	4	5	6	7	8	9	10	11	12	13	1	2	3	4	5	6	7	8	9	10	11	12	13	1	2	3	4	5	6	7	8	9	10	11	12	13
Week II Ritual	India				Japan				Kenya				Indonesia				Use locally developed daily ritual																						
													E V A L U A T I O N													E V A L U A T I O N													
														Create daily office →																									

- INTENT: 1. To determine elements of rituals appropriate to your culture in order to glean a universal appropriate ritual.
2. To intensify self-consciousness about role of ritual and process of creating a ritual

## FOUR ACTS OF EVALUATION

15 min.	I. Reflection upon ritual experiment (artform) <ol style="list-style-type: none"> <li>1. Words?</li> <li>2. Experience evoked?</li> <li>3. What have you learned?</li> </ol>
5 min.	II. Establishing cultural context (distancing) <ol style="list-style-type: none"> <li>1. Where have you seen this going on in your culture?</li> <li>2. Review the ritual through traditional screens such as RS-I, structure of Christian worship, Profound Humanness chart, the Eight-fold Path.</li> </ol>
15 min.	III. Cultural requirement for rituals <ol style="list-style-type: none"> <li>1. Elements of rituals?</li> <li>2. Appropriateness to local man?</li> <li>3. Local adaptation</li> <li>4. Power to sustain</li> </ol>
10 min.	IV. Practical suggestions or considerations <ol style="list-style-type: none"> <li>1. Rhythm</li> <li>2. Songs</li> <li>3. Readings</li> <li>4. Flow</li> <li>5. Dance</li> <li>6. Length</li> <li>7. Capital verse (breakfast conversation)</li> </ol>

This year it is the intent that in every location experimentation with the Daily Ritual occur. Part of this will be having everyone push through to what are the basic elements that must be included in any daily ritual, and to explore the scope of images, poetry and slogans of all the cultures of the world.

The following workshop is designed to be a framework around which to build a new daily ritual within the context of the culture within which the House is located.

\*\*\*\*\*

STEP ONE -- Gathering Material

1. Collect poetry, of the culture or Ur that might be used for the readings or liturgical dialogue.
2. Collect available copies of Daily Rituals currently in use, eg. Tagore, Kaunda, Lao Tzu etc, and discern the common elements of the Ritual.
3. Gather local collections of songs to use in choosing the song for the Ritual.

STEP TWO -- Discerning Cultural Expressiveness

1. Conversation on what are the characteristics of the culture or Ur that must be captured?
2. Who are the poets that the world recognizes as expressing these characteristics?
3. What are the uniquenesses of this culture for the Ritual?

STEP THREE -- Creating the First Draft

1. Break into groups to create the liturgical dialogue and select the readings and song.
2. Design the drama of ritual--space, flow etc.
3. Consider the dynamic of prayer in this ritual.

STEP FOUR -- Refinement and Production

1. Enact rough form of new Daily Ritual.
2. Reflect on it and make revisions as necessary.
3. Type final draft and reproduce.

CORPORATE SOLITARY OFFICE

That the Solitary be used before or after evening meals during week 1 using a simplified form of the Distancing method. That a copy of the method be printed for the use of each individual with the following format:

Ring bell.

Act I Question (printed on design)

1. What has been the most pressing concern in the last 24 hours?
2. What life question is raised for you?

Act II Visit the Other World (printed on design)

Act III Appointed person read a quote from the Journal

Question for the day

1. How has this reading illuminated your concern? (printed on design)

Act IV Question

1. What are some potential bold moves you could begin tomorrow?
2. Write a prayer on behalf of the world, Global Servant Movement.

Ring bell.

Duration: 10 minutes

That the design, questions and Sea of Tranquility be printed on cards that can be carried by people on the road and each person keep a personal journal.

THE FAST

It is recommended that we continue the dynamic of the fast for the coming year as one of our common global practices. For this to be a meaningful occasion, it is necessary that at the Sunday's house meeting, the house should plan ahead, deciding corporately the arena of the fast and that area councils should reflect on the use of the fast at its September meetings.

The experiment would for this year have the whole globe fast one day at the beginning of the year, then rotate area by area around the globe. We would require of Research Centrum the creation of a manual which will hold some of the stories of those who have fasted such as Gandhi, necessary contexts and conversations to be used by our houses around the globe.

ROUND TABLE

It is recommended that the Ecclesiola dynamic of College, Seminary and Sodality be held this year and that the GRA structure be used. We would require Research Centrum to make available the construct.

SECTION IV: FORMATION  
PART 4

TRAINING FORMATION POST

In order to give form to the consensus to intensify training of the order and the movement, we recommend.

AT THE REGIONAL LEVEL.....

-it is recommended that each quarter in each Region a profound commitment course be held for the order and the movement. This might be an RS-1, a Profound Humanness Lab or the Voyage.

-it is recommended that a TRACKING of the training experiences of each Order member and movemental colleague be commenced by all Regional Houses.

-it is recommended that each house set aside a weekend during the first weeks of quarter III to be used for COLLECTING all training constructs created or adapted by the House. The data should then be sent to the Training Formation Post as the basis for work on standardizing our constructs.

AT THE CONTINENTAL OR AREAL LEVEL....

-it is recommended that PEDAGOGICAL TRAINING be implemented across the Area. This will include LENS facilitator training, HDTI, ITI, RS-1, and Impact events.

AT THE CENTRUM LEVEL

-it is recommended that a TRAINING FORMATION POST be established to carry off the functions outlined in the Functions of the Training Formation Post chart.

## FUNCTIONS OF TRAINING FORMATION POST

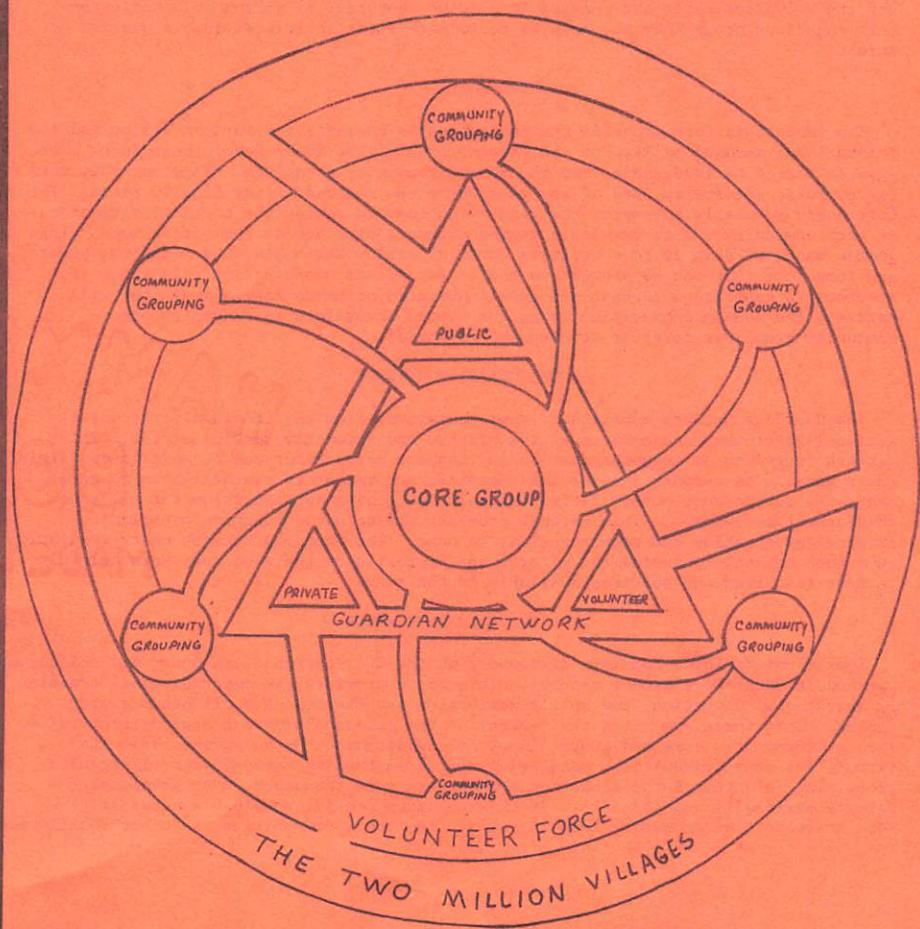
I TOWARD A GLOBAL FACULTY	II TOWARD A GLOBAL CURRICULUM	III TOWARD A SUPPORT SYSTEM
A COLLECTING LOCAL TRAINING CONSTRUCTS	A CATALYZING FORMATION EVENTS	A ESTABLISHING TRANSNATIONAL TRAINING SCHEDULES
B BUILDING FUNCTIONAL TRAINING ARCHIVES	B GLOBALIZING TRAINING EVENTS	B RECOMMENDING GLOBAL FACULTY ASSIGNMENTS
C CREATING REGIONAL CENTER LIBRARIES	C REBUILDING CORE CURRICULUM	C INITIATING PEDAGOGICAL DEVELOPMENT SYSTEM
D DOCUMENTING MOVEMENTAL COMMON MEMORY	D CONDUCTING EXPERIMENTAL TRAINING	D RECOMMENDING TRAINING JOURNEY ASSIGNMENTS
E DEVELOPING BUDGET/FUNDING SYSTEMS	E DEVELOPING EVALUATION PROCESSING	E RECOMMENDING HDTI & ITI ASSIGNMENTS

This chart is a screen for brooding over the journey of care and the events, form and context that are elements of that journey.

MOVEMENT FORMATION CHART				
	Focus of Care	Journey Event	Decision Required	Social Form
INDIVIDUAL	My Self	Forums	Awakenment	Missional Family
LOCAL	My Community	Consults	Engagement	Signal Community
NATION	My People	Councils	Leadership	Human Development Zone
GLOBE	All People	Symposiums	Covenant	Global Movement

SECTION IV: FORMATION  
PART 5

MOVEMENT FORMATION



## Toward Movement Formation:

## THE HUMAN DEVELOPMENT COALITION

In the creation of the Human Development Coalition the Core, the Guardian Network, and the Volunteer Force are focused in a joint venture. By making this Coalition a self-conscious group they are able to coordinate their activities into a unified thrust.

## THE CORE

The leadership Core provides the comprehensive context, the futuristic vision and the motivational accountability for the present task of the Human Development Zone. The Core is formed by leadership from the zone's community groupings. Together they form the symbolic leadership core of the zone where the responsibility finally rests. The Core meets regularly to report the zone situation, to review the tactical directions of each community and to develop a common maneuver plan across the entire zone. This common maneuver plan is to coordinate tactical action increasing the momentum, power and resources that can be brought to bear. Beyond its coordination role the Core attempts to generate a context and spirit momentum of human development that will motivate the zone's communities to extend beyond themselves in awakening other community groupings to their development potential.

## THE GUARDIAN NETWORK

The Guardian Network consists of representatives from the local, district or national government and members of the private and voluntary service sector. This network functions as an authorisation and support network for one or more zones within their area. The network insures that services and resources are available to accelerate the development possibilities, as well as to give authorization for all zone development activities. This network provides the valuable function of bringing external expectation and accountability to bear. The Guardian Network meets regularly in a zone council to review the efforts and victories of the zone and, when helpful, to make resources and services available to the zone.

## THE VOLUNTEER FORCE

The Volunteer Force consists of members of the ICA, national trainees, and colleagues trained in Human Development methods. This force provides the methodological training, organisational direction, and spirit motivation for the zone and all other support forces. This force evaluates the journey of the zone and provides appropriate training for community, core and guardian network leadership. On a regular basis they circuit the zone communities, catalyzing and strengthening community level organization. The Volunteer Force links the communities with the other Human Development efforts nationally and globally. In this way they provide a valuable potential for interchange of community leaders between the local communities and other locations.

SECTION II

MANIFESTATIONS

- Part 1    The Region
- Part 2    Demonstration
- Part 3    Structural Reformulation
- Part 4    Geographic Coverage

HAMMERBOND  
BOND  
MADE IN U.S.A.

OPERATIONAL SUPPORT SYSTEM: The sixth dynamic is the Operational Support System which included, 1) Multi-sector Program Engagement, 2) Inclusive Authorization Frame, 3) Locally Initiated Support, and Actuated Funding Schemes. This dynamic has to do with the direct involvement of the Human Development Cadre with on-going societal structures in order to assure the authorization and engagement of the four sectors in the funding and delivery of goods and services to the replication villages. This is illustrated in the Public and Private sector involvement in the Human Development Coalition in North Sumatra.

ON-GOING COMPREHENSIVE TRAINING: The seventh dynamic of the new phase of replication is On-Going Comprehensive Training which includes; 1) Sector Forces Empowerment, 2) Human Development Schools, 3) On-the-Job Local Training, and 4) Profound Humanness Constructs. The key is the phased journey that will enable the webbing of the theoretical, practical and spirit dynamics of training in order to empower all four sectors as they are involved in the local/regional tasks of human development. This dynamic is emerging now in locally stylized Human Development Schools in Indonesia.

UNIFYING MYTH FACTOR: The eighth dynamic of the new phase of replication is Unifying Myth Factor which includes 1) National Integration Story, 2) Visible Commitment Symbols, 3) Profound Declaration Prose, and 4) Global Network Sign. The key is the breakloose of a new myth that articulates the local vision of replication, (This is a national priority, not just an ICA program), declaration in prose to history and symbolizes the commitment of individuals, communities and nations in the significant task of comprehensive human development. This dynamic is emerging now in the new village movements in Africa, India, Indonesia and the Philippines.

PHASED GEOGRAPHIC COVERAGE: The ninth dynamic, Phased Geographic Coverage, consists of 1) Comprehensive Penetration Designs, 2) Regular Interchange Methods, 3) Structural Delivery Actuation, and 4) Social Fabric Mutation. The breakloose in this dynamic is to phase the expansion within the replication scheme not village by village, but by clusters replication, not only in village actuation but within the formation of 4-sector coalition support and cluster interchange in order to empower the catalytic shift within the social fabric in the related geography as well as in the particular turf concerned. This has begun to be seen in the requests from many sources to "come and do our nation/state/county."

1. Pedagogy training is crucial to movement building, especially when you see that the local situation is the teacher.
2. The keystone imagery is powerful, especially for local communities in rehearsing their past and in planning.
3. Documentation absolves.
4. Interchange accelerates everything.
5. Everyman is a potential spirit man.
6. A real guardian comes from placing the next historical demand on him, not from pestering implementaries.
7. Plan with the establishment more than propose to them.
8. Never get yourself into a situation of having to transfer leadership.
9. Mythology is a crucial element in movement building - servant force to the globe.
10. Our objective is not the 2 million, but the NSV/NRM through the move on the 2 million.

The following is a description of the Formation Fortnight used in Continent Europe this year.

**Rational Objective:** To equip people who care about the next decade of the development of primal community with practical images and methods for effective service.

**Existential Aim:** To raise the vocational question from the indicative of engagement in the context of profound living and exemplary style.

**Practical Intent:** To get interns and circuiters.

**Journey Method: Part I:** In teams, require a seemingly impossible task of documentation of the awakening campaign. This is a sink or swim approach to creating the teams. The work must be pulled together by the group (not editorial board) and published elegantly, yet rapidly. This is a radical demonstration of trust in the wisdom and capacity of local people.

**Part II:** In teams, do a repetitive series of modules which rehearse basic methods, demonstrate them have the team members practice them. This is direct training, under the image that after Part I the teams are fascinated/dreaded with the possibility of doing themselves what they have already documented. At the same time, evenings are ecclesiolas and celebration.

**Part III:** The teams are called upon to demonstrate their methodological skills by hosting a larger group and using the basic methods to create a projection of the future. The context for this work must be carefully laid relative to geography and time. Key is a great celebration and the teams as task and support units.

From this kind of dynamic, people are equipped with methods they have confidence in and are ready to lead and set up Town Meetings and other events in their own communities and beyond. They are also asking about the key to our motivity, which allows them to take RS-I not as awakening but as a way to transparentize profound symbols and relate to historical origins and destiny.

SECTION IV: FORMATION  
PART 6

ORDER TRAINING

## ORDER TRAINING

## IMPLEMENTATION

The primary responsibility for training the Order lies with the House and Team priors. The 3-quarter curriculum will be utilized as seems most appropriate for the particular location -- this may involve collegiums, P.S.U.'s, week II sessions, or other creative innovations.

The Order Training Hot Spots will be dealt with by the following groups:

<u>Category</u>	<u>Responsible Group</u>
Order Journey Pillars	Research Centrum and Houses
Spirit Tools Prowess	House Curriculum
House/team Curriculum	House Curriculum
Comprehensive Constructs	House Curriculum
Re-imaged Core Curriculum	Training Post
Pedagogical Prowess	Training Post
Strategic Education	House Curriculum
Functional Learning	Training Post
Globalized Phase I Models	Phase I & Assignments Commission

The 8-year training rationale provides a screen for making assignments which care for the Order. A questionnaire will be created by the Training Post to be sent to all houses in April, 1981. The form will ascertain the training history of Order members and will be returned to Chicago Nexus by May 30, 1981 in order to inform next year's assignment. In addition to missional requirements and individual requests, the 8-year training rationale will help to inform the assignment process. Furthermore, in conversations with persons interested in associating themselves with the Order, this screen provides an exciting future to be undertaken.

Preparation steps for extending the Phase I program:

- |                     |   |
|---------------------|---|
| STUDENT HOUSE       | <ol style="list-style-type: none"><li>1. Recruit international participants into the Student House during 1980-81 in preparation for taking the program overseas during 1981-82.</li><li>2. Assign international couples to the Student House faculty this year to be trained for faculty in future expansion.</li><li>3. Have each nexus research Student House replication feasibility by determining potential constituencies, visa and education issues, student job openings, missional engagement opportunities and data regarding the cost of living.</li><li>4. Intensify the missional engagement of this year's Student House participants in the direct work of building human community and explore alternative locations for North America's Student House to facilitate this intensification in the future.</li></ol> |
| HIGH SCHOOL         | <ol style="list-style-type: none"><li>5. Emphasize the development of High School cluster constructs and the post High School journey design.</li></ol>   |
| EMERGING GENERATION | <ol style="list-style-type: none"><li>6. Document and distribute present 6th grade rite of passage construct for experimental use outside N.A.</li><li>7. Conduct one summer camp outside N.A. this summer.</li><li>8. Review 80-81 assignments configuration through the screen of #'s of E.G. so that intentional E.G. structures can be most effective.</li><li>9. Prepare a manual for House use in supplementary and remedial E.G. education as well as correspondence school tracking and tutoring.</li></ol>   |
| PERMEATION          | <ol style="list-style-type: none"><li>10. Continue the Los Angeles schools impact and launch 3 or 4 more impact probes in the local school systems in other Areas.</li><li>11. Conduct a Pre-school Teachers Training Institute at the 5th City Pre-school for H.D.P. Pre-school teachers -- 2 to 4 persons per quarter; and, prepare Sumer '81 Camp and preschool to be global Imaginal Education Labs.</li></ol>  |

ORDER TRAINING INTENTIONALIZATION	DEPTH TRAINING INTENSIFICATION	EDGE TRAINING EXPERIMENTATIONS
<p>Order Journey Pillars</p> <ul style="list-style-type: none"> <li>-- Experience-mat</li> <li>-- Journey Rationale</li> <li>-- Assignment Screen</li> </ul>	<p>Comprehensive Constructs Rationale</p> <ul style="list-style-type: none"> <li>-- Issues (needs) screen</li> <li>-- Program Chart</li> <li>-- Intents Statements</li> </ul>	<p>Strategic Education</p> <ul style="list-style-type: none"> <li>-- Structural Reformulation</li> <li>-- Public Image Skills</li> <li>-- Regional Framing and Funding</li> </ul>
<p>Spirit Tools Prowess</p> <ul style="list-style-type: none"> <li>-- Solitary Reflection</li> <li>-- Corporate Reflection</li> <li>-- Tools Creation</li> </ul>	<p>Re-imagined Core Curriculum</p> <ul style="list-style-type: none"> <li>-- Evaluation</li> <li>-- Revision</li> <li>-- Delivery</li> </ul>	<p>Functional Learning</p> <ul style="list-style-type: none"> <li>-- Basic Literacy</li> <li>-- Global Language</li> <li>-- Management Training</li> </ul>
<p>House/team Curriculum</p> <ul style="list-style-type: none"> <li>-- Common Memory</li> <li>-- Teamhood</li> <li>-- Methods Lab</li> </ul>	<p>Pedagogical Prowess</p> <ul style="list-style-type: none"> <li>-- L.E.N.S.</li> <li>-- H.D.T.I.</li> <li>-- Strategic Thinking</li> </ul>	<p>Globalized Phase I Models</p> <ul style="list-style-type: none"> <li>-- Summer Camp</li> <li>-- House E.G. Structures</li> <li>-- Rites of Passage</li> </ul>



STUDENT HOUSE CURRICULUM IMAGES  
FORMAL CURRICULUM

CYCLES  
BY  
WEEK  
ONE  
YEAR IN  
SIX CYCLES

DESIGN THEMES  
MORNING COLLEGIUMS  
SUPPER GATHERINGS  
WK II CONVERSATIONS

July	CYCLE I		SUMMER PROGRAM				FAMILY DISCONTINUITY				ORIENTATION		
August											PROGRAM PILLARS	CULTURAL EDUCATION	
September			COMMUNITY LIFE		EFFECTIVE STUDY		LEADERSHIP STYLE		RADICAL SERVICE		COMMISSIONING	RURAL CELEBRATION	URBAN LAB
	PLAN	PRIMAL COMMUNITY	PRACTICAL OPERATIONS	STUDY METHODS	CHARTING LAB	PLANNING METHODS	LEADERSHIP LAB	WORKSHOP METHODS	CLR IMAGES	EVALUATE			
		THE TEAM: Courage											
	VOYAGE	MYSTERY	Aweful Encounter	POVERTY	Inescapable Power	CHASTITY	Transformed State	OBEDIENCE	Infinite Passion	CYF			
November		LIFE EDUCATION		INTERIOR UNIVERSE		EXTERNAL WORLD		HUMAN DESTINY		EVALUATE			
	PLAN	IMAGINAL EDUCATION	ART FORM LAB	PSYCHOLOGY ART	LECTURE LAB	SCIENCE PHILOSOPHY			SOCIOLOGY HISTORY				
		THE ROUNDTABLE: Corporateness											
	RS-I	CONSCIOUSNESS	Authentic Relation	MEDITATION	Creative Existence	CONTEMPLATION	Moral Ground	PRAYER	Final Accountability	LENS			
January		TRANSESTABLISHMENT STYLE		REVOLUTIONARY HERITAGE		EFFECTIVE ACTION		DEPTH MOTIVITY		EVALUATE			
	PLAN	MORAL ISSUE	CYF PEDAGOGY	CHRISTIAN HERITAGE	SPIRIT MOVEMENT	7 REVOLUTION	CADEE LAB	SPIRIT METHODS	TEAM CARE				
		THE ECCLESIOLOA: Cave											
	ODESSEY	CARE	Original Gratitude	KNOWING	Universal Concern	DOING	Singular Mission	BEING	Transparent Power	AWAKENMENT LAB			
April		GLOBAL CONTRADICTIONS		LOCAL STRATEGY		VOCATIONAL DISCIPLINE		IMPLEMENTARY TACTICS		EVALUATE			
	PLAN	NATION WORLD	SOCIAL DEMONSTRATION	COMMUNITY POLIS	GRIDGING LAB	INDIVIDUAL FAMILY	LIFE PLAN	SUMMER VISION	CURRICULUM WRITING				
		THE GUILD: Creativity											
		TRANQUILITY	Radical Illumination	FAITH	Inalienable Peace	HOPE	Unspeakable Joy	LOVE	Endless Life	DEMONSTRATION LAB			
May		PLAN		SUMMER LAUNCH		SUMMER PROGRAM							
		ORBIT REFLECTION											
		SUMMER PREPARATION											
June													
July													

PHASE I PROGRAM SILENT HOUSE		TIME DESIGN						ORBIT VII CYCLE II	
		MON.	TUES	WED	THURS	FRI	SAT	SUN	
		R E S T							
5:15									
6:00		WAKE UP DAILY OFFICE							WAKE UP BUFFET BREAKFAST
6:30		COLLEGIUM	METHODS LABS			COLLEGIUM	WAKE UP DAILY OFFICE		
7:30		SPACE CARE						WK II TASK FORCES	METRO MARKETING
7:45		STUDY / PREPARATION							HOUSE CHURCH
		SCHOOL							
7:55		SNACK							
8:00		METRO MARKETING	GUILDS	METRO MARKETING	GUILDS	SPORTS/ SHOPPING			DISCONTINUITY
8:15		R E F L E C T I O N							
8:30		BUFFET SUPPER	SEMINARY	SODALITY (GUILD)	COLLEGE	WK II TASK FORCES	SUPPER		
8:45		INDIVIDUAL STUDY/ PREPARATION	STUDY HALL			WK II TASK FORCES  DESIGN CELEBRATION		FAMILY NIGHT	
9:00			PREPARATION						
9:15		BED TIME STORIES							
10:00		R E S T							

Consistent order and rhythm allows the students to appropriate the time design and make it their own.

Between the ages of 15 and 17 is the time when youth explore vocational options and directions. It is during these years that disciplined scholarship, missional engagement, Religious House participation, and global collegiality are intensified. The Order's response to this need has shown up in the formation of the cluster experiment four years ago. On the basis of these past years of experience and the work done in the Youth Presidium, the following global model has been created in order to continue and increase the success of the clusters.

The intent of the cluster model is to create an environment of vocational prowess, individual maturity, and participation in the mission through models that will work with the rest of the house or project.

# TOWARD YOUTH FORMATION

## High School Cluster Model

### CATALYZING THE MISSIONAL TASK

#### INTENTIONAL VOCATIONAL PREPARATION

MISSIONAL CAMPAIGNS	SOCIAL STRUCTURES	INTERCHANGE THREAD	PERSONAL CARE	HOUSE PARTICIPATION
<u>CNF INTENSIFICATION</u> <ul style="list-style-type: none"> <li>• training</li> <li>• orchestration/documentation</li> <li>• set-up</li> </ul>	<u>DECISIONAL SCHOOLING</u> <ul style="list-style-type: none"> <li>• grades</li> <li>• study</li> <li>• goals</li> </ul>	<u>EXPANDING COMMUNICATIONS</u> <ul style="list-style-type: none"> <li>• newsletters</li> <li>• phone calls</li> <li>• personal communication</li> </ul>	<u>GUARDIAN / STUDENT RELATIONSHIP</u> <ul style="list-style-type: none"> <li>• school accountability</li> <li>• person. relation.</li> <li>• guardian/parent interchange</li> </ul>	<u>SPIRIT SUSTENANCE</u> <ul style="list-style-type: none"> <li>• spontaneous celebration</li> <li>• planned celebration</li> <li>• spirit motivations</li> </ul>
<u>AREA / CONTINENTAL EVENTS</u> <ul style="list-style-type: none"> <li>• summer program</li> <li>• area councils</li> <li>• H-D-T-S.</li> </ul>	<u>EXTRA-CURRICULAR ACTIVITIES</u> <ul style="list-style-type: none"> <li>• clubs</li> <li>• sports</li> <li>• student government</li> </ul>	<u>ANNUAL PRESIDUM</u> <ul style="list-style-type: none"> <li>• finances</li> <li>• documentation</li> <li>• implimentation</li> </ul>	<u>INTRA-CLUSTER RELATIONSHIPS</u> <ul style="list-style-type: none"> <li>• accountability</li> <li>• care</li> <li>• solitary brooding</li> </ul>	<u>HOUSE CONTINDIM</u> <ul style="list-style-type: none"> <li>• enablement assignment</li> <li>• quarterly assignment</li> <li>• symbolic roles</li> </ul>
<u>LOCAL ENGAGEMENT</u> <ul style="list-style-type: none"> <li>• local cores</li> <li>• HDP engagement</li> <li>• program engagement</li> </ul>	<u>SOCIAL ACTIVITIES</u> <ul style="list-style-type: none"> <li>• school related</li> <li>• with friends</li> <li>• church groups</li> </ul>	<u>CLUSTER SPIRIT LIFE</u> <ul style="list-style-type: none"> <li>• cluster meetings / celebrations</li> <li>• cluster space</li> <li>• tutoring</li> </ul>	<u>JOBS &amp; FINANCES</u> <ul style="list-style-type: none"> <li>• personal budget</li> <li>• medical needs</li> <li>• jobs</li> </ul>	<u>TIMELINE COORDINATION</u> <ul style="list-style-type: none"> <li>• study</li> <li>• personal</li> <li>• missional</li> </ul>

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The intent of catalyzing the missional task is to most effectively focus the energy of cluster members in the internal life and external mission of the Religious House or Human Development Project.

#### MISSIONAL CAMPAIGNS

##### CYF Intensification:

Community Youth Forums are a vital part of the external participation for youth clusters. Training should be made possible through specific CYF training events or through experience in a forum. All CYFs should be documented and a copy of the document sent to Operations Centrum: Chicago.

##### Areal/Continental Events:

We intend to participate in the summer program by being engaged in the GRA, summer camp, project, and other programs. Area Councils will be attended by youth in the area who don't have a conflicting school schedule. The HDTs would also be an event which we would be engaged in and possibly trained at.

##### Local Engagement:

We intend to catalyze local engagement in the external mission by working with local cores, participating in work days and other programs (i.e., Town Meeting, film events, etc.). We see ourselves as capable of taking on leadership roles as well as practical enablement roles.

#### HOUSE PARTICIPATION

##### Spirit Sustenance:

Youth play a vital role in the spirit life of the house. They have a gift for enjoying life, enabling both structured celebrations and everyday work come off. Also, youth participation in every aspect of house life is a powerful sign that motivates the whole house.

##### House Continuum:

We intend to participate as full house members. The youth will be on house teams which rotate enablement assignments. In regards to quarterly assignments, cluster members may be assigned after checking to make sure there is sufficient time for doing personal study and the task effectively. Cluster members are expected to participate in all symbolic roles (i.e., Ecclesiola, House Church, daily ritual).

##### Timeline Coordination:

A typical weekly and daily timeline should be created by the cluster as well as each individual member prior to the beginning of each school quarter. It should include adequate study time, extra-curricular activities, and participation in the mission.

It is the intent of the Order to enable high school students to participate successfully in formal schooling; to engage meaningfully in the mission of the House and social activities; and to create the environment whereby they could be effective members of a family unit.

#### SOCIAL STRUCTURES

##### Decisional Schooling:

We intend for each member to set grade goals for their school quarter. Other cluster members and assigned guardians are responsible for holding the student accountable to homework, term papers, and marking period grades. Cluster members need to be encouraged to take school seriously and do extra and vocational studies for educational goals.

##### Extra-curricular Activities:

Highschool students are frequently affected in school life by how active they are in school. Activity in clubs, position in the Student Government, and participation in sports are valuable when it comes to getting scholarships. Cluster members need to be involved in organized youth activities such as these outside of the mission to get insight into the general lifestyle of the world around them.

##### Social Activities:

Each student needs to be pushed to be socially active in the community either through school, church, or neighborhood friends. Time needs to be set aside for youth to participate in social activities. It's helpful if a timeline is drawn up each week saying where you'll be and when.

#### PERSONAL CARE

##### Guardian/Student Relationships:

Guardians need to consistently hold students responsible to school, work, and social activities. They ought to establish a personal relationship beyond legalities so students can discuss problems that are not house issues. To enable such a relationship you might have family night together once a month. It is necessary that guardians and parents communicate at least once per quarter (by telephone letter, etc.). This will help to get both sides of problems and for guardians to understand family values to more efficiently deal with their charges.

##### Intra-cluster Relationships:

Each cluster member needs to be held accountable to House Life, Personal Care, school, social life, etc. by the other cluster members. The importance of each person's solitary time and space needs to be recognized and respected. Also, it is necessary to be available and ready to help with any problems of any one of the cluster members. In this way there will be a sense of care and friendship.

##### Jobs and Finances:

Budgets will be created to enable personal care, contributions toward house self-support, and to cushion the future relative to continual education.

(INTENTIONAL VOCATIONAL PREPARATION, Jobs and Finances continued...)

Ten per cent of a student's budget will go to enable self-support. In order to enable wide representation at the Presidium, 5% of one's salary will be set aside to cover travel expenses. Of the remaining 85%, 35% will be set aside for education and 50% for personal expenses.

The intent of interchange thread is to care for the spirit of cluster members to form a broad-based communications network that will keep us going as a global body.

**Expanding Communications:**

Each area will send out a monthly newsletter to every other cluster. (One copy also needs to be sent to Operations Centrum: Chicago.) This newsletter can take many forms such as printed, xeroxed, hand written, etc. Each cluster will make a phone call to a different cluster once every quarter. Finally, each cluster member should ask friends from other clusters about missional activities, house life, etc. during personal communication.

**Annual Presidium:**

We will hold an annual presidium. It will be in Chicago, the third weekend of February. Each house and area needs to hold this in their timeline. Prior to and after the presidium, houses with clusters will hold collegiums in order to look at the state of the youth revolution. It is pre-supposed that the models created by the presidium would be implemented upon returning to the houses and projects.

**Cluster Spirit Life:**

We will maintain cluster spirit life through holding weekly cluster meetings and quarterly celebrations. The topics for discussion in these meetings will include CYF, special assignment requests (ie, school plays, etc.). Also, each cluster should have a special assigned place in the house to enable studying.

In order to responsibly make a vocational decision, a human being must have distance on its life situation. Only then can the individual objectively discern the intentional style and the practical actions required to best deal with its concern for the globe. The last three years of Phase I are designed to beckon such a decision.

Initiating the vocational decisions requires that the youth dialogue with those peers which show up in a secular context. This serves to bring the youth in contact with alternative lifestyles and values. Further, the concerns of each youth, and their peers, along with recommendations for practically dealing with those concerns need to be articulated. This can best be actuated at the University with other students or in a post-high school job with other employees.

It is critical that the time after high school not be imaged simply as an opportunity to get away from the Order, but rather as a time to get distance on the Order's role in society. This requires that each youth have clarity on the intent of their time spent out of the Order structures and also on the relationship that this time has to their like-long journey. The building of a life time-line will allow each individual to creatively struggle with these issues.

Although each person's vocational decision must finally be made by that individual, there are a variety of helpful alternatives that the Order provides which can give concrete examples of different forms of authentic engagement. By attending these programs and events, the youth experiences how one group of people have decided to deal with their vocational resolve. For instance, youth can image themselves as working voluntarily in a Human Development Project or other community development activities after high school. Moreover, the Global Academy can provide the self-story necessary for launching a career and sustaining a vocational decision.

Finally, to convey to each youth that the order has decided to honor and to nurture their journey, it is recommended that a representative(s) from the Order meet with the individual one year after graduation from high school. At this meeting, learnings which the youth has experienced would be conveyed and possible next steps would be discussed. It is not intended that this correspondence be a time of strict accountability but rather one of a blessing which expresses the care that the Order has for that individual's life.

SECTION IV: FORMATION  
PART 7

INSTITUTE FISCAL

- WHAT** The profound intent is to empower every Region to establish an on-going development program, which can expand our funding base in each location around the globe.
- WHY** The move in this direction is mandated by our increasing missional activity, calling for the effective mobilization of locally based troops to intensify the expansion and nurture of the constituencies in their geography so that a solid support base can be established in each Region. This move is now necessary because the extensive and complex missional thrusts of the Regions can no longer be effectively represented by remote forces on an occasional basis, but requires the participation of those grounded in the program thrusts and located on the turf where the action is. "Every man a developer" has now become a practical necessity if we are to sustain a constantly expanding program across the globe and effectively involve those forces who stand ready to support such effective efforts.
- HOW** As the image illustrates, the first step is the generation of a realistic global budget, which includes both the sum of the Area program budgets and the Continental and inter-continental support expenses (i.e. Panchayat Trek, Nexus operating expenses, Councils, documentation, resettlement, etc.) The second step is the careful determination of Continental bottom lines to underwrite the the entire global mission, generated from dialogue between Nexus, Area and Regions. The third step would be the generation of the development screen within each Continent which determines how the total bottom line will be generated using the Development Nexus forces concerned and the Area/Regional Houses within each Continent - again in the midst of creating dialogue between House and Nexus forces. The fourth step is the establishment of a rationale that relates developed funds to program checks received. The relationship between monies raised and monies received is crucial to the ongoing dramatization of the cruciality of our participation in this activity in every location across the globe.
- Once these steps have been taken (each year), then the various forces would generate the appropriate maneuvers to systematically achieve their bottom lines, with regular interchange and accountability operating in both directions, serving to sustain motivity, effectiveness and creative dialogue.
- WHEN** The phased implementation of this mode of operation should be accomplished before June, 1981 (where not now operative).

		Month \$	Year \$
LOCAL MISSION	a. House Program Expenses		
	b. Training Program Events, Consults Project Capital. (HDTS, ITI etc)		
	c. Area Expenses Area Prior interchange Brochures Development		
Total			
CONTIN- ENTAL SUPPORT	a. Nexus Expenses Printing & publishing facility communication office equipment rental/maint'ce		
	b. Centrum Travel Development Management Research Operations/program		
	c. Continental Program Continental Council Global Research Coll(GRA)		
	d. Debt Retirement O.E. Debt Resettlement		
	e. Professional Fees		
	f. Salaries and Payroll Taxes		
	g. Interest		
	Total		
INTER- CONTIN- ENTAL SERVICE	a. Staff Resettlement continental inter continental		
	b. Inter continental travel band meeting program staffing global treks(Wedge) panchayat		
	c. Program Support Award		
	Total		
GRAND TOTAL			

Global Budget In order to cover the cost of Continental and Intercontinental services each continent/zone on Nexus books will designate a minimum of 5% in their total budget for intercontinental services and each continent not on/in Nexus books will budget a minimum of 5% for continental support and/or intercontinental services.

Context: The Institute of Cultural Affairs operates within a common financial system to raise and disburse global funds. The following recommendations are designed to increase the effectivity of this system by relating structurally every missional unit directly to the generation of global income and the determination of global disbursement.

1. By October 1, 1980, a global budget for 1980-81 will be created at Area and Band meetings. This will include three categories:
  1. Regional (areal) expenses
  2. Continental (zonal) expenses
  3. Inter-continental expensesThis process will be enabled by Management Centrum.
2. By October 1, 1980, a global development and program income bottom line (or objective) for 1980-81 will be established by Development Centrum in consultation with the other centurms and with reference to the emerging global budget. This total amount will then be apportioned to the 32 areas as local bottom lines, based on a careful estimate of areal capacity and resources, and after consultation between Global Development Centrum, the Area Priors and the Global Panchayat.
3. By November 1, 1980, a distribution system will be created and implemented by Management Centrum in consultation with the Area Priors. This system will be designed to enable regular, predictable program checks to all regional houses and nexus locations. The amount released will generally be the same percentage of the local budget (region/area) as the percentage of income actually deposited in relation to the assigned bottom line. This system will be monitored by the Global Finance Commission and administered with the flexibility necessary to respond to missional demands.

The above recommendations represent the broad outline of a refinement of our fiscal system. Many implementational details and implications will need careful consideration and resolution by November 1, 1980.

SECTION IV: FORMATION  
PART 8

ORDER FISCAL

## PROPOSED OE GLOBAL BUDGET GUIDELINES

STAFF LEVEL		BUDGET LEVEL																							
		12	18	24	30	36	42	48	54	60	66	72	78	84	90	96	102	108	114	120	126	132	138	144	150
BUDGET CATEGORY		Y	A	Y	A	Y	A	Y	A	Y	A	Y	A	Y	A	Y	A	Y	A	Y	A	Y	A	Y	A
FAMILY	ADULT	1	1	2	3	3	4	4	5	6	6	7	7	8	9	9	10	10	11	12	12	13	13	14	15
	YOUTH	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50
FUNDS	TRUST	8	12	16	20	24	28	32	36	40	44	48	52	56	60	64	68	72	76	80	84	88	92	96	100
	TASK	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50
COSTS	FACILITY	8	8	12	12	16	16	20	20	24	24	28	28	32	32	36	36	40	40	44	44	48	48	52	52
	OPERAT.	6	6	9	9	12	12	15	15	18	18	21	21	24	24	27	27	30	30	33	33	36	36	39	39
LIVING	FOOD	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3
	CARE	8	8	8	9	9	10	10	11	11	12	12	13	13	14	14	15	15	16	16	17	17	18	18	19
TOTAL		28	20	27	35	37	42	44	49	51	57	59	65	67	72	74	80	82	88	91	93	98	100	105	107

GUIDELINES FOR SELECTING A MISSIONALLY EFFECTIVE STIPEND BASE:

The family stipend is intended to cover personal appearance (clothing, toiletries, hair cuts, etc.), personal decor, reading materials (books), personal and family celebrations, smoking materials, writing material, gifts, relations with extended family, basic health costs (20%), and savings. The stipend is intended to be sufficient to meet a family's basic needs over an extended period of time without being supplemented by outside sources.

1. We recommend the adoption of a new global budget guideline chart.
2. We recommend that the council resolve that each area in the globe (with the exception of the continent of India) raise its stipend base by at least one level on the new recommended global budget guidelines chart.
3. We recommend that a major value in the more "highly developed" countries be its relation to the poverty index. The major focus needs to be here rather than a comparison to how much it was "last year." We seem to be past the point of deciding whether such a move is feasible. Care for the order at this point in time seems to indicate that our efforts must be placed in the arena of how we do this.
4. We recommend that in the more "underdeveloped" countries that the stipend base be related closely to the monthly family income of the majority of the kind of people who will enter the house and the global movement.

FURTHER RECOMMENDATIONS

1. We recommend that the stipend amount for deployed youth (youth who receive a separate stipend check) be raised from 1/3 to 2/3 of the adult stipend base so as to more adequately reflect the costs of a person operating in many ways as a single family unit.
2. We recommend that houses (primarily in the first world) be given the option where needed of budgeting a monthly fixed amount into the care budget to supplement the regular monthly stipend of interns in order to provide the kind of economic flexibility formerly provided by the negotiated intern stipend.
3. We recommend that the food amount at each stipend base level be considered a guideline rather than a fixed amount.

CLARIFICATIONS ON SHIFTS IN GLOBAL BUDGET GUIDELINES' CHART

1. The new chart is in increments of six from \$12 to \$150. The old chart was a rational pattern of \$12 and \$6 increments between \$12 and \$96.
2. The new chart has larger amounts recommended for facility, operations, food, and care.

RECOMMENDED SHIFTS IN THE USE OF GLOBAL BUDGET GUIDELINES' CHART

1. Since 1974 all persons in the same location have received the same monthly stipend. This shift removed the kind of financial flexibility possible with the negotiated intern stipend that enabled a limited one-year covenant by an intern family. The suggestion to provide for houses the option, where necessary, of budgeting a fixed amount into the care budget will give a new kind of flexibility to deal with special financial needs of intern families.
2. Food up to this point has been a fixed budget amount from the chart. The recommendation is that the food amount on the chart be considered a guideline and not a fixed amount.

SELF-SUPPORT GUIDELINES

CONTEXTUAL STATEMENT      The seriousness in the last year regarding self-support and the creativity in finding strategic and new sources of income needs to continue in the next year. The following guidelines are laid out to protect the integrity of ICA programs and guard us in the arenas of public image, visa/work permits, tax and legal status. Wherever exceptions to the guidelines are considered, it is critically necessary that these be examined in consultation with Management Centrum and the Legal Commission.

WE RECOMMEND THAT WE CONTINUE TO OPERATE WITHIN THE FOLLOWING SELF-SUPPORT INCOME GUIDELINES:

1. Permeation jobs are still our most viable means of self-support and are considered our primary and foundational method.
2. Salary line items written into grants secured by the ICA are paid to individuals who may voluntarily donate an equivalent amount of money to the ICA, not O:E.
3. In the use of consultancy income: (a) checks made out to the ICA are not self-support income; (b) course and program fees are not self-support income.

## GUIDELINES FOR SELF-SUPPORT EXPENSES

We resolve that in 1980-81 self-support include stipends, trust/task funds, food, care, facility, operations, and Global Mission Fund. We recommend that the Area Prior's Travel expense be moved from the Global Mission Fund to ICA expense. We further recommend that summer camp and Miscellaneous Youth Travel become an Education Fund expense.

Facility covers the rent of the house. In-kind or \$1-a-year possibilities is always encouraged as the first alternative. Operations is the total monthly expenditures for utilities, repairs, and other necessary upkeep. Food budgets should provide for adequate and nutritious food. We would continue to in-kind as much of our food as possible. The budget allotment for food should be handled as a guideline only. Care covers house celebrations, corporate study materials, house decor, and symbolic items, permeation costs (travel, professional requirements), special school fees, child support, back taxes, and the special needs of intern families.

## UNIVERSAL PARTICIPATION IN SELF-SUPPORT

1. We recommend that the self-conscious brackets we have placed on self-support in India be removed and that we commission India over the next four years to become self-supporting in the context of our general principle. A meaningful step in this direction in the 1980-81 year would be for India to

self-support the stipends of those who have decided to be a part of the symbolic order who are assigned to that continent. We continue to understand that those under two-year covenant with the New Village Movement are exempt from this self-support principle.

2. We recommend that in Latin America and Africa the vehicle be created to include these continents in the Global Order books. A meaningful step for these continents to take toward the self-support principle would be to set aside the Global Trust/Task Funds during 1980-81 for the Symbolic Order.

9. RECOMMENDED CHANGES IN TRUST/TASK FUNDS OPERATING POLICIES (continued)  
TRUST FUNDS: (continued)

- Health: This fund cares for the health of Order members. The first choice for health coverage is a viable national health and dental insurance policy. The second choice is a comprehensive company health policy. The third choice is the Order's health insurance coverage with Hartford Insurance Company and dental insurance coverage with Illinois Dental Service. For health expenses not covered by plans, those expenses in one month above 20% of the family's stipend are covered under the health supplement.
- Education: This fund cares for the post highschool education of the Order's children. It provides up to a maximum of \$1500/year and \$6000 total per youth. Order youth are eligible to draw on these funds after the family has been in the Order one year. Major criteria for eligibility for the funds are that the student is working on a degree or certificate required for work. For students not able to participate in post highschool education plans, consideration is given to those wishing to gain special training. Twenty percent of the Phase I summer program expenses (exclusive of staff and EG travel to the camp) would be paid from this fund. Youth Christmas travel to nearest relative residing on the same continent (same area in SEAPAC) would also be paid from this fund.
- Culture: This fund cares for the symbolic life of the Order by covering expenses related to special events such as baptism, marriage, death, and related to the symbols of the Order.
- TASK FUNDS:
- Program: In the past this fund has provided for the expansion of the Order's mission through long range loans and direct contributions to the Institutes. Presently this fund provides transport for Area Priors and other Order members assigned to Guardian meetings, and interim stipends for Order members between locations.
- House Expansion: In the past this fund provided for annual resettlement intra-continentially and for prior's travel. Currently the Area budgets such expenses.
- Travel: In the past this fund provided for travel within an Area or Continent. Currently the Area budgets such expenses.
- Global Council: This fund is for the once-in-a-lifetime Total Order Council. The Area budgets travel expenses to the Annual Global Council.

## TRUST/TASK FUNDS

Chicago

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Out of the work in Quarter IV by Management Centrum, cross-centrum task forces, the Panchayat, the fiscal services team during the 1980 GRA, and Order Fiscal Task Force of Council the following list of recommendations for updating Global Trust and Task Reserve funds is made:

1. That the basic historical design of Order Trust Funds for the future care of individual order members and Order Task Funds as a reserve for the corporate mission of the Order be maintained on a 2/3 - 1/3 allocation formula.
2. That the one-to-one matching of stipend base to funds deposits be maintained for 1980-81 and reviewed annually in line with future stipend increases and fund needs.
3. That Order Trust Funds maintain the categories of Annuity, Health, Education and Culture, but at new percentage allocations and with the guidelines noted in recommendation #9.
4. That Order Task Reserve Funds contain only two categories of Global Council and Program Reserve with the % and guidelines noted below, thus eliminating the House Reserve and Order Travel categories.
5. That the current net worth of the total Trust/Task Reserve Fund be re-distributed on the 2/3 - 1/3 formula but within categories by the % noted in recommendation #10, which takes into account the symbolic, psychological, and future projected income and expenses.
6. That the current net worth of the overall fund be made more realistic by forgiving the accrued self-support debt globally as of 8/1/80. This would be for all years prior to the current 79-80 fiscal year. (As of 5/31/80--\$315,258). That the cash and dividend values of retirement annuity policies be determined and added to the balance sheet. It is estimated that these measures would conservatively leave a net worth balance of \$2,800,000. O:E Finance should do an internal audit to check and clarify the assets and liabilities current status and adjust the net worth and beginning fund balances in line with the recommendations in #10.
7. That the \$1,140,000 EI and ICA loans be retained as assets on the O:E T/T Funds books and a liability on ICA and EI books. It is recommended that the equity value in owned Religious Houses be determined and upon sale be used as repayment on these loans.
8. That a repayment plan of these loans be considered in building future Global Budgets.
9. RECOMMENDED CHANGES IN TRUST/TASK FUNDS OPERATING POLICIES  
TRUST FUNDS:

NO  
CHANGE

Annuity: This fund cares for Order members in their older years. Historically, it has been used to pay for the original six families' annuity program set up in 1962 with the Order as beneficiary, and to pay a portion of the retirement plan which Presbyterian ministers are required to participate in to maintain their clergy relationship.

	ORDER TRUST FUNDS				ORDER TASK RESERVE FUNDS			
	<u>Annuity</u>	<u>Health</u>	<u>Education</u>	<u>Culture</u>	<u>Global Council</u>	<u>Program Reserve</u>	<u>Total</u>	
PROPOSED NEW FUND BALANCES	300,000	400,000	1,000,000	100,000	300,000	700,000	2,800,000	
FUTURE ALLOCATION PERCENTAGES	3%	46%	15%	2%	10%	24%	100%	
PAST ALLOCATION PERCENTAGES	3%	33%	23%	7%	<u>G. Council</u> 5%	<u>O. Travel</u> 5%	<u>Program</u> 7% <u>House</u> <u>Expansion</u> 17%	100%

10. We recommend that Global Management Centrum design and send to the houses or do during a management trek a collegium to educate the Order on the Trust/Task Funds and the Global Budget Guidelines.

## METHODS CONSULTATION

Every house needs to assume corporate responsibility for its permeation/self-support model building and implementation. In a time when structural permeation has become a global strategical possibility for linking strategic permeation and self-support, groups of people at each nexus and/or regional house can corporately plan the viable structures for permeation in their particular situations and the related advantages and missional intents. This may take the form of a guild where more than one person is involved.

Opportunities for these types of structural permeation come through LENS and Development contacts as well as through the guardians network. These sources are aware of needs within structures for our methods and often have access to positions and opportunities. There is a willingness in companies and agencies today to pay good salaries to whomever can effectively enable their departments through programs, conferences, or seminars.

It is understood that every order member is a permeator. Therefore it is suggested that every person maintain and carry his/her credentials.

Other permeation forms include:

## TRAINING INC.

In Area Chicago, Training Inc. is already past the initiating phase and is ready to be used in other locations. If two or three house personnel need to be employed for self-support, Training Inc. is a viable means of self-support for not only that House, but also for other Houses as well. Manuals are currently being created for both curriculum and training, and the YMCA college in Chicago can also aid in marketing.

Training Inc. lends itself to being set up as a team effort between present house personnel and regional colleagues who could be beckoned to intern on the basis of the opportunity to participate in such a program. It could also be coupled with a quarterly Imaginal Education course that could create a pool of prospective new order personnel and an education guild. Therefore, we suggest that at least the four areas of the United States actively seek to set up one additional Training Inc. per area for area self-support and as a step in urban permeation. Many order members could update resumes and salaries by teaching in Training Inc. Other areas, where appropriate, should also investigate the possibility of this kind of self-support maneuver. An edge would be to investigate expanding the construct into management skills and other needed employment skills (i.e. like nursing.)

## GLOBAL LANGUAGE SERVICES

Global language services are currently used as a self-support scheme in Areas Cairo, Madrid, Hong Kong, Tokyo, and Rome where English skills are in demand from corporations and agencies. In all of these locations, the permeation factor is high as evidenced by students working directly in ICA programs, becoming guardians, consultants, patrons, etc. This provides an

## GLOBAL LANGUAGE SERVICES (continued)

opportunity for part-time employment involving the total staff with high income yield, releasing all staff for comprehensive missional engagement.

## RECOMMENDATIONS:

1. We recommend that the Assignments Commission be the structure to coordinate decisions relative to long-range job openings such as international school networks, multinational corporations, and key self-support consultancy opportunities to allow lead time to ensure key permeation jobs. Individuals, regions, areas, and centers with information about positions would get that information to the Assignments Commission who would together with the individual(s) and/or houses involved reach a decision about whether or not to take the job.
2. We recommend that where language teaching formats are being used, they be pulled together and circulated to allow other houses to begin a similar service in appropriate areas. To enable this, it is recommended that all formats be sent to Operations Centrum this Quarter (I) to be on file for houses interested in beginning immediately.