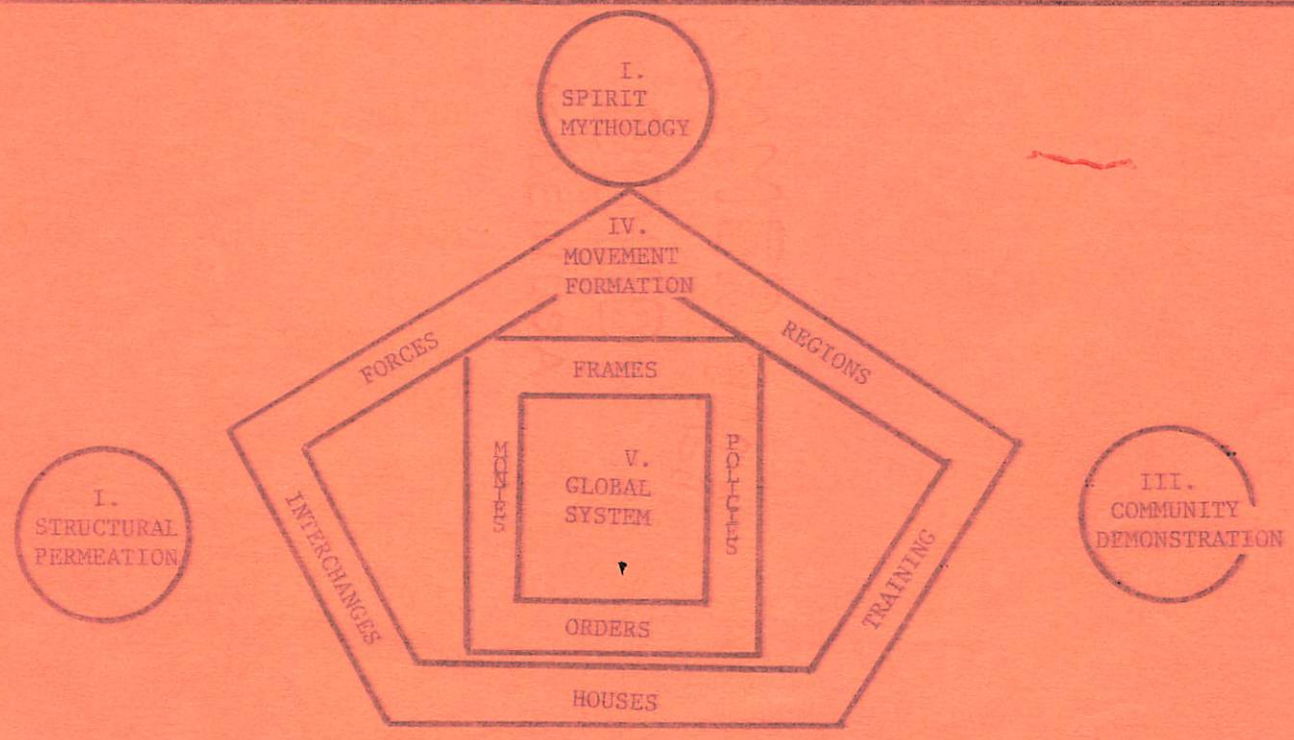


TEAM	STRATEGIC ARENAS	GRA STRATEGIC SYSTEMS
1. MASTER STRATEGIES 2. REGIONAL RELIGIOUS HOUSE 3. INCLUSIVE IMPACT	11. GLOBAL TARGETING 4. MASS MOVEMENT 7. <u>IMPACT SPECIAL CONSTITU.</u>	THE HOUSES THE COMMUNITIES
4. SPIRIT PRACTICES 5. STRUCTURAL PERMEATION	2. <u>GEOG. DEMONSTRATION IN COMMUNITY</u> 10. USE IMPACT TOOLS 5. RELATING TO 4 SECTORS 1. MYTH/SPIRIT 6. DEMONSTRATION/PERMEATION 4 SECTORS	THE MYTHS THE STRUCTURES
6. ORDER FORMATION 7. ORDER FISCAL 8. INSTITUTE FISCAL 9. PUBLIC FRAMING 10. MYTH DISSEMINATION	4. MASS MOVEMENT 13. FISCAL OPERATIONS 13. FISCAL OPERATIONS 12. PUBLIC CREDIBILITY 1. MYTH/SPIRIT CARE	THE ORDERS THE MONIES THE MONIES THE FRAMES THE MYTHS
11. COMMUNITY EXTENDITUDES	2. <u>GEOG. DEMONSTRATION IN COMMUNITY</u>	THE COMMUNITIES
12. MASS MOVEMENT FORMATION	3. DELIVERY STRUCTURES 4. MASS MOVEMENT 5. RELATING TO 4 SECTORS	THE FORCES
13. REGIONAL DESIGN	2. <u>GEOG. DEMONSTRATION IN COMMUNITY</u>	THE REGIONS
14. GLOBAL COVERAGE SCHEME	4. MASS MOVEMENT 11. GLOBAL TARGETING	
15. MASS MOVEMENTAL TRAINING 16. SYMBOLIC ORDER TRAINING 17. REPLICATION PHASING	14. TRANSRATIONAL ASSIGNMT 8. TRAINING 8. TRAINING 2. <u>GEOG. DEMONSTRATION IN COMMUNITY</u>	THE TRAINING THE TRAINING THE COMMUNITIES
18. SYSTEMATIC INTERCHANGE	3. DELIVERY STRUCTURES 9. METHODS DEVELOPMENT/ USE RESEARCH TOOLS	THE INTERCHANGES THE POLITIES



In an era of being the corporate Sign (the corporate Embodiment of Profound Humanness) that catalyzes the Proces 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 the rhythm of weeks in the quarter and the quarters in the year.

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 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 "in the field" to care for 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 circuiting or "in the field" work. 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 conciliar rhythm is to hold the Regional Council week 9, the Area Council, Week 10, followed by practical and implementational planning on the local and House levels. (In December a Continental Council supplants the Area Council.) See the Movemental Conciliar Screen for expected products and unique functions. Global consensus building mechanisms are held in an imaginal screen on the Quarterly Schedule Toward Empowering the Global Consensus.

THE YEAR: It is suggested that a Global Research Colloquy be held on each continent (on in some cases in the Area) in 1980-81 prior to the Global Research Assembly and the Global Priors Council in July 1981-82. (The Global Research Colloquy is a Research Assembly with global presence, using the world "colloquy" to differentiate it from the GRA held in Chicago. For plans, see the Research Centrum Band, David McCleskey; it is assumed that products, scheduling, etc. particularly on these first GRC's will vary relative to need, geography and movement maturity.)

Common Time Rhythm
GPC, 1980
Teams 2,13,13

THE QUARTERLY SCHEDULE
Toward Empowering the Global Consensus

THE LOCAL OPERATIONAL NETWORK								THE GLOBAL CONCILIAR FRAME				
THE REGIONAL ACTUATION The Religious House The Program Offices The Metro Cadres								THE MISSIONAL PLANNING Continent Area Region House				
CYCLE ONE				CYCLE TWO				CONTINENTAL PRIORITIZING				
CIRCUIT I				CIRCUIT II				REGIONALIS UNDERGIRDING				
Local Human Devel't Guild	Metro One	Metro Two	Metro Three	Local Human Devel't Guild	Metro Four	Metro Five	Metro Six	R P E L G A I N O N A L	C E O V N E T N I T N N E E T A L	A S V R E E A A L T	G T U A I C L T	H P O L U A S S
	Program Office	Program Office	Program Office	Program Office	Program Office	Program Office	Program Office					
	C	C	C	C	C	C	C					
	A	A	A	A	A	A	A					
D	D	D	D	D	D	D						
R	R	R	R	R	R	R						
E	E	E	E	E	E	E						
A	B	C	D	E	F	G						
							H	I	J	K	L	
1	2	3	4	5	6	7	8	9	10	11	12	13

COMMON TIME RHYTHM

Quarter I			Quarter II			Quarter III			Quarter IV		
Naming the Mission			Expanding the Mission			Intensifying the Mission			Deepening the Mission		
G R A	G P C	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S	C O N C I L I A R D Y N A M I C S
JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE

BEING THE NODE											local PLANNING	
IN THE FIELD			Regional Center	IN THE FIELD			Regional	IN THE FIELD			Guild/ House	
								*	*	*		
Wk 1	2	3	4	5	6	7	8	9	10	11	12	13

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
MISSIONAL ENGAGEMENT Daily Ritual and Collegium				CONTEXTING		
D A Y I				Roundtable Family Time Celebrative Meal Planning		

*Conciliar Dynamics
(See Toward Empowering a
Broad Consensus)
Global

HOUSE TRANSRATIONALIZATION

Chicago

Interchange Arena

Team 2,11,14,17

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.

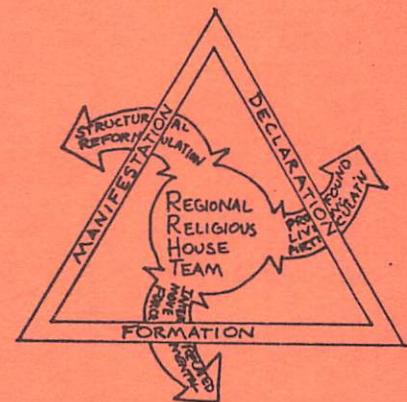
It is the intent of the Order in 1980-81 to: LAUNCH A 4-YEAR PHASE CALLED THE "REGIONAL RELIGIOUS HOUSE TEAM EXPERIMENT". We therefore recommend that we:

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 1980
NORTH AMERICA AND SELECTED SITES ACROSS GLOBE	SEVEN CONTINENTS	THE 24 & INTENSE PROGRAM #HDPs. COVERAGE
TO ENABLE MOVEMENTAL PENETRATION & FORMULATION	THE TURN TO THE WORLD TO CARE FOR THE GLOBE	THE 3 CAMPAIGNS OF * AWAKENMENT * ENGAGEMENT * DEMONSTRATION



GLOBAL FORMATION TRAINING CALENDER

Interchange Group
15, 16, 2, 9

WK QTR	1	2	3	4	5	6	7	8	9	10	11	12	13
II	USA ACADEMY					*Req'd Prof. Commit. Course	→					AREA COUNCILS PEDAGOGY DAY	
III	ACADEMY OUTSIDE USA					Req'd P.C. Course	→						
IV	USA ACADEMY					Req'd P.C. Course	→						
I	ACADEMIES - 3 LOCATIONS AT ONCE →												

* Profound Commitment Course re. RAJ, VOYAGE, Profound Humanness LAB

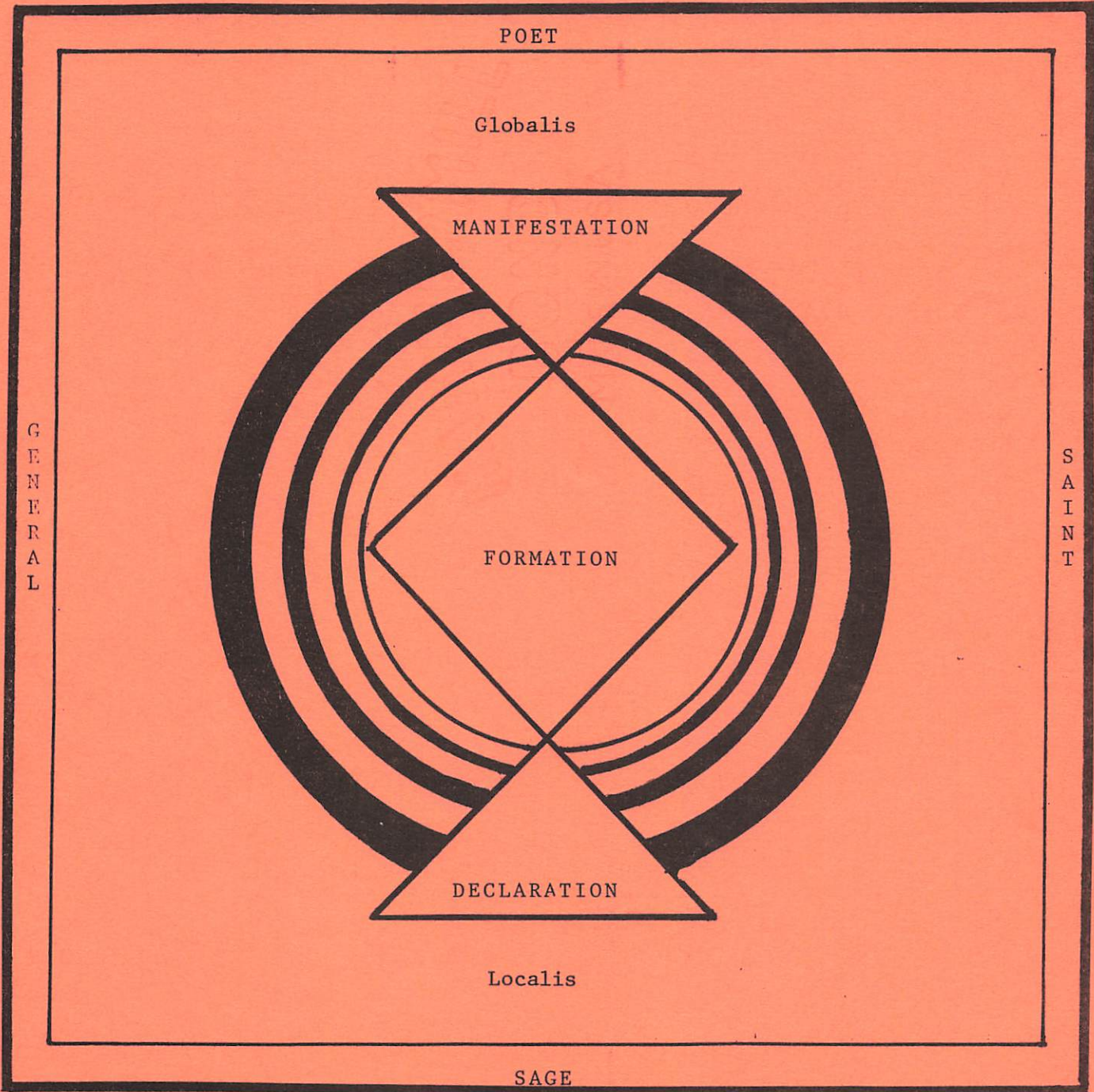
FUNCTIONS OF TRAINING FORMATION TASKFORCE

Interchange Group
15, 16, 2, 9

I	II	III
TOWARD A GLOBAL FACULTY	TOWARD A GLOBAL CURRICULUM	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 ADTI - JTE ASSIGNMENTS

TEAM 1

MASTER STRATEGIES



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Chicago

MASTER STRATEGIES

Team I1980 - 1984

MANIFESTATION

DECLARATION

FORMATION

The following Master Strategies are an expression of the consensus as to the task of the Order Ecumenical for 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.

This implies an intensification of programmatic activity and structural catalysis in geographically delimited zones in all activated regions. This will mean moving through local communities to catalyze structural care for the local, while directly enabling social structures in assume responsibility for local communities. This will require working comprehensively with diverse sectors and constituencies to develop a visible manifestation of the NSV which then can be extended to new geography. This further implies that urban probes and permeation experiments will be conducted in designated regions of the globe.

The Action modes of this strategy are:

1. The Human Development Zone
2. The Strategic Urban Demonstration
3. The Structural Permeation Experiment

The bold move in this strategy is to develop a mode of impact and demonstration which will deal intensively with all the communities and structures in a delimited geography and, at the same time, deal extensively with all communities and structures in the total assigned geography.

II. THE ETHICAL DECLARATION OF THE NEW HUMANESS

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 times.

The operational directions implied in declaring the new ethic are as follows. The declaration of the new ethic will be grounded in the concrete manifestations of human transformation. The declaration of the ethic rests on the comprehensive impact of all dimensions of human society in order to reveal the pluriform content of the new ethic. The declaration of the new ethic calls for a profound articulation of the new essentialism. The declaration of the new ethic demands the serious use of contemporary media tools to dramatize the emergence of the new human. The declaration of the new ethic moves thru the intensification of the local toward the synthesis at the global.

Chicago

Master Strategies page 2

Team I

The action modes of this strategy are:

1. The Human Factor Documentation
2. The Human Resurgence Proclamation
3. The Human Ethic Articulation

The bold move in this strategy is to go beyond localized application toward mass dissemination; beyond implicit methods transfer toward explicit ethical content; beyond individual local nurture toward global social signification.

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 vocationed to be the invisible college of the trans-establishment, engaged in the task of human development.

This implies an emphasis on making objective and global the sets of covenants under which Those Who Care are operating. It further implies that the emerging 30,000 will be systematically and structurally cared for through such things as regular circuits, frequents interchange between the local and all the other locals of the globe, the regular scheduling of spirit nurture constructs such as the round table and the call for participation in transrational assignment schemes, financial support and programmatic expenditure. It further implies a new depth of intentional training, both in methods needed for the particular demands and in the depth human context which allows expenditure to go beyond such demands. It further implies that there will be a new emphasis both on inclusive participation and on regular scheduling of movemental councils, praesidiums, and other polity occasions. Or again, this implies the provision of models and means of implementing profound awakenment and engagement in any local geographical or social situation to the movement at large. This means that regular planning and implementation meetings with Those Who Care and work to provide goods and services to the local in such a way as to demonstrate that this task is a destinally significant one. Finally the bottom line of all these implications is that the house itself must be a node of profound humanness.

The action modes of this strategy are:

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

The bold move in this strategy is to launch an intentional, systematic and highly strategic campaign to extend the disciplined collegiality of the Order and the Movement within each Region and across the Globe.

CHICAGO

The following three Master Strategies are recommended to the Council as an expression of the evolving consensus as to our 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.

Subsidiary intents are:

1. To move through clusters of signal communities to release social structures to deliver the needed goods and services.
2. To catalyze social structures to assume direct responsibility for the awakening and renewal of local communities.
3. To extend both modes of strategy to new geography.
4. To conduct delimited experiments in the radical reformulation of selected structures.
5. To implement a global urban signal communities design.
6. To accelerate local community renewal throughout every activated region.

The bold move in this strategy is to develop a mode of impact and demonstration which will deal intensively with all the communities and structures in a delimited geography and, at the same time, to deal extensively with all communities and structures in the total assigned geography.

II. THE ETHICAL DECLARATION OF THE NEW HUMANESS

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 times.

Subsidiary intents are:

1. To document and disseminate the stories of the transformation of individual and community life.
2. To reveal the authentic significance of the seven revolutions.
3. To discern the basic components of the symbolic universe for post industrial secular civilization.
4. To transparentize the world religions relative to the new ethic.
5. To experiment with multiple forms of art to dramatize profound living.

The bold move in this strategy is to go beyond localized application toward mass dissemination; beyond implicit methods transfer toward explicit ethical content; beyond individual local nurture toward global social signification.

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 vocationed to be the invisible college of the trans-establishment, engaged in the task of human development.

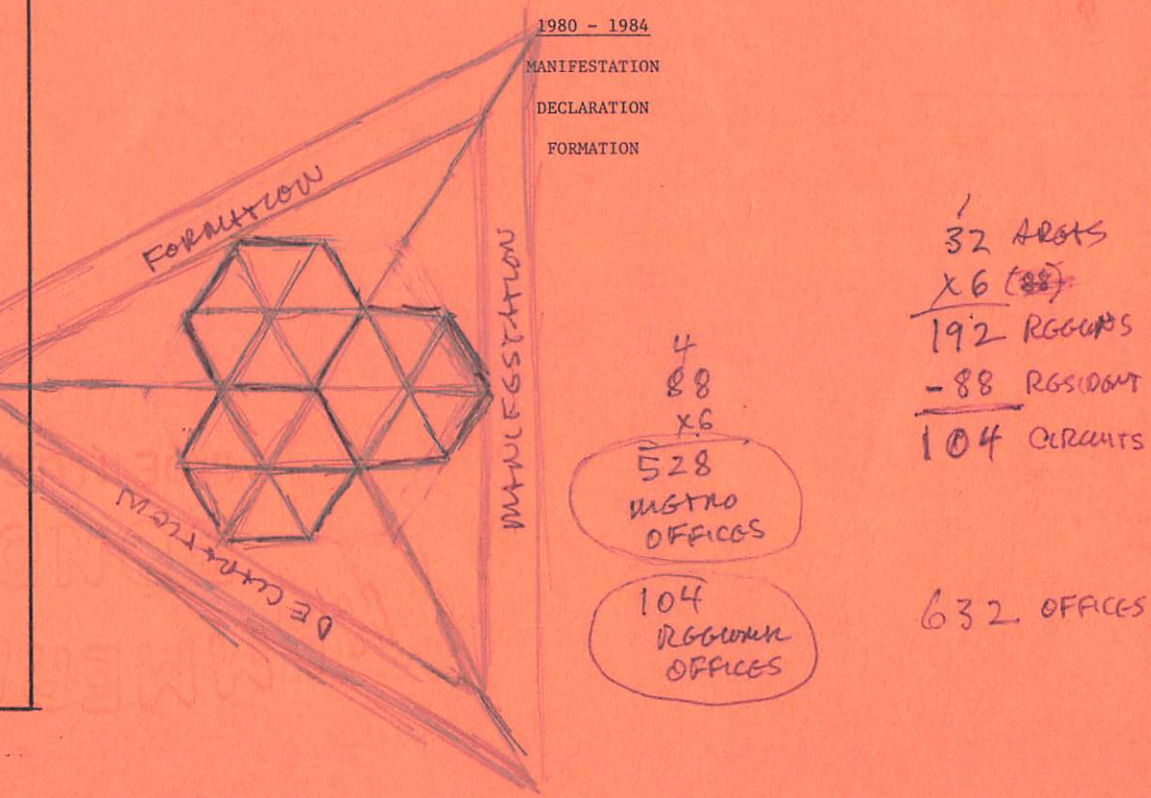
Subsidiary intents are:

1. To formulate further the pluriform order by shaping the covenant

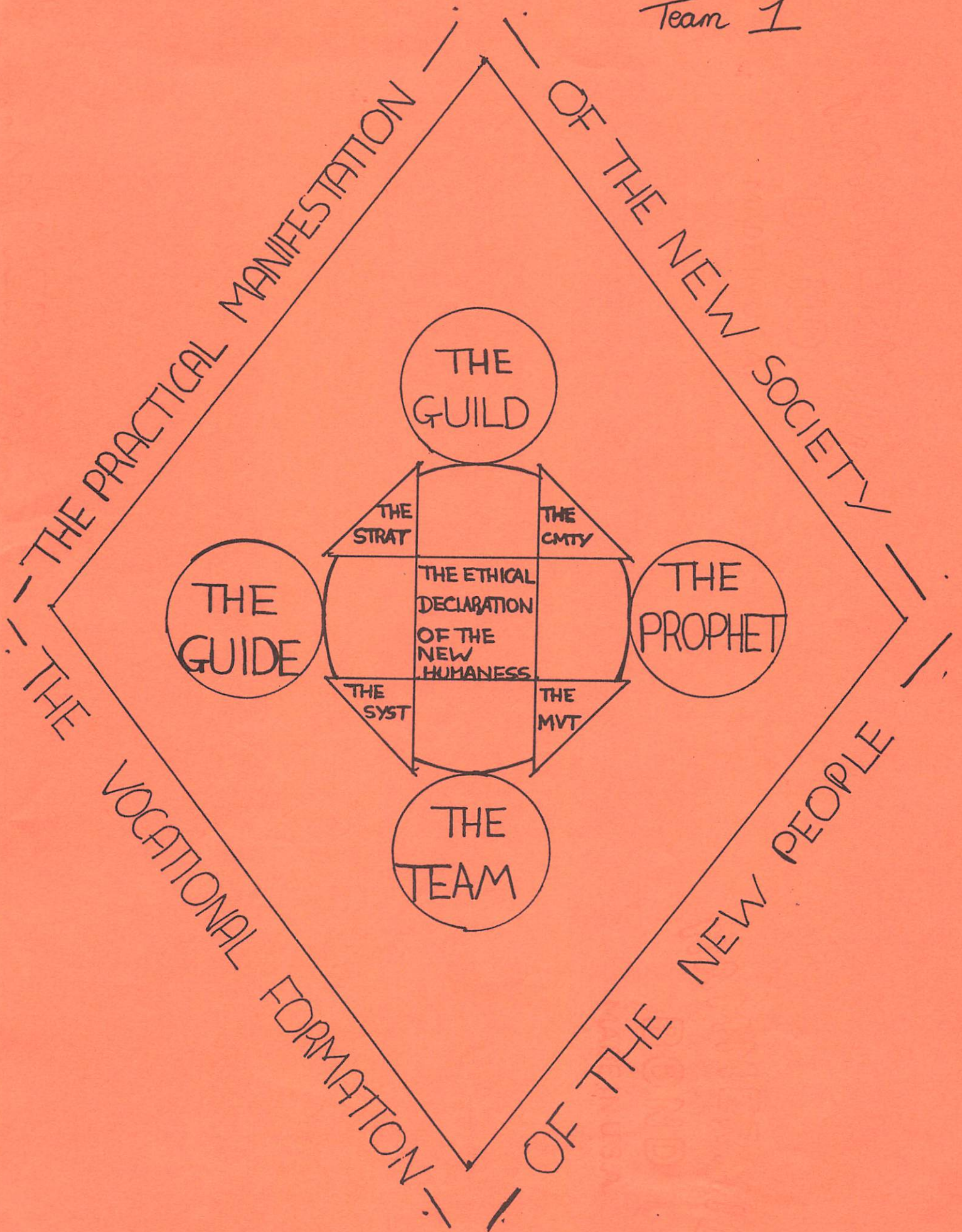
- and discipline of the Movemental Order.
2. To extend the presence of the Symbolic Order to selected regions beyond the present 88 towards an established presence in all 324.
3. To catalyze the forms of the Movement in every region through impact, engagement, systematic training and the evolution of broad-based consensus politics.
4. To maintain regular circuit systems in order to nurture the relationship between the Symbolic Order and the Movement.
5. To devise a comprehensive support system, especially focused on interchange, finance and assignments, which will enable the Order and the Movement to function effectively as a global missional band with common form and purpose.

The bold move in this strategy is to launch an intentional, systematic and highly strategic campaign to extend the disciplined collegiality of the Order and the Movement within each Region and across the Globe.

MASS AWAKENING



Team 1



CHICAGO

A BOLD NEW IMAGE: CONTEXT

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.

CHICAGO

-2-

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 ppor 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 catalyse 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 hosue 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.

II. Reflection:

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?

III. Workshop:

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.

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 in the basic rhythm of missional engagement and missional preparation, as set for in Day I-II, 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 the rhythm of weeks in the quarter and the quarters in the year.

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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 type 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 "hunks" of time need be focused in rhythm. Three weeks will be focused "in the field" to allow for concentrated care for regional forces formation and missional engagement. One week will be focused on the House as a time of "missional maintenance" which will provide time for debriefing, refocus of regional plans, follow-thru, interchange, training, retreats, data compelation, preparations for effective use of the next period "in the field", etc.. This week of "missional maintenance" could begin with the preceding Week II, thus giving this period a 10 day timeline. Week 12, which is a non-"in the field" week is combined with week 13 to provide time for planning as an Area/Continent on alternating week 12's and Regional Planning on each week 13.

The Year: In order to launch the year with full forces and plans in place and in order to celebrate the completion of the year's work, CRA's and Global Prior's Council will be held in Quarter IV in time to allow for shifts of assignments and for planning by Cnt' and Region before the beginning of Quarter I. This will also allow for a flow of missional engagement for a full 12 months.

JULY, 1980

TEAM # 2 The Religious House

GLOBAL PRIORS COUNCIL

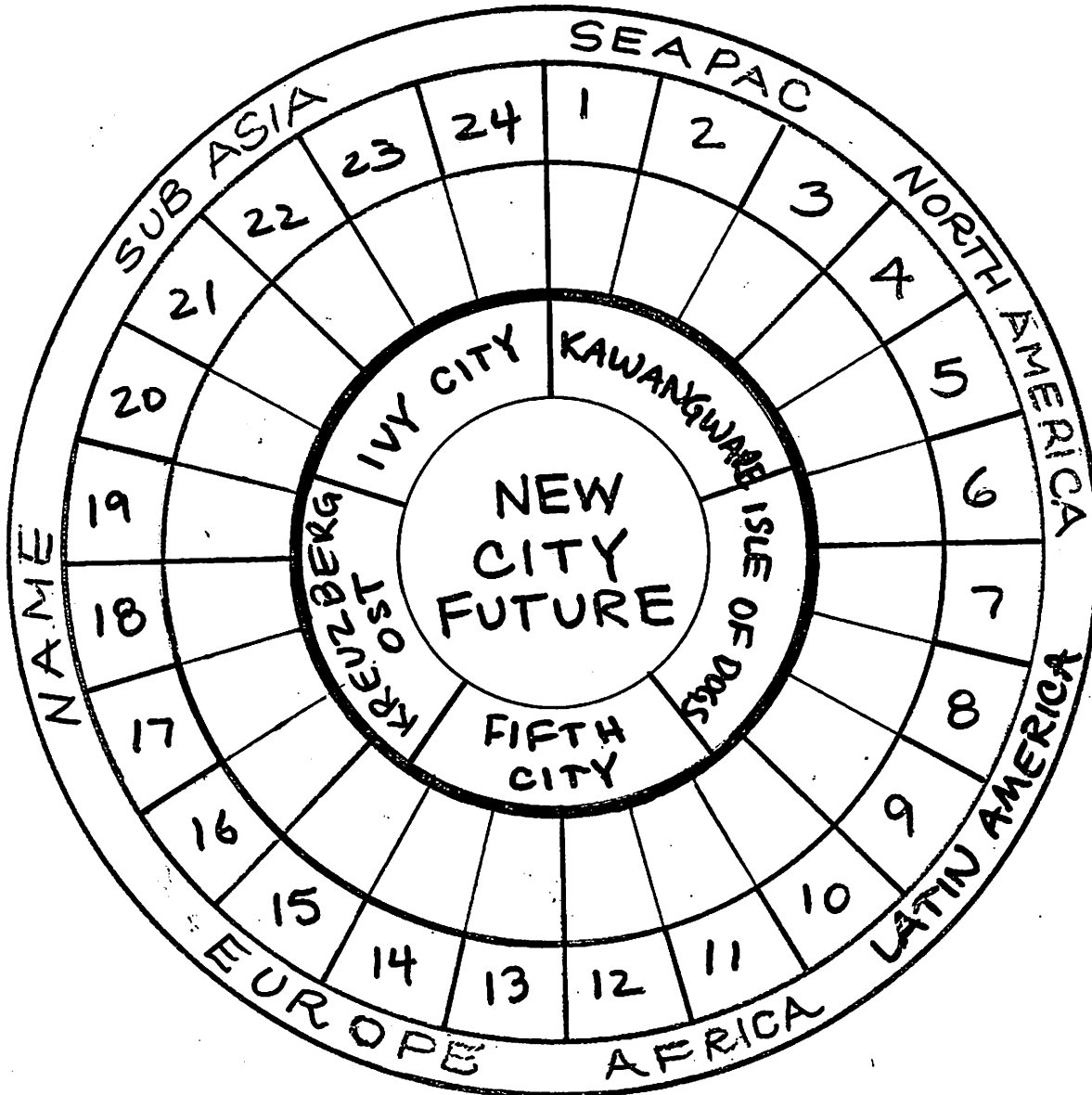
COMMON TIME RHYTHM

CHICAGO

I			II			III			IV		
Focusing the Mission			Expanding the Mission			Deepening the Mission			Celebrating the Mission		
Being the Node		missions			missions			missions	GRA's GPC	sh. st	missions
July	Aug	Sept	Oct	Nov.	Dec.	Jan	Feb	Mar	Apr	May	June

BEING the NODE											PLANNING	
In the Field			missional Maintenance	In the Field			Missn'l Maintenance	In the Field			Area/Contnl	Region
Wk 1	2	3	4	5	6	7	8	9	10	11	12	13

	Mon	Tue	Wed	Thur	Fri	Sat	Sun
	Missional Engagement				Contexting		
	Daily Ritual Collegium						
DAY I					Round Table Family Time Celebrative Meal Planning		
DAY II							



It is recommended that 12 cities be targeted for the first year in the Global Urban Web. Five will be urban HDP extension cities and seven will be new cities who will bring into being a cluster and an appropriate frame by June 1981

HDP Extension Cities: Chicago, London, Washington D.C., Berlin, Nairobi

New Cities: Houston, Los Angeles, New York, Cleveland, Hong Kong, Toronto, Bombay.

Other recommended cities will conduct inclusive impact, initiate framing, and identify potential clusters.

1. The Global Urban Web will be rooted in the Regional House Mission. The four basic tools of Awakening, Demonstration, Formulation and Framing (which includes funding) as described in the Regional Inclusive Impact Document are applied to a city. The city may be analagous to a Human Development Zone comprising a portion or the whole of a Metro in a Region or (Area). Inclusive Impact may be Inclusive of neighborhoods or suburb. In any case golding the communities of an Urban HDZ is as important as County Coverage used in 1976. If your city already has a demonstration project or cluster, the extension of that demonstration is toward the Awakening Campaign in that Urban Zone. If there is no Demonstration the Inclusive Awakening Campaign will be the "way" of getting into the turf and bubbling up the potential demonstration communities. The Formulation of Forces and Frame are equally critical to the total task. Forces come from awakening and demonstration and are equipped and movementalized through engagement and reflections. The Frame is elicited through this care for the world and confidence in our approach as the way to a new earth.

2. The Global Urban Web Symbol intends to evidence the relations of Regions doing Intensive Urban moves (i.e. into demonstration level) and would be revised annually to reflect the extention of the web. Year one the five urban HDP's and their extension form the core of the symbol while 24 spokes symbolize the vision toward an urban HDZ in every time zone.

3. The Operational Modes

A. PRIMAL DEMONSTRATION MODE:

Common modes of operation and phasing of the urban web will include extension of the existing HDP through TM's and other programs the HDP is able to provide to their zone, then establishing clusters of demonstration communities in a series of waves, perhaps two the second year, four the third year and eight the fourth year.

B. AWAKENMENT EXTENSION MODE:

Each year a major focus of each of the urban projects would be a progressively more inclusive awakening campaign surrounding the whole HDZ.

C. FORCES FORMATION MODE:

The formulation of forces necessary for the urban web will happen initially through engagement in the annual awakening campaigns then by forming cluster cores around the expansion clusters, then creation and expansion of focused guilds.

D. FRAME CREATION MODE:

The authorization and resource frame will be initiated through an HDP advisory board then expanding the self conscious guardian network around the demonstrations and eventually moving toward structural linkages of the various demonstration.

E. RESEARCH INTERCHANGE MODE:

Each year the demands on Research and Interchange of learnings and human resources will increase. The first year Projects and cities may do their own basic research and analysis independently and rely on a Newsletter "The Urban Web" to be their means of monthly interchange. As time and effort accelerate, however, interchange of consultants (eg. 5th Citizens to Cleveland and vice versa), Development PSU's and Assemblies on Continental, Area or single city Board and Urban Council will put attention on documentation and model building.

F. COMMON PLANNING MODE:

An annual global urban summit will be held with the representatives of each of the urban demonstration projects. The first year this would be held in Krueberg Ost.

4. The Phased Development Screen is a projection of how development might take place on a year to year basis. The screen is useful to analyse where you currently are in your urban zone to establish starting points for what next in Awakening, Demonstration, Formulation and Framing.

5. During the first year each region will identify it's HDZ. Where HDZ's are urban they will become part of the global urban web.

	PHASE 1	PHASE 2	PHASE 3	PHASE 4
A. PRIMAL DEMONSTRATION MODE	URBAN HDP'S EXTENSION	ESTABLISH PRIMARY CLUSTERS	ESTABLISH SECONDARY CLUSTERS	ESTABLISH TERTIARY CLUSTERS
B. AWAKENMENT EXTENSION MODE	FIRST PHASE AWAKENMENT	SECOND PHASE AWAKENMENT	THIRD PHASE AWAKENMENT	FOURTH PHASE AWAKENMENT
C. FORCES FORMATION MODE	INITIATING AWAKENMENT FORCES	FORMULATING CLUSTER CORES	FORMALIZING URBAN GUILDS	EXPANDING URBAN GUILDS
D. FRAME CREATION MODE	INITIATING ADVISORY FRAME	EXPANDING GUARDIAN NET	CREATING STRUCTURAL LINKAGES	FORMALIZING STRUCTURAL FRAME
E. RESEARCH INTERCHANGE MODE	INITIATING INTERCHANGE NEWSLETTER	CLUSTER CONSULTANCY INTERCHANGE	DEVELOPMENTAL PSU ASSEMBLIES	URBAN COUNCILS INTERCHANGE
F. COMMON PLANNING MODE	GLOBAL URBAN SUMMIT I	GLOBAL URBAN SUMMIT II	GLOBAL URBAN SUMMIT III	GLOBAL URBAN SUMMIT IV

COMPREHENSIVE REGIONAL IMPACT

THE FOUNDATIONS OF MOVEMENT BUILDING

INCLUSIVE FLANKS		PRIMAL FOCUS	ESTABLISHMENT STRUCTURES	TV ACTUATING FRAME
I	IMPLEMENTING FORCES	SELECTED CONSTITUENCIES	LOCAL COMMUNITIES	
	<ul style="list-style-type: none"> - A. OPERATIONS OFFICES - B. TASK UNITS 	<ul style="list-style-type: none"> - Phase - Ontologues - Minorities - Groupings 	<ul style="list-style-type: none"> - Corporations - Governments - Organizations - Churches 	<ul style="list-style-type: none"> - A. PROGRAM ADVOCATES - B. ADVISORY LIASON
1	REGIONAL PLANNING -Regional Council	6 DECLARATION EVENTS -Speaking Events -Film Events	10 AWAKENMENT HAPPENINGS -Forums -Sets	18 GLOBALIZING EVENTS -Guardians Meeting
2	CIRCUIT RHYTHM -Assignments/Calendar	7 IDENTITY EVENTS - Community Forums - Ethnic Courses	11 COMMUNITY EXTENSION -Community Assembly -Cluster Formation	19 LOCALIZING EVENTS -Site Visits
3	METRO ENGAGEMENT -Teams/Office	8 SIGNIFICANT ENGAGEMENT -Project Workdays -Community Workdays	12 TACTICAL IMPLEMENTATION -HDS Modules -Tactic Implementation	20 CAMPAIGN SUPPORT -Funding/Teams
4	REGIONAL INTERCHANGE -Newsleter	9 IMPACT EXPANSION -Awakening Maneuvers	13 DEEPENING RELATIONS -Voyage/RoundTable	21 BREAKOPEN TACTICS -Entree/Introduction
5	TRAINING MODULE -Forum Modules	III. A. Social Guilds	DEMONSTRATION AWAKENMENT SIGNS B. Extended Communities C. Cooperative Structures	22 ACTIVE ADVOCACY -Media Framing

TEAM 3 P1

Global Priors Council Chicago	BUILDING THE REGIONAL CAMPAIGN MYTHOLOGY	July 31, 1980 Team Three pg 2
STEPS FOR A CORPORATE EXERCISE IN CREATING THE CAMPAIGN MYTH THAT CAN BE USED AT REGIONAL COUNCILS OR OTHER REGIONAL GATHERINGS WHERE STRATEGIC PLANNING IS BEING DONE.		
THE MOVEMENTAL POSITION	<ol style="list-style-type: none"> 1. HISTORIC ACCOMPLISHMENTS: List the accomplishments of the movement over the past 4 years. 2. FORCES ANALYSIS: List the movement events and all the people who have emerged. 3. FRAME OBJECTIFICATION: List movement supporters by their degree of participation in the 4 sectors, Public, Private, Voluntary and Local. 4. GLOBAL REGIONAL SCREEN: What has been the consensed global form of campaign in the past year. 	
THE LOCAL FOCUS	<ol style="list-style-type: none"> 5. HISTORY REVIEW: List campaign victories in past year and present advantages from them. 6. REGIONS RELATION TO GREATER GEOG. How has the region participated in larger geographical context? 7. REGIONAL VISION 4YRS/1YR: Rehearse the Regional Vision which was stated at the previous council or consult. 8. HUMAN CONTRADICTION: What is blocking people's participation in the decision making of their community. 	
THE MYTH ELEMENTS	<ol style="list-style-type: none"> 9. HOPEFUL ADDRESS TOWARD CREATING A SLOGAN: which reveals a new possibility. 10. GEO-SOCIAL PICTURE TOWARD CREATING A SYMBOL: which gives imaginal form to the slogan. 11. PAST - PRESENT - FUTURE STORY toward a statement which captures the urgency of the moment and rehearses the necessity of this campaign for the future. 12. CREATE A SONG toward a corporate articulation of the death ground. 	

THE FRAME FOR REGIONAL MASS AWAKENMENT CAMPAIGNS

Chicago

Team # 3

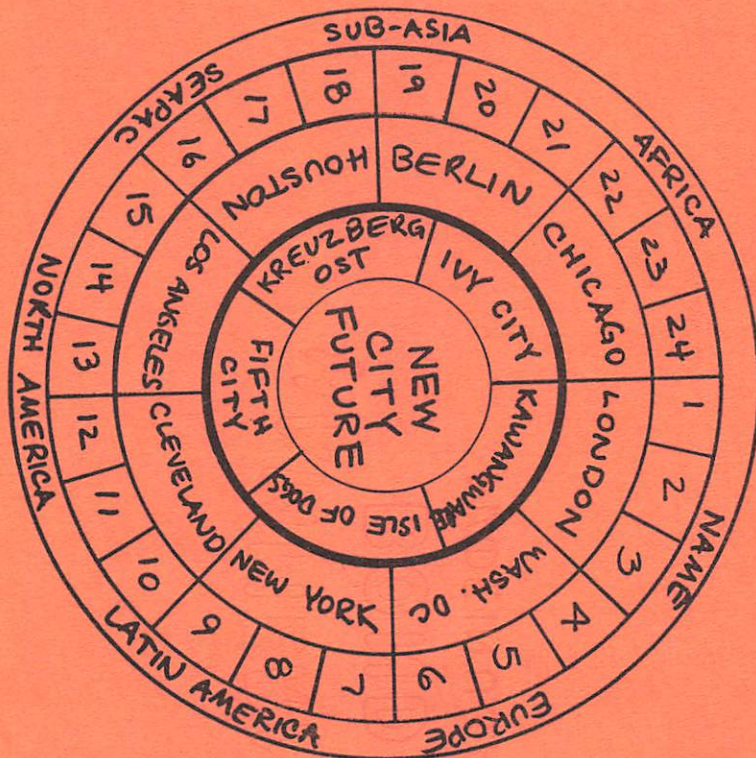
	PUBLIC			PRIVATE			VOLUNTARY		
	BROAD <i>ie. state</i>	LOCAL <i>city</i>	COMMUNITY <i>ward</i>	BROAD	LOCAL	COMMUNITY	BROAD	LOCAL	COMMUNITY
<u>NAMES</u>									
WHO IS AFFECTED?									
WHO CAN AFFECT THE CAMPAIGN?									
<u>FUNCTIONS</u>									
CAN SUPPORT WHAT ...									
i.e. - media - financial - expertise									
<u>METHODS OF ENTIRE</u>									
WHO KNOWS?									
DEVELOPMENT CONTACT									
<u>JOURNEYING CONTACTS</u>									
- MAILINGS - SITE VISITS - PATRON'S LUNCH - DEVELOPMENT CALL - etc.									

A Regional Mass Awakening campaign will be supported by a frame composed of key individuals from the Public, Private, Volunteer and Local sectors of society. Comprehensiveness of the frame will be maintained by using the screen of social levels from the very local to the broad strata. Before building the frame, work will be done in the following arenas:-

1. clearly defined geographical area
2. targeted audiences
3. story/myth motivating the campaign.

This is a model which can be done at the Regional level to frame this year's campaign.

p3



p4

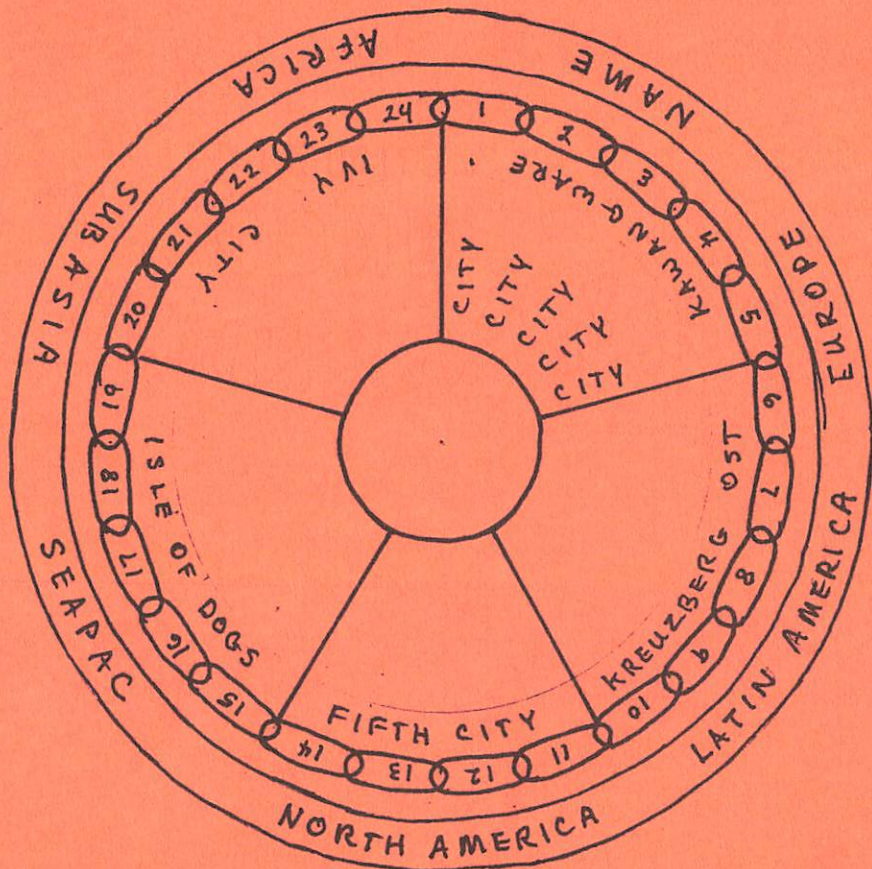
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2. The Global Urban Web Symbol intends to evidence the relations of Regions doing Intensive Urban moves (i.e. into demonstration level) and would be revised annually to reflect the extension of the web. Year one the five urban HDP's and their extension form the core of the symbol while 24 spokes symbolise the vision of one urban demonstration in every time zone.
3. The Operational Modes:
- A. Primal Demonstration Mode: existing
Common modes of operation and phasing of the urban web will include extension of the HDP through TM's and other programs the HDP is able to provide to their zone, then establishing clusters of demonstration communities in a series of waves, perhaps 2 the 2nd year, 4 the 3rd year, and 8 the fourth year.
- B. Awakening Extension Mode:
Each year a major focus of each of the urban projects would be a progressively more inclusive awakening campaign surrounding the whole HDZone.
- C. Forces Formation Node:
The formulation of forces necessary for the urban web will happen initially through engagement in the annual awakening campaigns then by forming cluster cores around the expansion clusters, then creation and expansion of focussed guilds.
- D. Frame Creation Mode:
The authorization and resource frame will be initiated through an HDP advisory board then expanding the self conscious guardian network around the demonstrations and eventually moving toward structural linkages of the various demonstrations.
- E. Research Interchange Mode:
Each year the demands on Research and Interchange of learnings and human resources will increase. The first year Projects and cities may do their own basic research and analysis independently and rely on a Newsletter "The Urban Web" to be their means of monthly interchange. As time and effort accelerate, however, interchange of consultants (i.e. 5th citizens go to Cleveland and vice versa), Development PSU's and Assemblies on Continental, Area or single city Board and Urban Council will attention on documentation and model building.
- F. Common Planning Mode:
An annual global urban summit will be held with the representatives of each of the urban demonstration communities. The first year this would be held in Kruezeberg Ost.
4. The bottom line for the 1st year would be to establish the eight urban extension projects. To hold the urban summit and begin the interchange newsletter.
5. The phased development screen is a projection of how development might take place on a

5. The Phased Development Screen is a protection of how development might take place on a year to year basis. The screen is useful to analyse where you currently are in your urban zone to establish starting points for what next in Awakening, Demonstration, Formulation and Framing.

THE GLOBAL URBAN CHAIN

Chicago

I. SYMBOLIZING THE NEW CITIES



1. EXTENDING THE URBAN HDP'S
2. CONDUCTING AWAKENMENT PROBES
3. ESTABLISHING CATALYTIC CLUSTERS

II. WELDING THE COMMON LINKS

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
A	URBAN HDP'S EXTENSION	ESTABLISH PRIMARY CLUSTERS	ESTABLISH SECONDARY CLUSTERS	ESTABLISH TERTIARY CLUSTERS
B	FIRST PHASE AWAKNMT	SECOND PHASE AWAKNMT	THIRD PHASE AWAKNMT	FOURTH PHASE AWAKNMT
C	INITIATING AWAKNMT FORCES	FORMULATING CLUSTER CORES	FORMULIZING URBAN GUILDS	EXPANDING URBAN GUILDS
D	INITIATING ADVISORY FRAME	EXPANDING GUARDIAN NET	CREATING STRUCTURAL LINKAGES	FORMULIZING STRUCTURAL FRAME
E	INITIATING INTERCHANGE NEWSLETTER	CLUSTER CONSULTANCY INTERCHANGE	DEVLPMNT'L PSU' ASSEMBLIES	URBAN COUNCILS INTERCHANGE
F	GLOBAL URBAN SUMMIT I	GLOBAL URBAN SUMMIT II	GLOBAL URBAN SUMMIT III	GLOBAL URBAN SUMMIT IV

During Weeks 3 and 4 and 7 and 8 of Quarters II and III each Religious House will do the assigned daily ritual form at the appointed hour of the Daily Office each day as a common global experiment in symbolic forms

Following each of these two week 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 two week 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.

EXPERIMENTATION DESIGN

SYMBOLIC FORMS

DAILY RITUAL OF THE RELIGIOUS HOUSES

	QTR I	QUARTER II													QUARTER III													QTR 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	
MORNING RITUAL	PRESENTLY USED RITUAL	P R E S E N T	I N D I A	P R E S E N T	J A P A N	PRESENTLY USED RITUAL							K E N Y A	P R E S E N T	I N D O N E S I A	PRESENTLY USED RITUAL				Repeat patterns with two-week local ritual creation.								

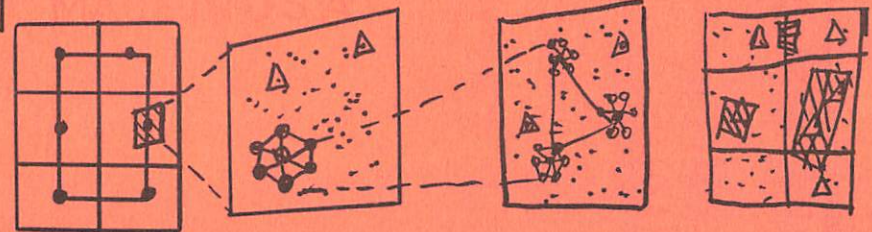
THE HUMAN DEVELOPMENT ZONE

INTENT: It is the intent of the Order to initiate a Human Development Zone in every Region in 1980-81, as a signal manifestation of the New Society and a demonstration to the whole fabric of the region. A Human Development Zone is a designated geographic area in which there is catalyzed momentum to a point of critical mass done by local troops in pluriform configurations, operating out of the whistle points screen and related to at least one house..

OUTLINE

- Page 1 THE FOUR PHASES
- Page 2 THE MASTER IMAGE
- Page 3 THE AWAKENMENT LOCI
- Page 4 THE EXTENDED COMMUNITIES
- Page 5 THE DEMONSTRATION CLUSTER DYNAMICS

THE FOUR PHASES			
I	II	III	IV
SPINNING THE WHOLE REGION	LAUNCHING THE ZONE	COMPREHENSIVE ZONE ACTUATION	SPONTANEOUS LOCAL ACTIVATION
METRO CIRCUITS LAUNCH	PRIMARY CLUSTER FORMATION	EXTENDED DEMONSTRATION SIGNS	COOPERATIVE DEMONSTRATION STRUCTURES
ZONING INITIATION CONSULT	CROSS SECTOR ADVOCACY	COOPERATIVE STRUCTURAL LINKAGES	INCLUSIVE ORGANIZATIONAL OPERATIONS



IDENTIFY THE ZONE
THE
ZONE

LAUNCH
THE
AWAKENMENT

INITIATE
THE
FRAME

FORMULATE
THE
CLUSTER

ORGANIZE
THE
FORCES

IDENTIFY
DEMONSTRATION
STRUCTURES

EXPAND
THE
AWAKENMENT

EXTEND
THE
CLUSTERS

ESTABLISH
STRUCTURE
LINKAGES

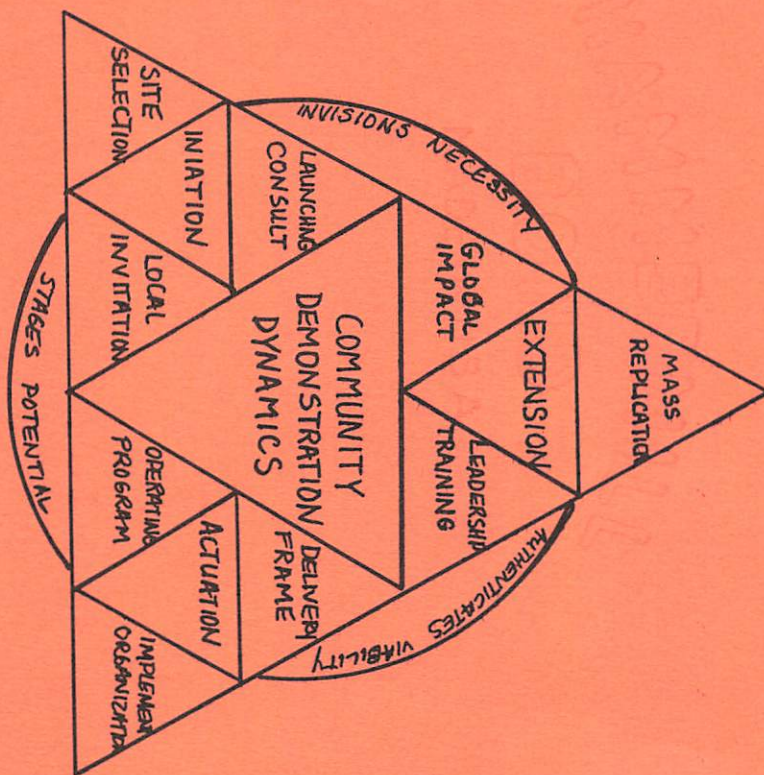
BUILD
INCLUSIVE
ORGANIZATIONAL
OPERATIONS TO
SUSTAIN AND GUIDE
SPONTANEITY

III B EXTENDED COMMUNITIES

FUNCTIONS

ONE	HUMAN DEVELOPMENT PROJECTS	TWO	HUMAN DEVELOPMENT COMMUNITIES	THREE	HUMAN DEVELOPMENT SCHEME
1.	DEMONSTRATION LABORATORY FUNCTION	4.	AWAKENMENT SIGNAL FUNCTIONS	7.	DEMONSTRATION CLUSTER FUNCTION
LOCAL CORE	VOGAR	MOVEMENTAL PARTICIPATION	TIOGA	EXPANSION POSITIONING	BUBON
2.	STAGING CENTER FUNCTION	5.	INITIATING CLUSTERS FUNCTION	8.	REPLICATION VEHICLE FUNCTION
AWAKENEMENT CAMPAIGN	PACE	LINKED COMMUNITIES	BOULDER	MULTIPLE HDP'S	MAHARASHTRA
3.	TRAINING CENTRE FUNCTION	6.	AUTHENTICATING AWAKENMENT FUNCTION	9.	NATIONAL DEVELOPMENT FUNCTION
TRAINING SITE	FIFTH CITY	SPONTANEOUS EXTENSION	MISSISSIPPI	COMPREHENSIVE PHASED PLAN	KENYA

24



DEMONSTRATION CLUSTER DYNAMICS

FOUNDATIONAL CONTEXT

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.

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.

WORKSHOP FOR CREATING
DAILY RITUAL

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.

1980 91 HOUSE WEEKLY TIME DESIGN I

WEEK I			WEEK II		
MON	TUES	WED	THURS	FRI	SAT
DAILY READING			DAILY RITUAL		
COLLEGIUM			WEEKLY RITUAL		
DAY I			WEEKLY RITUAL		
SOLITARY			WEEKLY RITUAL		
TEAM TEAMS			WEEKLY RITUAL		
FAMILY NIGHT			WEEKLY RITUAL		
OFFICE			WEEKLY RITUAL		
ROUND TABLE			WEEKLY RITUAL		
HOUSE CELEBRATION			WEEKLY RITUAL		

- 1 DAILY RITUAL
- 2 INTEGRAL
- 3 WEEKLY RITUAL
- 4 DAILY RITUAL
- 5 DAILY RITUAL
- 6 DAILY RITUAL
- 7 DAILY RITUAL

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

- 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 organized and managed institution. Large scale organization is the rule rather than the exception. Our society is one of pluralist organizations 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 organization which is today our most visible social environment...The "community" is increasingly in the organization, 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 CIOS International Management Congress, Tokyo, Japan, 1969.

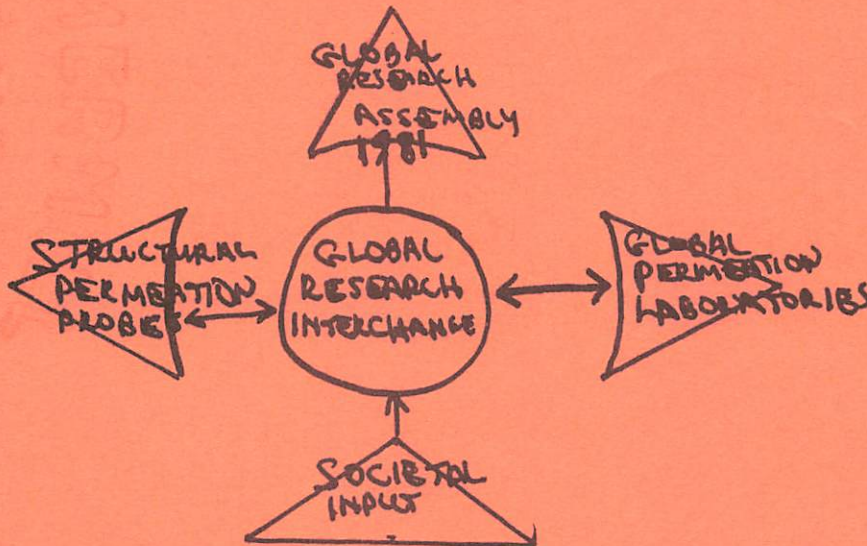
The Spirit Movement has acted out of three strategies for the last seventeen years: Contextual Reeducation, Community Reformulation and Spiritual Remotivation. In the last decade the Movement has analysed society, determined the imbalances, identified the pressure points in the social process and decided 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 PSUs, probes, experiments, etc. with structural reformulation. Some go as far back as the Chicago Teachers' and Social Workers' Guilds of the mid'60s. Many have occurred recently through LENS and the development of a consulting relationship with the agency or company etc. after the seminar was held.

- 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 Nigerian Rubber Board (Lagos); with the National Small Industries Corporation (Delhi); with the Board of Education (Edinburgh); and with the PTPs - government plantations complex (Medan) amongst others;
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); and with the McDonald's Company (Chicago); amongst others;
in the volunteer sector; growing partnerships with NGOs 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 organizations of this world requires an intentional relationship be forged as we more visibly and effectively go about the task of recovering human community.

- 3) The Chinese understanding of the word "crises" -holding both possibility and danger - applies fully to the implementation of the master strategy of structural permeation. The profound rôle 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 or institutions which have the greatest need for human development, and thus become the most dramatic signs of the new. The fundamental danger is that of absorption, and thus 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 controlling 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 marks of successful structural permeation, the near term would include:
- a. the involvement of this institution in supporting movemental programmes.
 - b. the ongoing use of consensus processes by the organization.
 - c. the redirections of significant resources to the task of local human development.
 - d. the enlistment of guardians committed to the global mission.
 - e. the gradual evolution of the policy of the organization in the direction of authentic service.

- 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. "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." The task requires the catalysis of the existing institutions of care which have the potential to reach every human settlement. This will be done in four major arenas:
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 Permeation 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. The Global Research Interchange would provide a way of getting and disseminating the learnings from each of these 3 other components at least quarterly to permit a shift into the next phase. In Quarter IV, such interchange would be more frequent and involve Area and Regions taking on specific arenas of research to enable the GRA in 1981 to complete the process and articulate a specific 4 year strategy.



STRUCTURAL PERMEATION: RESEARCH TIMELINE: 1980-81								
QUARTER	OCT. II	DEC.	JAN. III	MAR.	APRIL IV	JUNE	JULY I	SEPT.
IMAGE	ACTION RESEARCH		PRESSURE POINTS ANALYSIS		GLOBAL MODELS SYNTHESIS		THE NEW COMMISSION	
MAJOR ACTIVITY	PROBES AND LABS INITIATION		SOCIAL TRENDS/ CONTRADICTION ANALYSIS		DATA INTERPRETATION		CONSENSUS SYMBOLIZATION	
IMPLEMENTATION FORM	LENS MARKETING, CONSULTANCY PROPOSALS		SYMPOSLA		PSUs		GRA	
STRUCTURE	REGION		AREA		REGION/ AREA		CONTINENTAL/ GLOBAL	
CENTRUM	OPERATIONS		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 commun'ts.
- moves on 80's Mandates	- permits measurable changes	- relates beyond self	- allows entré to local commun'ts.
- 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 battle-plan.

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.

DESCRIPTION OF A GLOBAL STRUCTURAL PERMEATION LABORATORY

It is recommended that global Structural Permeation Laboratories be conducted in the following five organizations: _____, _____, _____, _____, _____.

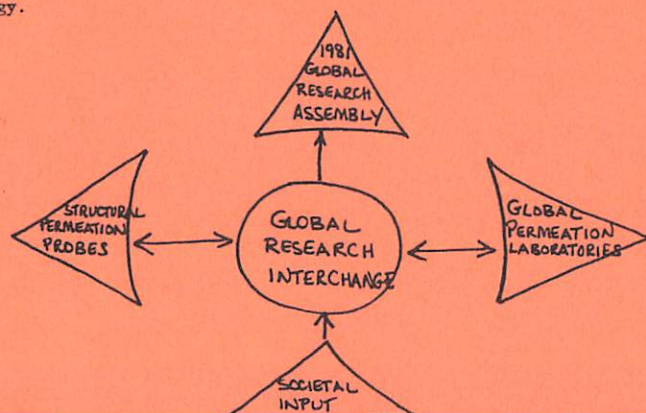
The intent of these laboratories is to provide us with first-hand data and experience, within a controlled situation, on structural permeation.

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 2 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'.

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

From a list of 35 possible laboratories, the following are the recommendations for the Global Structural Permeation Laboratories for the year 1980-81.

MOBRAL & EMATER, Brazil: The Brazil Adult Literacy Agency and the Agriculture 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 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.

PTP VI - Pabatu, 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.

McDonalds - Chicago: The marketing dept 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 dept. Expansion has already begun at the regional level (staff and store operators) and potentially will also mean increased use of LENS throughout the company, including the whole Operation Dept.

National Small Industries Corporation - Delhi: Interviews enlisted support for facilitating small industry start ups in Maharashtra 232. Then 9 officials visited Maliwada for a combinations of training, village survey and limited participation in the HDTs and residence in the village. In May 1980 there was a LENS done in Delhi with NSIC followed by a request for more LENS.

Seibu Department Store - Tokyo: Following a LENS the store had 46 town meetings for 1650 direct sales employees. The store has 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.

Rural Ventures Inc. - Minneapolis: A consortium of 9 business and voluntary organizations committed to directing their joint 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. So far, RVI has used 5 LENS and 10 town meetings in the first pilot area in East/Central Minnesota.

A consult has been requested for projects with native americans in Rocky Boys, Montana and the Village of Selawik, Alaska. A partnership agreement has been signed for the Agricultural programs at Pisenimo HDP. A full time employee has been provided to the Mpls office of ICA on a social service leave. 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.

CHICAGO

LIST OF STRUCTURES: I

p. 4

The following list includes all institutions and structures with whom the Institute has a "programmatic relationship" currently. Also included are structures which have been suggested as possible future possibilities. (See also List II)

AFRICA:

Brooke-Bond	Nairobi
Ford Foundation	Kenya
Gov't. of Kenya, District Level: Agriculture, Social Services	Kenya
Machakos Integrated Dev't Scheme	Kenya
Brothers of the Holy Cross	Ghana
Christian Health Assn. of Nigeria	Nigeria
Diacarb (Anglo-American)	Lusaka
Barclays Bank Zambia Ltd.	Lusaka
Northland Engineering Ltd.	Lusaka
National Commsn. for Devt. Png.	Lusaka
Metal Box	Lagos
Rank Xerox	Lagos
Esso Standard	Nairobi
Firestone	Nairobi
R.O.P.	Ndola, Zam.
Dunlop Zambia, Ltd.	Lusaka
Bata Shoe Co. Ltd.	Lusaka
Shell BP	Lusaka
Mobil Oil Zambia, Ltd.	Ndola, Zam.
Zambia Steel and Bldg. Sup. Ltd.	Lusaka
Mazembi Tractor Co.	Lusaka
Colgate (Zambia), Ltd.	Lusaka
Roan Consolidated Mines	Lusaka
Zambia Breweries, Ltd.	Lusaka
Nigeria 3M	Lagos
Nigerian Rubber Board	Benin City, Nigeria
Ijedi Community Industries	Ijedi
International Computer, Ltd.	Lagos
Philip Morris	Ilorin, Ni.
Kenyan Bata Shoe Co. Ltd.	Nairobi
Ivory Coast Office of Technical Assistance	Iv. Cst.
Future Permeation Possibilities:	
INADES(African Inst. of Socio-Eco. Dev. Educ)	Abidjan
ONPR (National Off. for Rural Dev.	Abidjan
URDUM (Union for Rural Dev. Mgmt.)	Accra, Ghana
Peace Corps	Abidjan
Volunteers for Progress	I.Coast

INDIA:

National Small Ind. Corp.	Delhi
Nagpur University	Nagpur
Kholapur University	Kholapur
Future Permeation Possibilities:	
National Small Industries	-
UNDP	Delhi
National Productivity Council	Delhi
Modi Companies	Delhi
(Xerox, Phillip M., Continental)	
BASF	Bombay
Metal Box	Calcutta
Brooke Bond	Calcutta
Bata	Calcutta

SEAPAC:

Maritime Transport. Agency	Taipei, Taiwan, LENS
General Executives (14 company)	Taipei, Taiwan
Kaohsiung Monomer Company	Taipei, Taiwan
PTP VI	Pabatu, N. Sumatra
PTP XXVIII	Ujan Panga, S. Sulawesi
PTP XI	Sukabumi, Java
USI, IBM, (12 companies)	Jakarta, Indonesia
Bank Pertanian Malaysia	Kuala Lumpur
PTP VI	Medan
International School	Jakarta, Indonesia
ATA (Amer. Int'l Assurance)	Kuala Lumpur
PTP VI	Medan
PTP VI	Medan
PTP VI (Transmigration Project)	Medan
Bank Negara Malaysia	Kuala Lumpur
Mobil Oil	Aceh, Sumatra
INCO	Jakarta, Indonesia
International School	Jakarta
International School	Hong Kong
International School	Taipei
Rural Dev., Bangladesh	Jakarta, Indones.
Kaohsiung Monomer Co. Ltd. (Subsidiary of ICI)	Kaohsiang
Nat'l Agricultural Bank	Kuala Lumpur
Mobil Oil Indonesia	-
Johnson & Johnson	Malaysia
Seibu Dept. Store	Tokyo, LENS, Town Mtgs.
Sandoz Tokyo	Tokyo
Maryknoll Order	Philippines
IT & T	Korea
Sisters of Mercy	Australia
Socio-Econ Unit of Malay. Gov.	Malaysia
General Executive (5 companies)	Fukuoka, Japan
Japan Electronics Indust. Assn	Tokyo, Japan
IBM Decision Support Systems	Kyoto, Japan
Dentsu PR Company	Tokyo, Japan
Local Authorities Sys. Dev. Ctr	Tokyo, Japan
Tokyo Boeki	Tokyo, Japan
Future Permeation Possibilities:	
K.A.D.I.N.	Indonesia
Malaysian Rubber Research Bd.	Malaysia

NAME:

International Computer Ltd.	Cairo, Egypt
Conoco	Cairo, Egypt
Amoco, Gupco, E.G.P.C.	Cairo, Egypt
University of Minia (Soc.Dep)	Minia, Egypt

CHICAGO

LIST OF STRUCTURES: II

p. 5

NORTH AMERICA:

Gov's Comm. on Status of Women, Bismarck, ND,
 IBM Minneap., MN
 Harvard Law School Cambridge, MS
 Minn. Pollution Control Agency Roseville, MN
 Detroit Conf. of the UMC Detroit, MI
 US Fish & Wildlife Service San Rafael, CA
 Trinity Univ. Continuing Ed. San Antonio, TX
 Illinois Dept. of Transp. Springfield, IL
 Hughes Tool (Superv. & Forem.) Houston, TX
 Bank of North Dakota Bismark, ND
 Minn. Dept. of Ag. St. Paul, MN
 Ariz. Dept. of Eco. Security Phoenix, AZ
 Planned Parenthood Chicago, IL
 Hughes Tool Production Mgrs. Houston, TX
 Hughes Powder Metals Dept. Houston, TX
 Ranier Bankcorporation Ranier, WA
 Marshall Co. Bd. of Comm'rs Marshall Co., MN
 HEW Region I Boston, MA
 Minn. Vol. Directors Minn., MN
 Comm. of Develop. Disabled Tallahassee, FL
 McDonald's Training School Oak Brook, IL
 McDonald's San Fran. Mkt. Group San Francisco, CA
 McDonald's Portland Mkt. Group Portland, OR
 Mayor's Office of Employ't & Trn Chicago, IL
 Gov's Conf. on Child. & Family Madison, WI
 Metropol. Transit Authority San Francisco, CA
 Mid-Atlantic Comm. Ed. Consor'm Charlottesville, VA
 Leadership Atlanta Atlanta, GA
 McDonald's Jacksonville Mkt. Gp Jacksonville, FL
 Munising Community Partnership Munising, MI
 General Executives Orlando, FL
 General Executives (Agency) Columbus, OH
 Chicago Alliance of Bus. & Trng Chicago, IL
 University of Wisconsin Oshkosh, WI
 Harper College (Conf. on Energy) Palatine, IL
 Rural Ventures (Control Data) Minn., MN
 Standing Rock Housing Assoc. Standing Rock, ND
 KC Guardians Task Force Kansas City, KS
 Custer High School/Allis Chalmrs Milwaukee, WI
 Minn. Dept. of Public Welfare St. Paul, MN
 Amer. Society of Cybernetics Washington, DC
 Cleveland Housing Authority Cleveland, OH
 HHS, Region 1 (Bos) Boston, OH
 HHS Washington, DC
 G&W NYC, NY
 EEPA Boston, MA
 NCEA NC
 Dept. of Labor Washington, DC
 Dept. of Transportation NC
 Dept. of Education Washington, DC
 General Electric Corp. -
 UNIVAC -
 VISTA USA
 Community College System Houston, TX
 Minnesota State Government MN
 Seattle University Seattle, WN
 Dominican Sisters Seattle, WN
 Dept. of Eco. Security FL
 Mississippi Citizen Partic. Mississippi
 Pacific Bank Los Angeles, CA

Future Permeation Possibilities:

CETA Chicago, IL
 Private Industry Council Chicago, IL
 Alma College Alma, MI
 Central Mich. Univ. MI
 Indiana Central Univ. IN
 Purdue University IN
 DePauw University IN
 Pillsbury Co. Minn., MN
 HUD, EDA, FHA, MN State Plang Ag Minn., MN
 Clark-Metro Developmt Corp. Cleveland, OH
 NBNA NYC, NY
 WCC NYC, NY
 NCC NYC, NY
 Columbia University NYC, NY
 Western Int. University Phoenix, AZ
 Dept. of Economic Security AZ
 Estue Eastern Townships Quebec

EUROPE:

Administrative Staff College Henley-on-Thames, UK
 Heerlen Hochschule voor Netherlands
 Theologie und Pastorat
 Education Structure Edinburgh
 Caritas Vienna
 Darmstadt Lay Trng Centre Darmstadt, W. Ger.
 Credit Agricole France
 IDA/RTS Amsterdam
 Future Permeation Possibilities:
 Senate of Berlin Berlin
 Hamburg Municipal Govt. Hamburg
 European Centre for Soc. Trng Vienna
 United Nations: WHO Copenhagen
 (Eur., USSR, NAME Division)
 NORAD, Norwegian Aid Section Norway
 of Foreign Affairs
 Volvo Gothenborg, Sweden

TOWARD A DECLARATION OF THE
ORDER : ECUMENICAL

At every time in human history when the old forms that hold society together are impacted by a new reality that initiates their inevitable collapse, there arises a corporate force whose destinal task is to respond in affirmation to the new that is coming into being, struggle to give it necessary societal form, and summon all-who-will to participate in the civilizing vocation on behalf of the whole society.

The new world into which we are entering is marked by global interdependence, instantaneous local/global communications and interchange, the consequent explosion of knowledge access and rise of local expectations, technological innovations that are transforming the market place and the modes of work and engagement, the increasing demand of local citizens to have a participatory and determinative role in decision-making, and the emergence of a new style that is beginning to respond creatively to this immense transformation.

The Order:Ecumenical is a contemporary manifestation of this new style. It is made up of those "seized" by the moral issue of our times and dedicated to the task of building a human future. The Buddhist monks took Buddhism into China at a period of collapse during the time of the six dynasties, enabling the restructuring of that society. They then moved into Japan with the same social concern, bringing not only depth to the animistic religion of that time, but new social structures which encompassed far more of the population. During the middle ages, while the Christian monks were bringing order to the form of society, the Buddhist monks of Japan were carrying out that same role in their own country. Religious Orders have certain common aspects in relation to their birth, spirit and formation, in relation and response to their times. The Order:Ecumenical is no exception. Its posture came out of extensive probing of the Christian symbols to discern the way life is for every human being. Its lifestyle emerged from flexible experimentation to demonstration of new possibility. Its symbolic life is based upon the three acts of life: the acknowledgement of the brokenness of life standing before the enigmatic mystery of life; the decision to embrace that life of brokenness; and the embodiment of that style of gratitude which expends life on behalf of all.

In its origins the Order:Ecumenical began in the western world and was composed of those who had deep roots in various expressions of the historical Christian church. As it came into contact with non-western society, requests for social demonstration experiments in villages throughout the nations of the world gave form to a new emerging awareness. People everywhere were crying out for a way to participate profoundly in determining the shape of their own villages, as a sign of hope for themselves and others. This journey has created a fresh and practical dialogue among local people of varying histories, cultures, religious traditions and social backgrounds. These encounters have disclosed a sense of the transparency of the foundational mystery of life and the universality of the way of life in all manifestations of society. It has become evident that there is no boundary that separates those who decide to act out their care in the common task of rebuilding the earth.

The Order:Ecumenical is a manifestation of a global servant force that has decided to respond to the innocent suffering across the world. It is a pioneering dynamic which is willing to create the sign of social repentance. The Order's task is one of teaching, service, and contemplation. It is concerned to be a relevant, effective, demonstration of profound care of the world. Its primary methods are those of generating images, forging sociological models and developing other practical tools that can give substance to the three-fold mission of contextual re-education, community re-formulation and spirit re-motivation. That is, it sees that its task is to bear witness to the word of possibility, to be the catalytic power for social change, and to stand as a sign of hope by daring to explore the depths of life, giving illuminating significance to all events.

The formation of the Order:Ecumenical grew out of an awareness that the time had come to bridge all particular historical forms of the religious into a true ecumenism, and to provide a container in which all ages and both sexes could engage creatively in historical change. Thus, the experimentation with family order. It probes to the transparent power from which profound spirit and creativity flows. It is radically ecumenical, radically religious and radically secular.

TOWARD COVENANTAL RELATIONS OF THE HISTORICAL ORDER

The emerging covenantal relations of the historical order are an articulation of those who care self-consciously for this earth. These forms of symbolic, movemental and extended commitment are demonstrated through disciplines of time, space, economics, and symbol.

The SYMBOLIC ORDER is the representational or symbolic role of the ordering dynamic. A recognizable social form is the global body called the Order:Ecumenical who wear the blue; live in common residence; live out of the common understanding of submission to the classical vows of intentional poverty, financial detachment and missional chastity; and grasp as significant vocation the common task of profound care for the world. The symbolic order's task is to create and serve the movemental order. Members of the symbolic order place themselves under full-time assignment and are available for service across the world. To carry out its task the symbolic order lives under rule that encompasses its symbolic life, study life, economic detachment and common mission, and has created various structures to ground that discipline.

The MOVEMENTAL ORDER stands in creative tension with the symbolic order as a self-conscious network of those who care profoundly for the local. It understands itself to be covenanted to care for the local geo-social and economic structures of society. The movemental order embodies the tension between professional and missional demands, between local customs and order wisdom and between common discipline and secular style. The movemental order understands itself to be dedicated full-time to the common task. Each representative of the movemental order participates in symbolic, intellectual and economic disciplines in relationship to the missional demand. Each participant is part of the inclusive deliberation which shapes the consensus through such events as research assemblies and councils.

The EXTENDED ORDER is a network of individuals and families whose covenantal relations and life of discipline are of equal intensity as is that of the symbolic order. It serves and sustains the movemental order as does the symbolic order and lives out of the same vows. The extended order shows up these days primarily in two ways across the globe. In some circumstances, for example, where missional demands require that individuals and families be assigned to live outside the common residence. In other circumstances, graduates of training schools, such as the HDTI, who have made a strong commitment to be auxiliary staff in village projects for from one-to-two years, actually live as the symbolic order does, but for a specific missional task for a specific period of time. In both cases, maximum effectiveness in missional engagement is the guiding criterion for the form of the covenantal relationship.

STATEMENT OF INTENT

It is the intent of the Order, in 1980-81, to experiment with the common parameters of covenantal relations that create, sustain and engage the extended and movemental dynamics of the Global Order.

To implement this intent we recommend:

- 1) that at regional councils and other appropriate occasions, workshops, conversations, and commissionings be employed using the following screens:

	<u>Movemental</u>	<u>Extended</u>
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.	

INDICATIVE MARKS OF THE PLURIFORM ORDER

	SYMBOLIC	EXTENDED	MOVEMENTAL
CURRENT WISDOM	<p>VICTORIES & LEARNINGS → INITIATING Covenantal Engagement</p> <p>AREA LINA 4-WEEK INTERN/soj. hotel CALCUTTA: Urban Order Force Devel.</p>	<p>AREA TOKYO REFLECTIONS ABOUT TRAINING CENTER EXPERIMENT</p> <p>KENYA INTERNSHIP DESIGN ORDER FORCES IN INDIA + AFRICA</p>	<p>FORM LETTER USED FOR VOLUNTEER and information requests.</p> <p>AREA STOCKHOLM: TEAM OF TEN(10)</p>
	<p>Breakthrus in Journeying ORDER FORCES</p> <p>Area Hstnl Broodings on Regional TEAM</p> <p>AREA RIO'S 3 QTR. TNG. CURRIC</p>	<p>Philippine Blueshirt formation INDONESIA: Journey of National GSF * Fully Assigned</p> <p>PROJECT AUKILLARY NATURE: HACHIKI</p>	<p>EUROPE'S FORMATION JOURNEY CHART</p> <p>EUROPE'S FORMATION FORT NIGHT + FOLLOW UP</p> <p>INDIANAPOLIS movement BLDG.</p>
	<p>Present Forms of Covenant</p> <p>Q's, rituals, contexts for interns (contextual events (Academy, HDTI))</p>	<p>NORTH SHORE CADRE BLUE EXPANDED</p>	<p>JAPAN'S "RESIDENT VOLUNTEER" PROGRAM</p> <p>JAPAN ADVISORS MEETINGS</p>
FUTURE DIRECTIONS	<p>Strategies for Eliciting Covenantal Engagement</p> <p>SEOLL REGION SOJOURN TRAINING PROGRAM</p> <p>N.A. INTERN MODEL</p>	<p>Increased Responsibility of GUARDIANS</p>	<p>"VOLUNTEERS IN RESIDENCE" BROCHURE</p>
	<p>Strategies for journeying order forces</p>	<p>rites of Passage Ritual & CONVERS</p> <p>INDIA: JOURNEY OF RESPONSIBILITY</p> <p>KENYA DESIGN GLOBALIZED</p>	<p>Cincinnati AGE. GUARDIAN STRATEGIES</p>
	<p>Recommended Forms + Covenant</p>	<p>Broodings on EXTENDED ORDER USA/AUSTRALIA</p>	<p>GUARDIAN CONSULT REGION FORMAT SUGGESTION</p> <p>SHAPING THE BLUE</p>

Global Priors Council
 Chicago
 Team 6: Order Formation
 Product Name: INDICATIVE MARKS OF THE PLURIFORM ORDER
 July 1980

6

EXISTING COVENANTS OF THE PLURIFORM ORDER

GLOBAL PRIORS COUNCIL
CHICAGO

TEAM # 6 ORDER FORMATION

JULY, 1980

SYMBOLIC ORDER

Existing covenants of the pluriform order is an articulation of the forms of relating to the self-conscious network of Those Who Care who are about building the new Earth. These forms of symbolic, movemental and extended orders are signalled by life commitment demonstrated through disciplines of time, space, economics, and symbolic.

The Symbolic Order is the representational or symbolic role of the ordering dynamic. It is recognizable in social form as the global body called the Order: Eumenical who wear the blue; live in common residence; live out of the common understanding of submission to vows which exemplify the internal virtues of humility, gratitude, and compassion before God and His creation; and grasp significant vocation as the common task of profound care for the world. The Symbolic Order's task is to create and serve the Movemental Order. Members of the Symbolic Order place themselves under full time assignment and are available for service across the world in Religious Houses. To carry out its task the Symbolic Order lives under rule that encompasses its worship life, study life, common goods and common mission, and has created various structures to ground that discipline.

MOVEMENTAL ORDER

The Movemental Order stands in creative tension with the Symbolic Order as a self-conscious network of Those Who Care profoundly for the local. The task of the Movemental Order is to care for the local geo-social and economic structures of society. The Movemental Order embodies the tension between professional and mission demands, between local customs and Order wisdom and between common discipline and secular style. The Movemental Order is under full time assignment. Each representative of the Movemental Order participates in the symbolic, intellectual and economic disciplines of the Order in relationship to the mission demand. Each participant is part of the inclusive deliberation which shapes the consensus through the Global Research Assembly and regional and areal councils which locally care for all locating forces to particular arenas of campaigns or maneuvers.

EXTENDED ORDER

The Extended Order is the manifestation of Those Who Care who are intensely driven and radically committed to Human Development. The Extended Order serves and sustains the Movemental Order. The Extended Order lives a disciplined mission life under the vows of intentional poverty, financial detachment, mission chastity and historical obedience. The Extended Order shows up in two ways across the globe. It is a network of individuals and families who have intensified their relationship to the life and discipline of the Symbolic Order for the sake of maximum engagement in human development and caring for 2,000,000 villages. The second most visible form are the graduates of intensive training schools (HDTI in India, and other nations particularly) who have made a strong commitment to be auxiliaries in village projects for one to two years, living as the Symbolic Order does, but in covenant with a specific mission task for a specific time.

CHICAGO

TOWARDS A PROLOGOMENA OF THE
HISTORIC PLURIFORM ORDER.

At every time in human history when the old forms that glue society together are impacted by a new reality that initiates their inevitable collapse, there arises a corporate force whose destinal task is to respond in affirmation to the new that is coming into being, struggle to give it necessary sociological form, and summon all-who-will to participate in the civilizing vocation on behalf of the whole society.

The new world into which we are entering is marked by global interdependence, instantaneous local-global communications and interchange, the consequent explosion of knowledge access and rise of local expectations, technological innovations that are transforming the market place and the modes of work and engagement, the shrill demand of local citizens to have a participatory and determinative role in decision-making, and the emergence of a new style that is beginning to respond creatively to this immense transformation.

The Order: Ecumenical is a contemporary manifestation of this new style. It is made up of those "seized" by the moral issue of our times and dedicated to the task of building a human future.. The Buddhist monks brought Buddhism into China at the height of its collapse in the 6th dynasty period, enabling the restructuring of that society. They then moved into Japan with the same social concern, bringing not only depth to the animistic religion of that time, but new social structures which encompassed far more of the population. During the middle ages in Europe, while the Christian monks were busy saving the culture, the Buddhist monks of Japan were carrying out that same role in their own country. Religious Orders have certain common aspects in relation to their birth, spirit and formation, in relation and response to their times. The Order: Ecumenical is no exception. Its posture came out of extensive probing of the Christian symbols to discern the way life is for every human being. Its lifestyle emerged from flexible experimentation to demonstration of new possibility. Its symbolic life is based upon the three acts of life: the universality of the way life is, the brokenness of inability to hold the unity of that universality, and the decision to embrace that life of brokenness in a style of dedication and cruciformity.

The Global Servant Force - is the self-conscious operation as those who decide to be their care; that is, the pioneering dynamic which is willing to create the sign of social repentance. The Order's task is one of teaching, service, and contemplation. It is concerned to be a relevant, effective, demonstration of profound care of the world. Its primary methods are those of generating images, forging sociological models and developing other practical tools that can give substance to the three-fold mission of contextual re-education, community re-formulation and spirit re-motivation. That is, it sees that its job is to bear witness to the word of possibility, to be the catalytic power for social change, and to stand as a sign of hope by daring to plunge to the profound, naming the significance of all events.

CHICAGO

The formation of the Order; Ecumenical as a "Third Order", grew out of an awareness that the time had come to bridge all particular historical forms of the religious into a true ecumenism, and to provide a container in which all age phases and both sexes could engage creatively in historical change. Thus, the experimentation with the "Family Order". It probes to the transparent power from which profound spirit and creativity flows. It is radically ecumenical, radically religious and radically secular.

Chicago

Order Fiscal

Team

7

TEAM 7 ORDER FISCAL
Trust/Task Funds

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 redistributed 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 & ICA loans be retained as assets on the OE T/T Funds books and a liability on ICA & 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:
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.
NO CHANGE
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.
NO CHANGE
Education: This fund cares for the post high school 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 high school education plans, consideration is given to those wishing to gain special training. Twenty percent (20%) 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.
LAST TWO SENTENCES ARE ADDITIONAL
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.
NO CHANGE
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.
NO CHANGE
House Expansion: In the past this fund provided for annual resettlement intra-continentially and for prior's travel. Currently the Area budgets such expenses.
ELIMINATED
Travel: In the past this fund provided for travel within an Area or Continent. Currently the Area budgets such expenses.
ELIMINATED
Global Council: This fund is for the once-in-a-lifetime Total Order Council. The Area budgets travel expenses to the Annual Global Council.
NO CHANGE

Chicago

Order Fiscal Team 7SELF-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 to the ICA are designated as ICA developed income.
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 2-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.

Order Fiscal

PROPOSED OE GLOBAL BUDGET GUIDELINES

STIPEND 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 STIPEND	Adult	1	1	2	3	4	4	5	6	6	7	7	8	9	9	10	10	11	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
ORDER 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
	TRK	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50
HOUSING 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
	BURST.	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 EXPENSE	FOOD	1	1	1	1	1	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3
	CARE	8	8	8	8	9	9	9	10	10	10	11	11	11	11	11	11	11	11	11	11	11	11	11	11
TOTAL		26	32	38	45	51	57	63	70	76	82	88	94	100	106	112	118	124	130	136	142	148	154	160	

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, packing materials, writing material, gifts, relations with extended family, basic health costs (TOI) 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 1 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 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 6 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 1-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.

Chicago

Order Fiscal

Team

7

SELF SUPPORT FORMS

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 4 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 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, Individuals, regions, areas and centrums 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.

CHICAGO

GUIDELINES FOR SELF-SUPPORT INCOME

1. We resolve that we rearticulate that permeation jobs are still our most viable means of self-support and that we consider it as our primary and foundational method.
2. We resolve that we continue to operate out of the principle that salary line items written into grants to the ICA be designated as ICA developed income.
3. We resolve that we establish two bottom lines for use of consultancy income for self-support: (1) checks made out to the ICA are not self-support income; (2) course/program fees are not self-support income. These guidelines will allow us to maintain our fiscal integrity of having all monies paid to ICA go through ICA books and will guard our program integrity. Beyond these bottom lines we would urge carefully thought-through responses to consultancy requests in dialogue with Global Management Centrum and the Legal Commission.

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 camp staff travel, and Miscellaneous Youth Travel become an Education Fund expense.

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CHICAGO

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	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
HOUSEHOLD	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	16	16	18	18	20	20	22	22	24	24	26	26	28	28	30	30	32	32	34	34	36	36	38	38
	Care	8	8	9	9	10	10	11	11	12	12	13	13	14	14	15	15	16	16	17	17	18	18	19	19

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CHICAGO

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Detailed recommendations in this arena may be found under G.R.A. Strategic Directions, the Monies, "Methods Consultation, Inc." (page 28) It is still imagined that every order member is a permeator. Therefore it is recommended that every person maintain and carry his/her credentials.

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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 opportunity for part-time employment involving the total staff with high income yield, releasing all staff for comprehensive missional engagement. It is recommended that language teaching formats being used, 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 to be on file for houses interested in beginning immediately.

ASSIGNMENTS COMMISSION

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 centurms 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.

CHICAGO

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 redistributed 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 projects' 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 \$7,890,000. Our 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 \$1,500,000 EI & ICA loans be retained as assets on the OE T/T Funds books and a liability on ICA & 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.

GLOBAL TRUST/TASK RESERVE FUNDS

ANNUITY: This fund is imaged as caring for the individual Order members in their older years. The fact is the order does not have people who retire from the mission. Historically this fund has been used to pay for the original six families annuity program that was set up in 1962 and to pay a portion of the retirement plan Presbyterian ministers were required to participate in to maintain their clergy relationship.

Health: This fund is imaged as caring for the Orders health so no one need ever worry about adequate health maintenance. In 1976 Memorial 912 broadened the basic coverage provided by the Hartford insurance and the Illinois Dental plans. This broadened coverage has not been imaged as a move toward any form of a self insurance plan but as a means to supplement the professional insurance programs where needed.

EDUCATION: This fund is planned to care for the education of the Order children. The plan is designed to cover post high school education costs for every Order youth up to a maximum of \$1500/year and \$6000 total per youth. Order youth are eligible to draw on these funds after their parents have been in the Order for one year. Annual summer camp, camp staff travel up to 20% of the total Phase I summer program would be paid. (Emerging Generation travel to camp remains part of local house budgets.) Youth Christmas travel to nearest relative residing on the same continent (same area SEAPAC) would also be paid from this fund.

CULTURE: This fund is imaged as caring for the symbolic life expenses of the total Order.

PROGRAM RESERVE: This fund is imaged as providing a reserve of funds for the future expansion of the Orders mission. In the past this fund has been used to make both long and short term loans to EI/ICA. Interim stipends for Order members between locations and travel costs for Order member guardians assigned to guardian meetings have been paid out of this fund in the past.

GLOBAL COUNCIL: This fund is imaged as setting aside monies for the once in a lifetime total Order Council.

10.

	ORDER TRUST FUNDS				ORDER TASK RESERVE FUNDS		
	Annuity	Health	Education	Culture	Global Council	Program Reserve	Total
NEW FUND BALANCES	300,000	400,000	1,000,000	100,000	300,000	700,000	2,000,000
Future Allocation Percentages	3%	46%	15%	2%	10%	24%	100%

TEAM 8 INSTITUTE FISCAL
GRANTS FORMULA

CHICAGO

Historical Context

In 1969, the first major grant for our work was awarded by the Rockefeller Foundation towards the Urban Academy for an amount of \$250,000. Over the past eleven years, we have witnessed the scope for the application and utilization of grants expand significantly for the programmes of the ICA. In particular, private and public agencies within North America and Europe have responded with a number of grants for our work in SEAPAC, LATIN AMERICA and the SUB-CONTINENT. In 1979 an on-site audit at the Chicago Nexus conducted by USAID, and requirements for accountability to the EEC for India grants, pushed us to look more closely at our approach to the writing of proposals and utilization of grants globally. Emerging from this, Management and Development band meetings this year have created a gestalt of our current wisdom on grants, and raised the question of how large grants can be equitably distributed to meet our global needs. The concern is that we write proposals that enable us to meet our actual global expenses for our operations of programmes and projects.

Proposals and Recommendations

1. That the screening of grant proposals before submission to an agency in any location be done by Management, Development and Operations Centurms in the developing zone in conjunction with the project/programme unit making available all requirements in writing of the granting agency's policies.
2. That disbursements of a grant be consensed on through a troika dialogue of Finance Commissions, priors of the developing Nexus, the recipient location and Chicago Nexus.
3. In the case of designated monies, where there are no specific grant proposal guidelines from the donor, the following structure is recommended as a guideline for writing of proposals of \$25,000 and above. It is to emphasize that the following formula is a guideline only and that specific situations may require treating the percentages in differing degrees:

Capital Investment	20%	buildings, land
25%	5%	equipment, machinery
Programme Operation	5%	programme initiation seed money
25%	20%	programme fees and costs, e.g. HDTs
Staff Support Expenses	10%	staff relocation
25%	15%	benefits reimbursement, child care
Administration	10%	local administration
25%	8%	global support system
	7%	monitoring and evaluation

It should be noted that in many proposals, 'salaries' would be a more appropriate category to include in the staff support expenses.

4. Interfacing books/accounts in developing/sending location and recipient location should include: Payment Advices, Invoice System, Currency requirements correspondence, matching file of proposal and reports submitted.

		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			

When we first began locating staff in Religious Houses around the world The Order: Ecumenical paid for the expenses of moving people to new locations out of money that we earned at our various jobs and money that individual order members received from family and friends willing to help with their personal travel expenses.

THE
CONTEXT

In more recent years these resettlement cost have been picked up by the Institute, first for travel to HDP assignments, then for travel between continents and, more recently, travel within continents.

Each August there has been a special effort made to raise the money needed to cover the travel costs, since this is a time when our assignments have just been made for the coming year and an increasingly large outlay of money beyond our ongoing budgets is required to get people to their new assignments as quickly as possible.

Also during August we have scheduled family discontinuity to allow all of us time to visit family and friends as well as make personal preparation for the coming year. Those who are moving to a new location need time to make practical arrangements for their move including sharing information with those replacing them at their old location, packing, etc.

Because many of us have an opportunity during this time to visit family and friends, we have a unique opportunity to tell these people about the work of the Institute and to tell them about places in the world where we have been working and where we are going to be working during the coming year. It is an opportunity for all of us to participate with those assigned full time to fund raising in the task of telling the Institute's story and beckoning people to participate with us in the history long and world wide task we have envisioned and are presently embodying.

Specifically it is a unique opportunity to invite those who would otherwise not be invited to contribute financially in supporting this effort to care concretely for the needs of our world. It is an opportunity to invite those who do not have the context or concerns which lead them to support the Institute's work directly to help pay the cost of someone they know personally to the place where that person can most effectively act out his or her personal care for the world during the coming year.

It is an advantage - not a principle nor an imperative - for each person under assignment to be able to tell the Institute's story through his or her own personal story and through the telling of the story beckon his or her personal contacts to support the Institute's work financially.

THE
SITUATION

During the coming weeks a large amount of money will be needed for travel (approximately \$150,000) which is not presently in any Institute bank account. Anything that can be done to raise this travel money through special efforts during the month of August means that much more money raised through ongoing development efforts that will be available for such things as August and September Religious House program checks, payment of outstanding bills, etc. In past years we have reached the end of August facing huge travel bills. House program checks have been delayed in many locations which has meant that program momentum has taken longer to build, and that those doing development

have found themselves focusing on how to get money to pay these bills before they could turn their attention to funding the current year's program.

To enable the starting of the year with a strong momentum- the resettlement task force is recommending several shifts in our images regarding the funding of resettlement travel.

THE
RECOMMEN-
DATIONS

1. We recommend that every order member, whether he is moving to a new location or being assigned to return to his previous location, be invited to participate in working through the models for how we raise the money needed to get all of our staff to their assigned locations. Practically this would mean that at the end of council those presently in this building would meet with the others assigned to the same continent-zone for the coming year to work through the models needed to raise resettlement funds. They would be looking at models which would enable as many as possible to participate in the fund raising effort, not just models that those moving to a new location could use.

2. We recommend that the specific form for the model building and for the fund raising effort itself be 5 continent-zone teams (Brussels, Bombay, Singapore, Hong Kong and Chicago). Thus everyone assigned for the coming year to Brussels Nexus or to the areas served by that nexus would work together to build and implement a set of fund raising models. Each team would do the following:

- A. Work over against a target equal to or exceeding the total cost of resettling people to or within its own continent-zone.
- B. Design its own specific short-range and long-range models and methods for raising money.
- C. Work out the team configurations (both for August and for the year) to accomplish the fund raising.
- D. Work toward a year-long model for funding resettlement and nurturing contributors.
- E. Plan for future resettlement funding based on the cost of moving people into and within the continent-zone.
- F. Hold the tensions between taking advantage of specific money-raising opportunities and the need to get people to their new locations as soon as possible and to allow everyone adequate time for discontinuity.

3. We recommend that each of the teams designate 2 or more people to work together as a support team to work out the details of tracking the resettlement funds, enable those doing the fund raising, make the travel arrangements and process the tickets. The travel desk estimates that with careful work in this arena including the support team coordinating all travel arrangements we can save \$100,000 in this years August resettlement travel.

4. With the heavy load that the Annual Subscription Campaign is placing on North American guardians, movement colleagues and regular supporters during August and September and the advantage of using the travel story to involve new people as contributors, we recommend that the teams insure that the models for raising travel funds not involve the North American guardians, colleagues, or regular contributors. The Annual Subscription Campaign will ensure that these people participate as fully as possible in providing financial support for our work. The focus of the models need to be on tapping otherwise untapped sources.

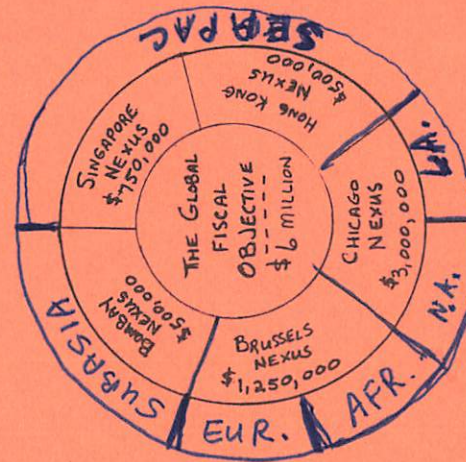
WHAT The profound intent is to empower every Region to establish an on-going development program, which can expand our funding base in each location around the globe.

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).



<p>THE CONTINENTAL / AREAL / REGIONAL DYNAMICS</p>		<p>AREAL & REGIONAL RESPONSIBILITIES (FOR N. AMERICA)</p>		
		<p>AREAL / REGIONAL BUDGETS AND BOTTOM LINES</p>	<p>MOVEMENT BASE SUPPORT .375 MIL (METRO CIRCUITS)</p>	<p>LOCAL ORGANIZATIONS (BUSINESS, CHURCH ETC.) .75 MIL</p>
<p>NEBUS RESPONSIBILITIES</p>		<p>CONTINENTAL & INTERCONTINENTAL MANNEVERS</p>	<p>AREAL / REGIONAL CIRCUIT RATIONALES</p>	<p>TEAM ASSIGNMENT RATIONALES</p>
		<p>MAJOR FUNDING \$.75 MIL (FOUNDATIONS & MULTI NATL CORPS ETC.)</p>	<p>DEVELOPMENT TRAINING & SUPPORT</p>	<p>INTERCHANGE & ACCOUNTABILITY</p>
		<p>FUTURE FUNDING \$.5 MIL (LARGE DONORS, ENDOWMENTS ETC.)</p>	<p>MASS MAILINGS \$.25 MIL (1 MILLION)</p>	<p>3 MILLION DOLLARS IN HAND</p>

AREA DEVELOPMENT PROGRAMME

- 1 - Covers the geography through regular metro circuits
- 2 - Makes circuit team assignments
- 3 - Organises special events
- 4 - Mobilises guardians
- 5 - Trains movement and house troops
- 6 - Designs and carries out manoeuvres
- 7 - Names area/regional development coordinators
- 8 - Follows up all contributors
- 9 - Keeps records, files, decor
- 10 - Broadens donor base
- 11 - Follows up all working proposals
- 12 - Monitors and expands annual subscription
- 13 - Secures local corporation and foundation funding
- 14 - Develops and monitors public funds for local programme
- 15 - Identifies targets for major funding
- 16 - Researches long range future major funding sources
- 17 - Reports immediate breakthroughs to centrum
- 18 - Packages and markets local programme
- 19 - Creates local development materials
- 20 - Collects local P.R. data
- 21 - Handles local public affairs
- 22 - Local/global story-writing and meshing
- 23 - Guards ICA involvement in any project funding
- 24 - Ensures that programmes are self-supporting
- 25 - Sets bottom lines in context of global budget
- 26 - Enables accountability/absolution
- 27 - Reports regularly to development centrum

GLOBAL DEVELOPMENT CENTRUM

- 1 - Services the areas through
 - computer
 - materials pertaining to continent/globe
 - mailings
 - stored data
 - global interchange
 - strategising
 - accountability for bottom line
- 2 - Secures major funding for global programme from
 - corporations
 - foundations
 - individuals
 - agencies
- 3 - Ensures that global fiscal objective is reached
- 4 - Ensures that broad grassroots support is continually expanded
- 5 - Serves as continental command post
- 6 - Trains developers
- 7 - Designs continental campaigns

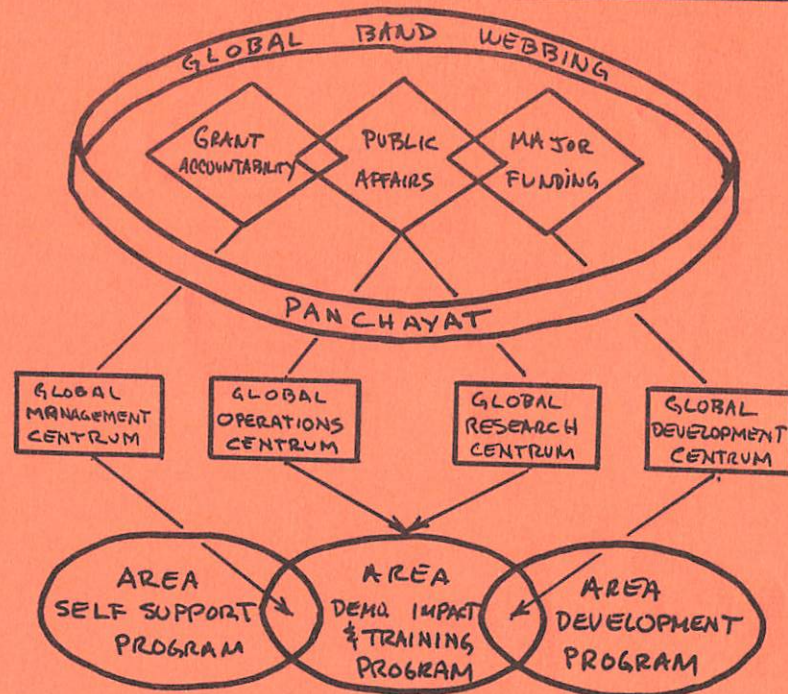
GLOBAL PRIORS COUNCIL

CHICAGO

TEAM #8

ICA FISCAL
AREA DEVELOPMENT DESIGN

JULY 1980



GLOBAL DEVELOPMENT BAND

- 1 - Channels funds from international networks to where they are needed in the globe
- 2 - Creates and moves on advantages through interchange of data, personnel, stories and methods
- 3 - Creates major funding proposals in conjunction with operations and management
- 4 - Ensures grant accountability
- 5 - Watches over and projects public image

The intent of the local training module is:

- to develop sophisticated, common bookkeeping systems at the local level
- to enable us to meet the accounting standards of public agencies, private institutions and national bodies.

In order to do this, the following module will be implemented in each location during 1980-81 so that for ICA fiscal year 1981, we will be operating on common systems with trained staff. Common forms designed by Management Centrum will be used.

LOCAL TRAINING MODULE	
DAY ONE	DAY TWO
Collegium: ICA The New Times	Collegium: OE The Order Funds
ICA Focus	OE Focus
Cash Receipts Cash Disbursements Petty Cash Journal Accounts Payable Accounts Receivable Vouchers & Back-up	

The basic image of the Module is a two day long working session conducted by Management Centrum staff. At the end of two days, both ICA and OE books will be set up on common systems with common forms; staff will be contexted in the use of the forms and one month of books and reports will be completed.

Evenings will be spent in workshoping or contexting and training in special management issues related to each location. These might include:

- legal relations
- structure of bank accounts/signatories
- the 'local economic vehicle'
- staff training
- grant budgets and accounting
- audit requirements

Global Priors Council		LENS FEE SCHEDULES (first working draft only)				TEAM 8 (INSTITUTE FISCAL)		PROPOSED 1980/1981
CHARGES	CONTIN.	1979/1980	ADDITIONAL PARTICIP.	TRAVEL	ACCOMMODAT	OTHER		
NORTH AMERICA			-100.-for each participant over 30	(national) travel expenses for four people	for 4 people		raise base fee to 6.000 f.corporat ns, to 3.500 f.public and to 1.700 for local	keep other fees and expense coverage
NAME			-100. f.part. over 20	(contin.) for 5	for 5		raise basic fee to 3.000, keep addit.	
EUROPE			-	(internat) for 4	for 4 people		(no continental or areal decisions yet, probably close to fees in N.America)	
LATIN AMERICA			-100.for each participant over 20	(contin.) for 4 people	for 4 people		raise basic fee to 2.500, keep add.	
MAIROBI			-100.-over 20 part.	(contin.) for 5	for 5		same as 1979/80	
LAGOS			-170.-over 20	local f. 3-5	for 3-5	all materials, print.	raise to 5.000 f. corpor., 4.200 f.gov. agencies (and poss. adjustments f.others)	
LUSAKA			-125.-over 20	(contin.) for 4	for 4		raise basic fee to 3.000 for public and all add.	
HONG-KONG			-2.500 f. any	(contin.) for 2	for 5		raise basic fee to 3.000,maintain others	
JAPAN			-2.200 f. corpor. -1.600 f.public	(national) for 4	for 4		keep basic fee and request 25% donation to ICA in addition to expenses	
SINGAPORE			-5.000 f. multinat.-100.-over 30 part.	(contin.) for 6	for 6		raise multinat. to 6.000, all others to 3.500 , keep add. expense coverage	
SUBCONTINENT			-1.300 for any (= 100% increase)	(contin.) for 4	for 4			

RESETTLEMENT			
			AUGUST 1980 Team 9
Assign.	Pre-Travel Fund Raising	Advantageous Fares	Post Travel Fund Mop-Up
<p><u>RESETTLEMENT SITUATION</u></p> <ol style="list-style-type: none"> In 1979-80 the global resettlement costs disbursed by all 5 nexus locations totalled \$304,000. Over the full year \$119,000 was raised by the individuals and families involved. In N.A. the costs totalled \$202,000 and \$109,000 was raised. \$25,000 came in during August and September. 66% of the \$109,000 (\$72,500) was raised from previous contributions; 33% (\$36,500) came from new contributors. Established donors in most cases received multiple travel money requests. The large difference between the money raised and the cost (\$185,000) was made up by regular development and caused significant delays in accumulating enough money to pay house program checks in many of our locations around the world. We either raise resettlement money in the August effort or we pay for it out of ongoing development in September (and perhaps the months following). The 1980 resettlement is anticipated to cost approximately \$150,000. Ticketing research has shown that as much as \$50,000 of this \$150,000 can be saved through utilization of special fares, group rates and charter flights. In the past there has been inequality associated with who has been required to raise travel money, the amount of the bottom lines set for each participant, the number of times a given person has been required to raise travel funds and the financial resources available to a given person that can be tapped for travel funds. Some people have experienced having their sources of travel funds dry up because they have gone to them numerous times, because their sources have been moved to the point where they contribute directly to the Institute, or because of other factors. In numerous cases extended efforts to raise travel money has resulted in people arriving at their new locations at an unhelpfully late date. 			

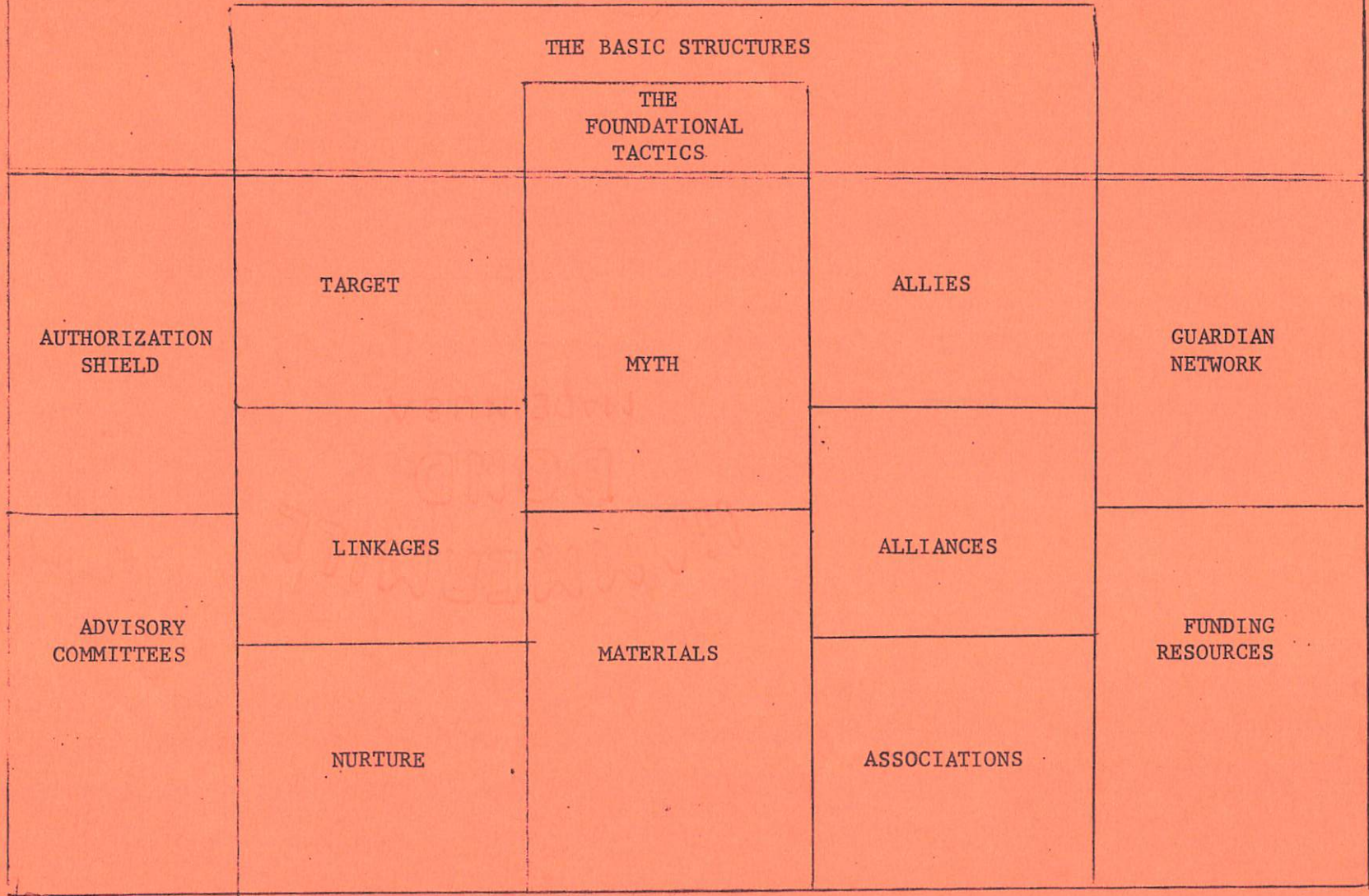
RECOMMENDATIONS	IMPLEMENTATION
<ol style="list-style-type: none"> It is recommended that the family deployment fund raising be done this year in the configuration of Continental-Zone Teams. All the people assigned to all the houses and to the nexus in each of the five zones will be assigned to a Continental-Zone Team. (That is the houses of Area Singapore, Area Sydney, Area Suva and the Singapore Nexus House will make up the Singapore Continental-Zone Team). Each of the 5 Continental Zone Teams will be lead by one development centrum person, one management centrum person and one area prior. The C-Z Team will co-ordinate the raising of the deployment bottom line by all those assigned to the areas and the nexus. Since each nexus writes the checks for travel arrangements and raises the money, the team leadership will track the fund raising, decide the greatest savings to be made from the researched fare advantages, and write the tickets holding the tension of beginning the next year with paying for the travel. Research which has already been done ensures a targeted \$100,000 will be saved through fare reduction, therefore co-ordination will allow for documentation By soliciting travel monies from sources other than guardians will ensure that the guardians will participate in the Annual Subscription Campaign. Individual guardians may want to host us and introduce their friends to us to allow for new donors. At the beginning of the year it is recommended that each Development Centrum experiment with building a year long nurture model i.e. House Collegiums, mailings and proposals, etc. As soon as possible the Global Oper. Centrum notify all locations of resettle. procedures. Within 24 hours of the finalizing of assignments the Global Priors notify all people of their 80-81 assignment and c-z team. 	<p><u>PACKETS FOR TEAM AND FAMILY UNITS PREPARED BY DEVELOPMENT CENTRUM WILL INCLUDE:</u></p> <ol style="list-style-type: none"> symbol for maneuver and context for continental-zone teams maneuvers, their tasks, and their working space designation. Team tracking chart for targeted, in-hand and working monies. Workshop model for determining each family's bottom line. Travel fund accountability form for each family unit. Travel arrangements data form for co-ordinating travel. Sample corporate resettlement story for team use. Letter creation workshop and 4 x 4 phone workshop. Sample family letters of request, of thanks, and of reporting-nurture. Sample proposal for foundation, church and boards.
	<p>B/L DEPOSITED BY SEPT. 30th. \$50,000</p>

COMPONENTS OF COMPREHENSIVE REGIONAL FRAMING STRATEGY

THE VISIBLE BOTTOMLINE

THE BASIC STRUCTURES

THE
FOUNDATIONAL
TACTICS



CHICAGO

GLOBAL PROFILE CAMPAIGN

There needs to come into being as a one-year experiment a Global Profile Post in Operations Centrum, Nexus Chicago. This Post will assume responsibility for :

I. EXTERNAL PUBLICATION

- a. a new ICA brochures - will include who we are, what we do, who support us, 3rd party evaluations. The audience will be global (translated locally) It will introduce the beginnings of a common style for all our publications. It will be an objective writing piece with professional assistance input.
- b. a quarterly journal prepared and mailed end of week 2 for preceding quarter. It will include newsworthy, factual data concerning our programs. The audience will be our donors, guardians, private and public sectors frame, each RH and Centrum. The source will be a collection of inputs from weekly house reports and other newsworthy material collected by the Global Profile Post.
- c. an annual "ICA Year in Review" similar in content to our present Annual Report. It will be program-year oriented (September thru August). It will contain no financial statistics but will include a listing of our supporters. It will require professional assistance.

II. INTERNAL COMMUNICATION

- a. Learnings up-date - critical timely communications with our own staff at Nexus levels will be the responsibility of the new post. The mode of communication will be by telephone if appropriate. This will enable our staff to exploit advantages in newly established framing or avoid unnecessary embarrassment indicated by the nature of the information. Each Nexus will communicate to Areas, Areas to Regions, etc.

III. PUBLIC ACCOUNTABILITY

- a. The Post will build a file of 3rd party evaluations of our work. The source will be Operations Centrum accumulations around the globe.
- b. The Post will develop through Operations a file of order speeches and testimonials before key groups.
- c. evaluation systems :
The Post will accumulate governmental agency audits and other evaluations of our work. and will digest them as appropriate hard documented data.
The Post will encourage through Management that Arthur Anderson begin a program of auditing all ICA books around the globe.
The Post will collect follow-up data on state Town Meeting Campaigns. The 24 CEM documents will be edited and made available for appropriate dissemination. Recommendations for future CEM methods, as appropriate will be offered.

IV. MEDIA RELATIONS

- a. audio-visual creations. The Post will initiate beginnings of new films including our North America, Latin America, Europe etc. projects. LENS and other special focus forums staff will be encouraged to make slides of these forums and made available to the Post.
"Before and After" slide shows will be created as appropriate.

CHICAGO

(page 2)

The Post will research now available movement films and create a repository

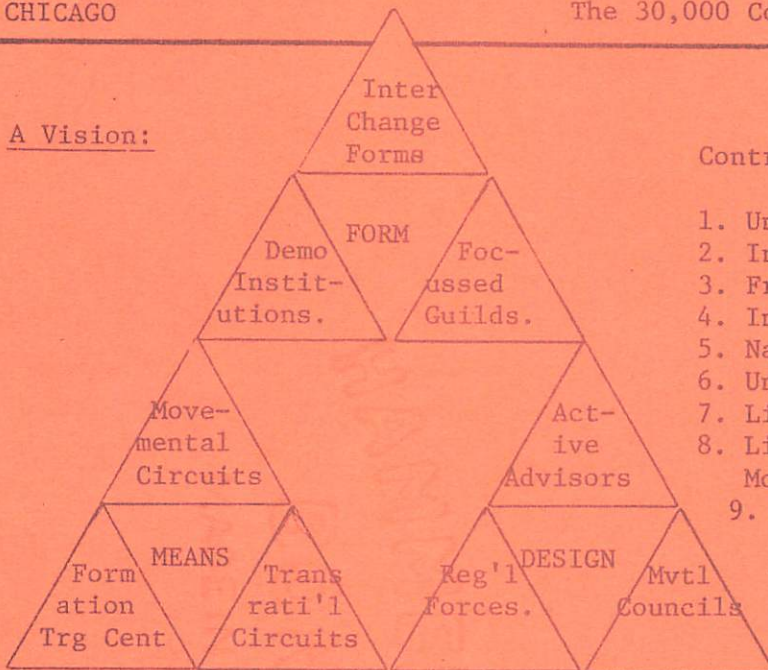
- b. Local Media Contexting
create (with professional help) methods for our staff at local levels to relate intelligently and effectively with local media personnel experiment this year with one or two major articles for publication in selected papers such as the New York Times
prepare one documentary for public TV use

V. GLOBAL STRATEGY

Every RH will designate a single 'spokesman' relative to media relations Quarterly Conference calls will be initiated by the Global Profile Post to each Nexus (Operations Centrum) sharing timely public communication information and discerning future implications and strategies.

CHICAGO

The 30,000 Context.

A Vision:Contradictions:

1. Ungrasped social change
2. Inadequate training tools
3. Fragmented Interchange Systems
4. Inadequate Framing Methodologies
5. Narrow Movement Images
6. Unformed mythology
7. Limited Advisor Formation Methods
8. Limited compelling rationale for Movement Formation Engagement
9. Unfocussed Logistics Mechanisms.

1. This group has the basis of a releasing story for movement formation at this particular point in history.
 - a. The Times
 - b. A new image of the movement
 - c. Broadening and deepening what is already there.

This work is a contribution toward focussing our thrust into Movement Formation this year.

ENHANCING INTERCHANGE MECHANISMS

EMPOWERING REGIONAL FRAME

ENABLING GLOBAL MYTHS

<p>facilitating</p> <p>INFORMATION EXCHANGE</p> <ul style="list-style-type: none"> • Learning update • Global news service • Critical communication • Field support 	<p>learning</p> <p>MEDIA PROWESS</p> <ul style="list-style-type: none"> • Newsletters • Interviews • Press Release • Media contact <p>journeying</p> <p>AUTHORIZATION SHIELD</p> <ul style="list-style-type: none"> • Conversations • Site visits • Symposia • Advisors 	<p>creating</p> <p>IMAGE MATERIALS</p> <ul style="list-style-type: none"> • Visual art • Descriptive brochures • Annual Program Reports • Quarterly Journals <p>collecting</p> <p>EVALUATIVE REPORTS</p> <ul style="list-style-type: none"> • 3rd party statements • Financial Audits • Formal Documents • Personal Testimony <p>expanding</p> <p>MEDIA USAGE</p> <ul style="list-style-type: none"> • Press Articles • Radio/TV Interviews • Documentaries/Film • Event Coverage 	<p>focusing</p> <p>FRAMING CIRCUITS</p> <ul style="list-style-type: none"> • Public Support • Private Sponsorship • Voluntary allies • Local Advocacy <p>supporting</p> <p>GUARDIAN NURTURE</p> <ul style="list-style-type: none"> • Contacting Events • Regular Contact • Formal Advocacy • Team Participation 	<p>coordinating</p> <p>PUBLIC RELATIONS</p> <ul style="list-style-type: none"> • Volunteer Efforts • External Relations • Public Spokesmen • Site visits
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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>MATERIALS</u></p> <p>Packets including ICA brochure, annual report, special focus forum brochures, audio visual aids, third party testimonies.</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>FUNDING RESOURCES</u></p> <p>Local inventory of donors and organizational support - profile of other regional opportunities - public funding at regional level - global/local opportunities.</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>ASSOCIATIONS</u></p> <p>Teams of people within agencies and other institutions actively engaged in support of HDPs and other ICA programs.</p>	

GLOBAL PRIORS COUNCIL		July 31, 1980	
CHICAGO	GLOBAL FRAME	TEAM 9	
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"> 1) a current framing base chart. Using the comprehensive framing chart, the present situation of the regional frame will be objectified. 2) Framing targets identified out of the screen of the years plan and the present frame. 3) a schedule of the regions catalytic events, releasing the frame. 4) circuit rationale for pulling the frame from the metros. 		
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"> 1) a Global Framing context- the state of the global frame. 2) media training- the how to's, the do's and don't's..etc 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. 4) the setting in place of a comprehensive documentation system. 		
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"> 1) evaluation- of both the frame and where the region has come during the year on the frame. 2) recommendations for the coming year on how to broaden, deepen, and intensify the frame. 		
QTR I	QTRII	QTRIII	QTRIV
COMPREHENSIVE FRAMING DATA FROM THE REGION	AREA COUNCIL COLLEGIUM	AREA PRIORS TREK	REGIONS EVALUATION AND RECOMMENDATIONS

Global Priors Council	July 31, 1980
Chicago	TEAM 9 - PUBLIC FRAME Team 9
<p>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.</p> <p>This new day requires a shift---</p> <p style="text-align: center;">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.</p> <p>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.</p> <p>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:</p> <ol style="list-style-type: none"> 1. Creating and disseminating new media forms 2. Empowering regional framing efforts 3. Enabling consistent internal and external "public" relations <p>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.</p> <p>The accompanying chart indicates the components and functions of the Post.</p> <p>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.</p>	

10

GLOBAL PRIORS COUNCIL

JULY 1980

TEAM 10 MYTH DESSEMINATION

SCREEN FOR MYTH REFLECTION

CHICAGO

ELEMENTS OF MYTH	IDENTIFYING POPULAR MYTHS	JOURNEY OF MYTH	EFFECTS OF MYTH
CRUCIFORM HAPPENING	LOCALLY GENERATED	SYMBOL GROUNDING	LOCAL PEOPLE TELL IT
ORIGIN/ DESTINY	GLOBAL IN IMPLICATION	SOCIAL PHILOSOPHY	LINKS THEM TO THEIR HISTORY
UNIVERSAL APPLICATION	FREIGHTED THRU MULTI MEDIA	SPINNING METHOD	PRONOUNCES SIGNIFICANCE
DEPTH CONSCIOUSNESS	CLAIMS THE FUTURE	DOCUMENTING RISE OF LOCAL MAN	LARGER THAN LIFE

CHICAGO

MEDIA SERVICES FORCE

The arena of communicating the movement story both to ourselves and to the world has become increasingly crucial to our missional task. Essential to expanding media services is the establishment in each nexus of a Media Services Force beginning with a cross-movemental post in August at Chicago Nexus. By July 1981, every nexus will have seen that that function has been established in its geography. Such a post would first create a Media Learnings, Guidelines, and Recommendations piece to enable the Movement to have an open and decisive stance in relationship to the media. Furthermore, such a post would equip the Movement with a variety of tools such as the Global News Service (which has been extremely helpful in creating Regional Newsletters) and screens like the Myth Screen to help the Movement select out for use the kind of events and accomplishments which would interpret most clearly the Movement's intent of Human Development. In addition, the Media Services Force would find ways to interpret and disseminate the long-range meaning of key global movemental happenings so that the Movement is kept abreast of both the major victories as well as the key crises. Such a post would have liason with designated area media services contacts around the globe. These contacts would channel key media pieces and area happenings into the Media Services Force as well as be briefed on an ongoing basis on media guidelines and learnings.

As a movement, we need to create some quality media forms that will spread the humanizing story of the Earthrise Age. A Human Development magazine and an audio-visual package would begin to freight the myth. The Human Development Magazine will be done by a Chicago-based task force in conjunction with the Guardians making available the work and objectives of the Movement, programmatic forms, and current edge articles of our times. Included would be lectures, program methods, depth spirit studies, and global trends. In 1980-81, the magazine will have two editions with the first one appearing by the end of December 1980 and distributed globally. In 1981-82, it will be published quarterly. The audio-visual package would add to the already available global film. An example would be a video-cassette or slide presentation that would ground the work of the Movement on the particular continent you are in. Work on this package would begin in January 1981. In this way by documenting and selectively publishing ongoing action, the Media Services Force will allow the New Myth to emerge.

CHICAGO

This event took place in Hai Ou. It is the kind of thing a myth could grow from.

Dragon Boat Festival is an ancient Chinese holiday commemorating a hero who drowned because of his care for his country. One way it is celebrated today is by holding Dragon Boat races. Last year, with only two day's work, the village of Hai Ou organized and held races in a nearby lagoon. Nearly everyone in the village came. Afterwards the elders of the village remembered that such races had been held more than thirty years before. Boats raced in the ocean between two major towns. The excitement of the day's activities got people planning for the next year's races.

The stories told about this day now could formulate the global myth that local man can do what he's decided.

HUMAN DEVELOPMENT ZONES

The emergence of the concept of Human Development Zone is a natural evolution out of our work in the three campaigns. It is not a new invention, nor is it a replacement for any or all of the three campaigns. It is, in fact, precisely as a result of the intensification of our work in each campaign that the Human Development Zone has happened.

AWAKENMENT has moved from demonstration forums, LENS, GWF, CYF to county coverage (or its equivalent), to strongholds, sets, state campaigns, etc. What follows all this? -- a delimited, geographic area saturated with the impact arsenal--penetrating communities and neighborhoods, social care structures, ethnic and social and phase audiences. This natural progression of the awakening phasing is the HDZ.

DEMONSTRATION has moved from Human Development Projects or signal communities to clusters to replication. When moving from working with a single community or neighborhood to working with multiple communities or neighborhoods, inevitably the issue of a strategy for regional development emerges--one is no longer concerned simply with one pre-school or one fishpond industry, but with structurally delivering the services, resources, expertise, training, marketing, etc. to establish, maintain and expand these multiple efforts. This is the question of infrastructure, whether creating it, streamlining it, focusing it, or redirecting it. When dealing with the issue of regional development and infrastructure in a delimited piece of geography, one quickly encounters the necessity of massive contextual re-education to insure a common, effective context for the whole to function harmoniously. This natural progression from working with single communities to multiple communities and all that it involves for long-range effectiveness is the HDZ.

FORMATION has moved from isolated assistance of community cores, town meeting orchestrators, concerned guardians, etc. to a movemental force within a delimited piece of geography sustained by consensus and contextualizing councils, training programs, corporate responsibility for all three campaigns, movemental symbology, etc. This natural progression from awakened individuals and cores to movemental momentum in a delimited piece of geography is the HDZ.

P. 2 Human Development Zones

In short, the Human Development Zone is not new. It is the natural result of a four-year demonstration of globally launching and sustaining three great campaigns. All three campaigns continue, but in intensified fashion in such a way that, within a delimited piece of geography, the result is explosive, far more so than the sum of events and efforts involved would tend to indicate. The myth emerges as pivotal, but it emerges, it is forced into being, it comes because it was inevitable out of the intensification of the action factor in compressed time and space.

PILLARS OF VITAL HUMAN COMMUNITY

As we become involved in depth with more local communities and as our work becomes known by more people and institutions, the need to be able to clearly articulate our aims and approach is becoming acute. This will be particularly true as we move into the Human Development Zone approach which will require us to identify ourselves and work with all segments and strata of society. Also as we have moved beyond the initiation and momentum-building phase of human development to the phase of ongoing vitality and self-reliance, it is essential that we be able to transfer a clearly grounded practical vision of the dynamics of "vital human community" and our basic practical understanding of "human development" to community leadership. After four years of intense project development, we need to pull together our learnings for a new thrust on mass community development.

HISTORICAL MISSION

The community knows itself as part of a global experiment which is being done on behalf of all communities. It has clearly seen that for their community to be about human development it must work, from the beginning, with and for the renewal of other communities. The community knows itself to have a historical mission.

LOCAL ENGAGEMENT

The community is organized to invite participation in building its common life. It provides significant roles and groupings as well as the mechanisms of consensus.

LOCAL SELF-RELIANCE

The community invests in building its own economic base and participates in the broadening of the economy of the region.

P. 3 Human Development Zones

CORPORATE DESTINY The community has a clear image of its own identity and its relationship to the Area/Region. It relates to the broader structures in ensuring services and affecting regional plans. It is part of the broader growth of an Area.

CORPORATE CARE The community provides basic services that assure care for all. It is particularly concerned with self conscious use of space, time and symbols.

Human communities need to structure themselves for consensus building and effective action. Our learnings over the last four years indicate that new communities need new models which provide flexibility while holding the tension of accountability, and the need for looking outward as well as inward during the initial stages of community development.

The intent of the Human Community Organization Chart is to indicate that Human Development Systems need to be reconsidered, especially the Organization of the community.

The key dynamic of the attached model is that extension is an integral part of the initiation phase of community development.

The model also provides three commissions: Economic, Social and Extension. When these three commissions meet jointly, they form the secretariat dynamic for a human community. The core and traditional leadership of the community can be easily integrated. Stake care and provision for regular Assemblies are the direct responsibility of the Secretariat rather than the ICA Staff. The Guild structure can begin with three guilds and expand to nine to accommodate program needs. The Community Fund (monetary and other assets) at the center of the model, are key to the decision that all the resources belong to all.

JULY 1980

TEAM # 11 COMMUNITY EXTENTIVES
HUMAN DEVELOPMENT ZONE

GLOBAL PRIORS COUNCIL

CHICAGO

A HUMAN DEVELOPMENT ZONE

BASIC COMPONENTS	OPERATIONAL PRINCIPLES	READINESS INDICES	DYNAMICAL GUIDELINES	TROOP IMPLICATIONS
what	why	when	how	who
Designated Geographical Area	Done to Catalyze Momentum to point of critical mass	local troops Ready in Platform Configurations	Strategy Operates out of Whistlepoints Screen	Every Zone is related to at least one House
Strategy Includes All Communities	Done as a Model for a larger Geography	Solid or Up-Front Funding Plan	Initiated out of a Regional Consult	There is a Primary locus of troops within Every Zone
Involves All Sectors	Vehicle to allow Convergence of all Campaigns	Some form of "Demonstration" has occured and spawned change	Consensed Upon by a larger Geography than itself	Presumes Radical Training Component
Chosen out of a Contradictional analysis of a larger Geography	Allows participation in actually creating new Historical Directions	Diversity of Programs Requested	Movemental Order Force Plays trans-establishment Role	At least One Zone per Area / Continent
Multi-Programmatic use of all tools	Zone Sustains Awakened Communities	Multi-Sector Sponsorship	Phased T/L for Complete Coverage	A Carefully Documented One Year Experiment

CHICAGO

Pillars of Human Development

The Consult	an event that allows the community to mark a new phase in its history with the creation of a comprehensive plan for its future
The Stakes	a geographic subdivision of the community used to intensify identity, build heighborliness, and implemet community-wide events and programs.
The Guilds	groups working in specific arenas of the community's life out of the comprehensive plan with a sense of overall care for teh community.
The Core	a diverse group of concerned people who meet regularly to coordinate their efforts to catalyse the social and economic development of the community.
The Consensus Mechanisms	regular public assemblies, task force meetings, topical forums, news dissemination, and intentional dialogue.
The Celebrations	an annual rhythm of community wide events that rehearse and renew community spirit and identity.

SOCIAL/HUMAN DEMONSTRATION ISSUES - Recommendation:

In the context of 4 years of intensified demonstration in human development and thus the initiation of 52 projects and many replication schemes, it seems appargant that there are many issues in human development that continue to perplex us. In order to pull together a statement of our learnings and begin to build maneuvers to deal with common contradictions, we recommend a series of meetings of Human Development Project auxiliaries. These meetings could be in a continental configuration, following a common format. Other configurations might be all projects which are in the urban or all of the Band of 24. These meetings would be the final research dimension of human development and would be our base of practical knowledge toward extension.

Some of the issues to be resolved include common journey keys and documentation, especially with regard to human transformation. Resulting maneuvers might include global or continental trek teams and common constructs for workshops and team or core care.

Pillars of Vital Human Community

As we become involved in depth with more local communities and as our work becomes known by more people and institutions the need to be able to clearly articulate our aims and approach is becoming acute. This will be particularly true as we move into the human development zone approach which will require us to identify ourselves and work with all segments and strata of society. Also, as we have moved beyond the initiation and momentum building phase of human development to the phase of ongoing vitality and self reliance it is essential that we be able to transfer a clear grounded practical vision of the dynamics of "vital human community" and our basic practical understanding of "human development" to community leadership.

The following is an initial attempt at both of these:

LOCAL DETERMINATION

The community invests in building its own economic base and participates in the broader economy of the region.

LOCAL ENGAGEMENT

The community is organized to invite participation in building its common life. It provides significant roles and groupings as well as mechanisms of consensus.

HISTORICAL IDENTITY

The community celebrates its past, present and future marked by events and symbolic designs. It has a clear image of its own identity and its relationship to the globe. The community space is ordered to reveal significant life patterns.

CORPORATE DESTINY

The community relates to the broader structures in receiving services and affecting regional plans. It is part of the broader growth of an area.

CORPORATE CARE

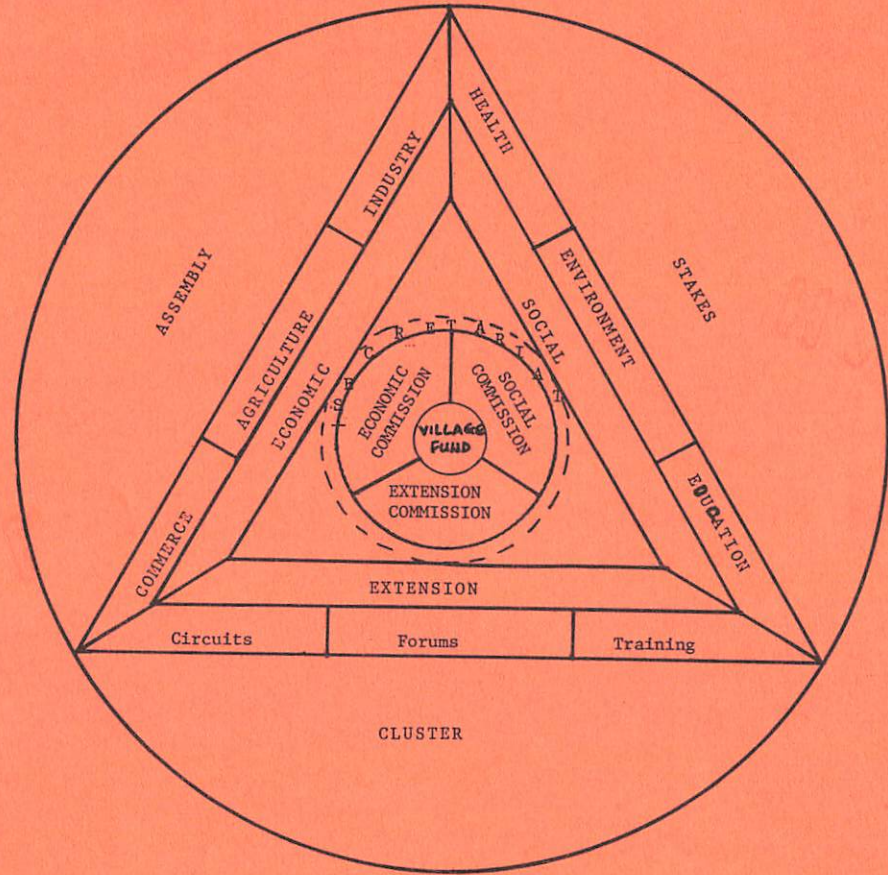
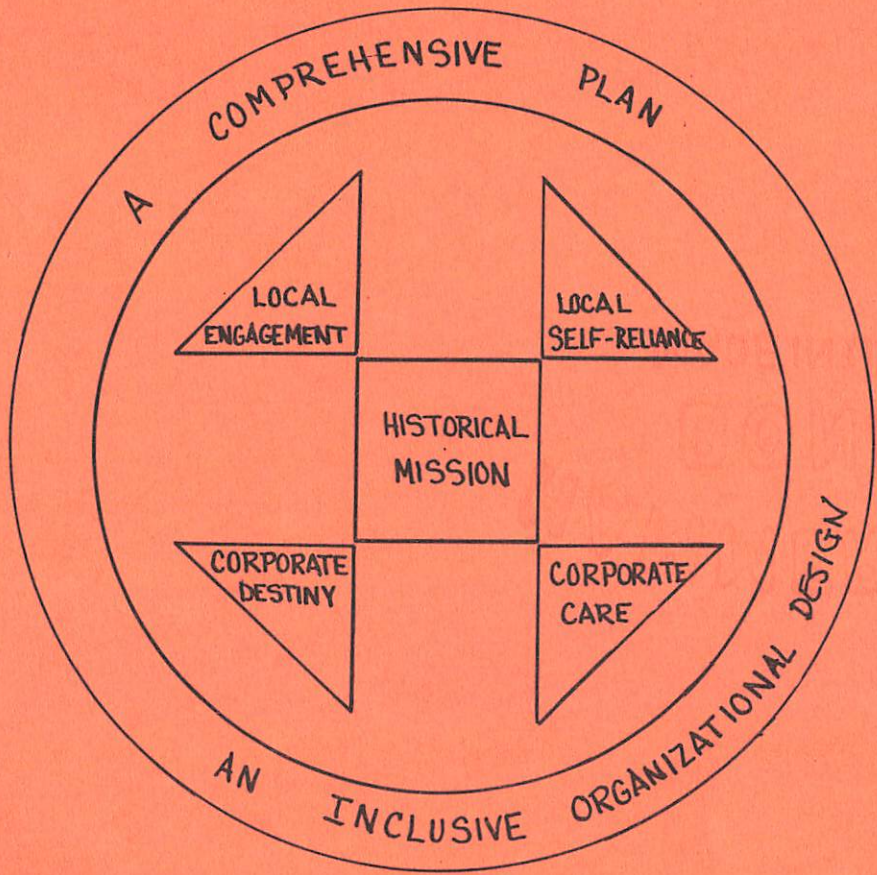
The community provides basic services that assure care for all. It provides regular communication and has a calendar of regular events.

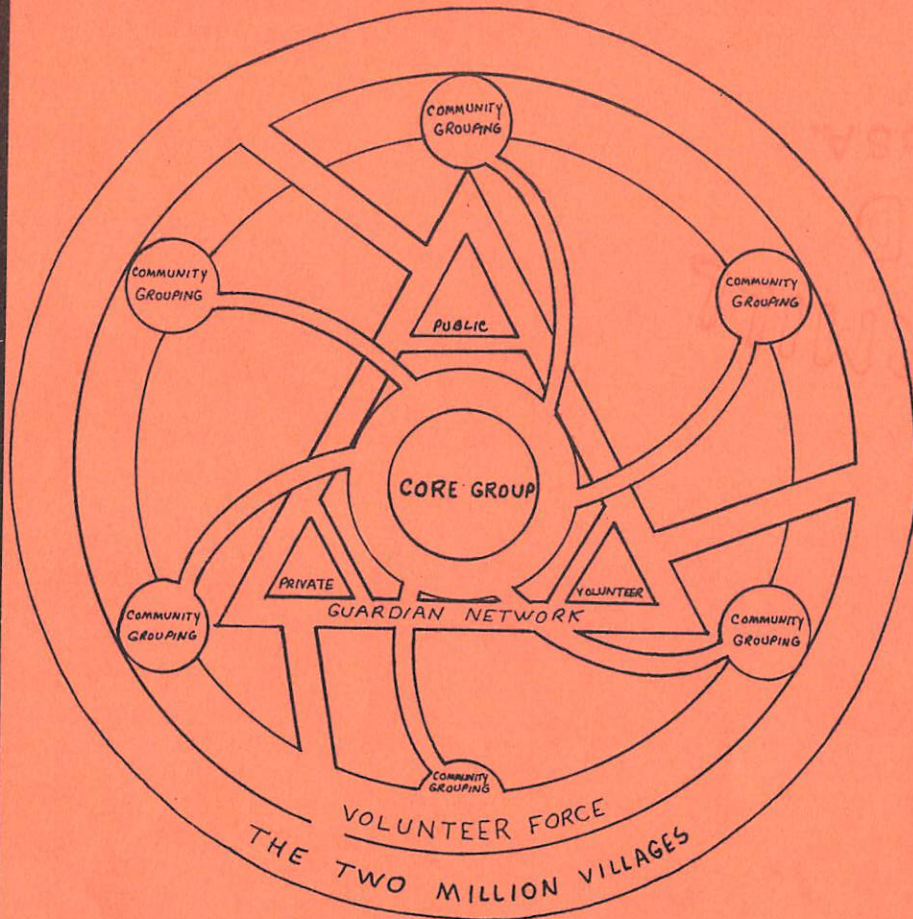
COMPREHENSIVE MASS AWAKENMENT IN ANY REGION

FUNCTIONAL IMAGE		MOVEMENTAL BUILDING COMPONENTS			
		AWAKENMENT FLANKS			THE FRAME
THE FORCES		SOCIAL CONSTITUENCIES	PRIMAL IMPACT GEO. COMMUNITY	SECTORAL STRUCTURES	
THE ELEMENTS	?	DECLARATION EVENTS	AWAKENMT HAPPENING	INITIAL CONSULTATION	MOVEMENTALIZATION
	- Regional Consult	- SPEAKING EVENTS - FILM EVENTS	- FORUMS - SETS	- DEMONSTRATION LENS - AUTHORIZATION EVENTS	- CONTINENTAL EVENTS
	TRAINING				HOPE IN LOCAL
	- Training Module	IDENTITY/ EVENTS COLLEGIALLY	COMMUNITY EXPANSION	INTRA-STRUCTURAL MANEUVER	- SITE VISITS - TMS
	REGIONAL INTERCHGE	(ROLE EMPOWERMT) - CYF, BWF, ELDERS FORUM - ETHNIC COURSES	- COMMUNITY ASSEMBLY - CLUSTER FORMATION	- VERTICAL/HORIZONTAL DEPT. PERMEATION (HUGHES TOOLS MINNESOTA GOVERNORS)	SUPPORTING THE ORGE
	- NEWSLETTER - COUNCIL	SIGNIFICANT ENGAGMT	IMPLEMENTING	EXTRA-STRUCTURAL MANEUVER	- FINANCING -
	METRO ENGAGEMENT	- PROJECT WORKDAYS - COMMUNITY WORKDAYS	- HDTs MODULES - TACTIC IMPLEMENTATION	* BEYOND LENS - NEW FORUM WHICH TURNS THE STRUCTURE OUTWARD TO THE LOCAL	- ?
	- METRO TEAMS - METRO OFFICE	EXTENDED RELATION	"DEEPENING" RELATION	INTER-SECTOR CONTACT	ACTIVE ADVOCACY
	GEO COVERAGE Rhyth	- AWAKENMT MANEUVERS	- VOYAGE - CELEBRATIONS	- LOCAL FOCUS - DELIVERY SYSTEM	- MEDIA HELP - DEVELOPMT CALLS
- TRANSAT'L CIRCUIT - REGIONAL CALENDAR					

Human Development Zones
 Team 11
 PILLARS OF VITAL HUMAN COMMUNITY

Human Development Zones
 Team 11
 Human Community Organization Chart



THE HUMAN DEVELOPMENT COALITION

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 authorization 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.

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	Awakening	Missional Family
LOCAL	My Community	Consults	Engagement	Signal Community
NATION	My People	Councils	Leadership	Human Development Zone
GLOBE	All People	Symposiums	Covenant	Global Movement

LEARNINGS

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 re-hearsing 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 FORMATION FORTNIGHT

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.

1. That a "Region Consult" be held in each active region across the Globe in Quarter II to engage the Movemental Order in the Formation task.
2. That training constructs for the basic Awakening and Engagement Programs be prepared for use in Regional Training events
3. That each Area plans a Symposium for Quarter III.
4. That a model interchange publication be initiated through the Centrum in Quarter II.
5. That we plan 7 Continental Symposia through which we will recognise the Global Guardians of that Continent.

WORLDWIDE
BOND
MADE IN USA

MOVEMENT FORMATION MANOEUVRES 1980-81						
Manoeuvre	Metro Circuit Sweep	Training Centre Formation	Area Councils LENS Pedagogy Labs	Area Symposium	Regional Consults and Symposium	New Training Designs Formation
Intent	Contact Sensitive and Responsive in 4 Sectors	Emphasize Training Component in every house	Training Teaching Force	Beckon and Weld Participation of "professional population	Beckon and Engage new populations	Appropriate Training Forms for new Engaged populations
Residue Product	Metro 'office Contact list of 4 sectors	Quarter Training Design	Teachers Guilds	Issue Focused Guilds	4 Sector Regional Cores	Trained Leadership 4 sectors All networks
Approach	Invite to Regional Consult	Name Target population Decide Curriculum Create events Calendar	Operations Centrum send out trainers to each area meeting	Invite Awakened members of 4 Sectors Forge effective Construct		
Human Development Zone Expansion, 1981-1984						

1. Lens Pedagogy around the world
2. Creation of Trust Funds
3. Create Common Advisors Guild
4. Continental, Area, Regional gatherings Quarter II. 1980
5. Metro Outpost Model
6. Symposium Manual to each region
7. Regional Consult Manual
8. Framing Module created and distabuted
9. Sets Manual Production
10. 12 Month training colleguim for house.
11. Write and distriubute Maharashtra District House Operating Manual
12. Geo-Social Analysis and global gridding workshops thru symposiums at global, area, regional levels and research trek.
13. Design impact and training instruments in the arena of myth formation and social arts.
14. Design impact forms for remaining 7 revolution populations.
15. Training Centrum in regional and areal assignments.
16. Produce and distribute "Sets Manual
17. Global Framing Labs during priors councils and area meetings.
18. Excellent translation of training materials into local languages.
19. Quarterly Priors training events
20. 2 week area national-continental training events.
21. Local Community Leadership data exchange collegiums

GLOBAL PRIORS COUNCIL CHICAGO	TEAM #12 -- Movement Formation HUMAN DEVELOPMENT CADRE	JULY, 1980
<p>Product: A manual describing the critical elements in the formation of the Human Development Cadre, including a description of the cadre's journey and formation learning acquired during the decade of demonstration.</p>		
THE ELEMENTS	<ol style="list-style-type: none"> 1. The cluster core local leadership 2. The Guardian Net 3. The Cluster Volunteer Force 	
THE JOURNEY	<p>A pulling together of the key releasing events and sustaining elements in the formation of the Human Development Cadre.</p>	
THE LEARNINGS	<p>The 10 key learnings from our work on forming the Human Development cadre.</p>	

CHICAGO

GUIDELINES FOR REGIONAL INDICATIVE PLANNING

(G.R.I.P.)

1. WHAT & WHY

The G.R.I.P. is a comprehensive, focused 4 year/ 1 year strategy for mass awakenment and engagement in the region. The G.R.I.P. is a local battleplan for engaging regional forces.

The G.R.I.P. provides the form for doing contradictional thinking relative to a particular geography. It is a vehicle for shaping the practical vision for dealing with every primal community in a region and involving all four sectors in the process. It gives a framework for deciding where the Human Development Zone will be in the region and a way to do comprehensive strategy-building for mass awakenment. The G.R.I.P. enables the region to target which structures will be useful and becomes a sign to society's structures of how to effectively reach the grassroots. It gives a rationale for geographic circuiting which enables a transrational grasp of care for every primal community in the region. It is a vehicle for practical research including framing and phasing for the coming years. Finally, the process enables the broadest possible base for consensus on the regional level.

2. COMPONENTS

The Symposium Dynamic gathers the four sectors in reading the signs of the times and discerning historical mandates through the distancing method. The Symposium is most eventful when objective data impinges on presuppositions regarding the nature and direction of historical trends, i.e. objective input media, documentarays, guest speakers are crucial to the symposia dynamic.

The Consult Dynamic gathers a broad spectrum: the Movement, all sectors, and representatives from outside the region. The consult creates the long range comprehensive strategy turning on all whistle points overagainst the regional manifestations of global contradictions. It is a visioning event that relates global priorities to local manuevres resulting in an imaginal 4 year/1 year/3 month timeline.

The Council Dynamic reviews, rehearses and focuses the 4 year consult plan, building the manuevres, sustaining the regional structures, and creating the team story. It involves comprehensive strategizing and consenus on basic operating arenas, activities, and assignments by community colleagues and core representation.

Symposium, consult and council discribe events, but each is meant here also as a dynamic and any given event might contain one or all three dynamics or events in a regionally strategic impactful sequence.

CHICAGO

2. COMPONENTS (cont.)

	SYMPOSIUM	CONSULT	COUNCIL
Rat. Obj.	Clarify historical mandates in the geographic focus	Create a long range Comprehensive Strategy	Create local manuevres & Structures of strategy implementation
Ext. Aim	Refocus the Movement	Build long range vision	Comprehensive Missional strategizing
	The Times Research Events Plot on Triangles	Future Vision using Mandates & geography	Strategic Directions
	Issues Cluster Events Name Issues	Contradictional Analysis	Consensus on operational arenas
	Mandates Discern what history is calling for	Proposals	Quarterly timeline
	Bold Moves Discern the broad action to do the mandates	Geographical Implementary Time Design	Activities Assignments

3. WHO, WHEN, WHERE

The "G.R.I.P." process moves from regional indicatives through to timelined regional implementaries, monitored quarterly. It needs to be accomplished during the 1980/81 year, where ever there is a Religious House.

The following model is meant to be suggestive, not exclusive:

- During Quarter II The Symposium would be held.
- During Quarter III The Consult would be held.
- During Quarter IV The Council would be held.

If you were in a region, you could have the following circuit design:

- Round 1. Recruit Symposium and assign pre-research.
 Hold symposium at central point during one day. Do the Times and Issues in the a.m., mandates in p.m., and Bold Moves in the evening.
- Round 2. Report on Symposium, handing out documents.
- Round 3. Do regional vision/contradictions at each metro roundtable.
- Round 4. Do regional proposals/tactics at each metro roundtable.
 Hold Regional Consult using Roundtable materials as grist and applying regional and global screens. Consult can be held from Friday evening through Sunday noon.
- Round 5. Report on Consult, handing out documents.
 The symposium needs to be held every 1-2 years.
 The consults need to be held every 4 years.
 The councils need to be held quarterly.

Team 13
 Regional Designs

The Dynamics of a "Turned on" Region

ACTION FORCES		GEOGRAPHIC COVERAGE		COMPREHENSIVE PLANNING		LOCAL PRESENCE	
Focused Guild	Regional Cadre	Sustaining Modes	Comprehensive Circuits	Regional Consult	Cross-Sector Symposium	Signal Forms	Metro Outposts
Volunteer Groups	Guardians	Roundtables	Extended Mvt Participation	Cross-Sector Participation	4-Sector Attendance	H D P	Each Metro
Agency Guilds	Colleagues	Newsletters	Awakenment Events	Cross-metro Representat'n	Mandates	Clusters	Regular Roundtables
Corporation Guilds	Boards/ Advisors	Movement Symbolic Life	Demonstration Community Cores	Comprehensive Strategy	Whistlepoint Discernment	H D Z	Metro Consult
Local Participation	Order	Telephone Circuits	Regional Training	Implementary Plan	Critical Activity Arena	House	Office

THE REGIONAL KIAMA (Kikuyu: Consensus Making Assembly of the People)

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. The Region has become the primary structure through which to serve this resurgence ... working with local people in doing societal analysis of their territory, identifying the contradictions, articulating the mandates, plotting the strategies and tactics and maneuvering to catalyze the resurgence.

The Regional Kiama is a construct/dynamic which will weave together the processes of research, indicative planning and council. This construct will empower the Regional Team to move as one thrust to transform every human settlement in the Region. It involves a ten day period with the primary focus on the two weekends. The Kiama should be conducted at least once every four years. It will produce a document, holding the twenty year strategy based on a thorough analysis and an array of appropriate strategies. The first week end will focus on the research dynamic, midweek on documentation and preparation, the second weekend will write strategies and master maneuvers, concluding with the document presentation.

The Regional Kiama will be conducted in every activated Region (containing a Regional House) across the globe between August, 1980 and March 31, 1981. In Quarter II each Area will conduct a pilot Kiama for refinement and training. The remainder will be conducted by the time of the Quarter III Area Council. At this Area Council the Twenty Year, Four Year and One Year strategy will be pulled together from the Regional Kiama Documents. Kiamas will also be projected for the remaining Regions in the activated Areas at this Council, to be conducted over the next one to four years.

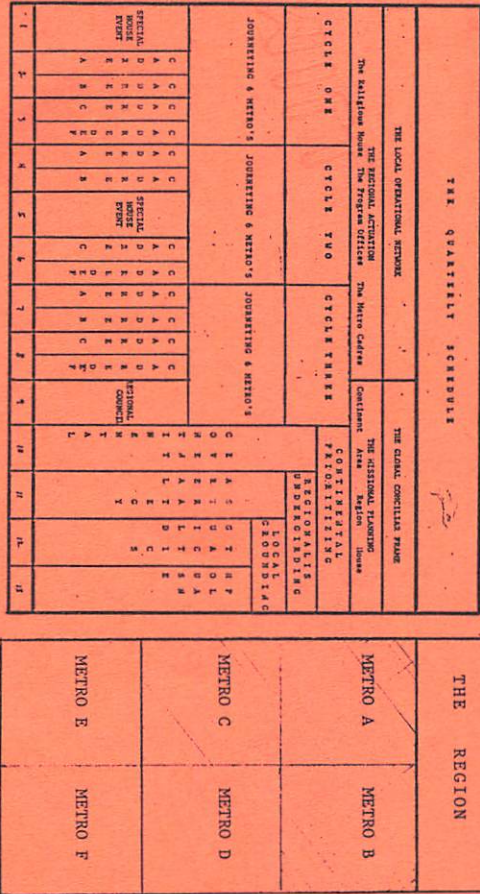
The Regional Kiama will signal the turn to the Era of Service. It will occasion the local indicative analysis and planning which will engage the local guild and cadre forces in the movement of transforming the 2 Million Villages and related structures assigned to each Regional House.

REGIONAL KIAMA			
	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	Contradictional Analysis	Quarterly Events Quarterly Timeline
	Discern Mandates	Create Proposals	Operational Modes
	Bold Moves	Implementaries	Assignments

METRO CIRCUITS

The primary operating mode of the region is the regular transnational metrocircuit. This mode of doing the whole mission allows the circuiters to operate as catalyzers relative to the local situation. Whether the task is to get bankloans to villages in Pune region, organise volunteers to Medan region from Dallas region or whether it is to get sets of awakening events going in Lisbon region, the circuiter is out to catalyse the action by demonstrating effective action, if there is no local guild. As soon as there is that local guild, the circuiter allows that guild to be upfront and sustains it and movementalizes it, calls the cadre forth out of it. The circuit relationship is critical because it shows the local that the task is part of larger task.

The chessboard image is critical in deciding which metro to go which week. Which metro is most critical? We do not have to stand on all the fields to win the game. We have to strategically saturate some metro's so it demonstrates to the whole region what is possible. The same is true if you stand in an area or metro. Where has a sign of possibility most effect? Where could strong leadership emerge soonest? The circuitteam could decide e.g. that metro a, b and c were most critical and that in another quarter metro d, e and f needed more attention. However all metro's need to be covered in any circuit. The circuitschedule below suggest one way of operating.



Global Priors Council ICA Chicago		Regional Designs 1980-81 Time Design		July 1980 Team 13	
I (Summer)		II (Fall)		III (Winter)	
IV (Spring)					
GRA GOC	Area Council	Pilot Regional Kiama	Other Regional Kiamas	Area Council	Pilot HDZ Consult
Qtr. I A. Area Council 1. Regional battle plan Metro Circuits plan Development model Religious House Impact schedule Training schedule Project development sch. Regional team formation Kiama launch plan 2. Schedule other regional meetings as needed 3. Schedule pilot Regional Kiama 4. Schedule other Kiamas 5. Target pilot HDZ focus		Qtr. II A. Pilot Kiama 1. Setup 2. Training design 3. Document B. Pilot Kiama evaluation and manual creation C. Regional strategy implementation toward additional Kiamas		Qtr. III A. Other Kiamas B. Area Council 1. Share and push implication of Kiama documentation across area 2. 20 year area time line 3. Pilot HDZ consult focus 4. Rebuild area/regional schedule/battle plan	
Qtr. IV 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 Kiama documents 3. Sharing HDZ data 4. Regional/areal/continental phasing design 5. HDZ manual creation					

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 GPC 1980 has discerned several master strategies, one of which reflects the obvious need to design the practical forms for global coverage by the order. The concentrated presence of peoples from seven continents throughout the teams of the Symposium, the GRA and the GPC is one dramatic sign of the necessity for this concern.

For the order, the region has provided Those Who Care 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. We do not want to rehearse all we have learned and know about the mission and internal life of a Religious House. However, we would like to quickly recap the journey of the Religious House.

It was only 12 years ago that we launched the Religious House experiment. In the first 4 years, from 1968-1972 the basic emphasis of the experiment was the strategic location of the houses across the North American regions and in selected sites across the globe, to enable movemental penetration and formulation. You will remember in 1972 we had a great council and celebrated the end of the experiment of the Religious House. We declared that this invention was a new form of care for the world.

The next 4 years were a time of massive expansion across the globe, as houses were placed across 7 continents. We also saw experiments in intensive placement of houses at the metro level in a few experimental regions in North America. At the end of this period we were dramatically positioned to catalyze a global movement and be a demonstration of a global band of Those Who Care.

From 1976-1980 we have been intensively engaged in every location. Houses became Human Development Projects. Other Houses became mobile to cover the nations in Global Community Forums. Some houses moved from large cities to rural villages. The Religious House has been a dramatic demonstration of radical engagement and care for the world.

In this Council we are launching a new 4 year phase. This phase has two aspects to it. First, we are moving to put form on the Movemental Order dynamic within the region, called the metro cadre. Secondly, we are moving to form the Symbolic Order into an effective missional team at the regional level.

This 4 year experiment might be called the "Regional Religious House Team Experiment," moving us this next 4 years towards establishing 324 Regional Religious Houses by the year 2004. This would take the form of 1 Religious House per region with a team of at least 6 globally assignable Symbolic Order members to each house.

The team assignment by the Order would consider things like methods expertise, administrative capability, spirit prowess, order journey, multi-national make-up and self-support potential, as well as the regional presence of the Movemental Order and the intensification of their covenant at the metro cadre level. As metro cadres come into being we anticipate interns, sojourners, etc. participating in the daily life and covenant of the Religious House.

The power of a regional team will be enhanced by one common location, one self-support system, and one common regional strategy. In the event that regional teams need to be missionally configured in more than one location they will meet

every two weeks.

The team will move toward a radical practical globality through assignment of persons from diverse nations and backgrounds. The team would be an experiment in strategic operations. This could be intensified by holding a "Regional Consult" in a region, during which a careful 1-4 year plan for the region, etc. would be drawn up on the basis of the global and continental 4 year image and the major contradictions faced by that particular region.

The House could be assigned additional troops to cover adjacent strategic regions while the regional base is being built, or if they are responsible for a globally designated sign, such as HDPs, replication experiments, awakening experiments and other designated demonstrations. It would also continue to be the case that Regional Houses which are designated as Area Houses would be assigned additional troops. It also needs to be noted, that the experiment just described would not be intended to alter the current Area operations and politics.

In short, this would be a radical intensification of the Religious House. In our context, intensification means a radical, transrational structural change. This move to the Regional Religious Houses would 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. Some projects suggest that such a move could enable us to initiate 45 new Regional Houses in the next 4 years.

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?

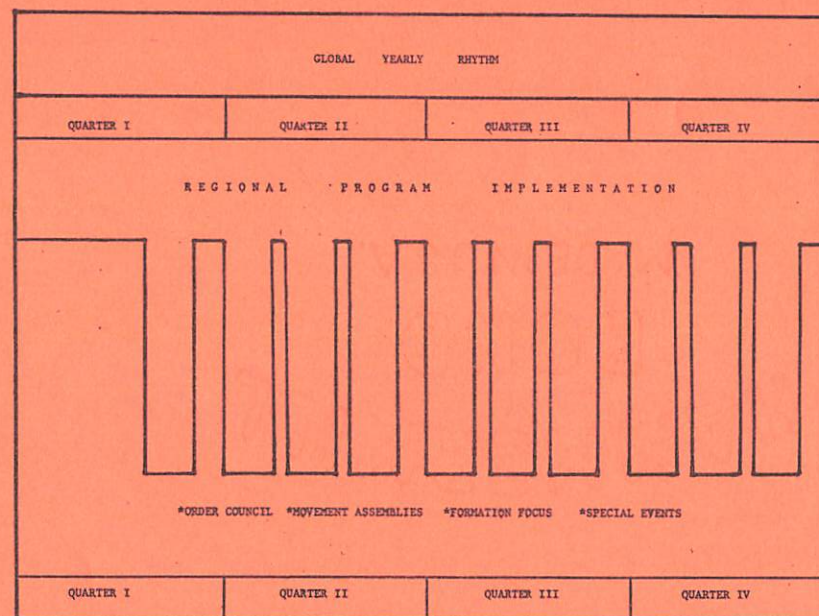
Examples--emergence of militancy in the Islamic world

- 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.



This time rhythm is designed to provide a common quarterly rhythm across the globe. It is contentless, hence every region and Area will plan the particular missional thrust for each block of weeks. This specific missional thrust will depend on local operating factors. Three major dynamics form the quarterly rhythm:

1. Every quarter, one week will be focused on pedagogical or special methods training for the movement and the Order. This week may be used also for creating curriculum designs, materials translation, special discontinuous events, etc.
2. Three blocks of three weeks each quarter will provide a rational time-design to cover all the geography with Metro circuits, cadre formation, and other regional programmatic activities.
3. The Councils and Movement assemblies will be held at the appropriate weeks at the end of the quarter, maintaining the 3-wk programmatic activities rhythm.

GLOBAL PRIORS COUNCIL TEAM # 14 GLOBAL COVERAGE SCHEME JULY, 1980
 CHICAGO UNPENETRATED AREA/CONTINENT PREPARATION

CONTEXT: During Quarter IV of 1979-80 the Houses of the Globe participated in a common research task of the unpenetrated Areas of the Globe through the sodality construct of The Ecclesiola. Much interest has been expressed in the findings of this research. Eight Houses returned their materials with fine contributions of grids, profiles, trends, breakthroughs, news clippings. Through the work of the Global Priors Council the re commendation is being made that this research continue on a continental and area basis, during one of the continental or area councils during the year 1980-81, and that the unpenetrated areas be covered in the following manner:

Area Bangkok by Continent SEAPAC
 Areas Dacca by Continent Sub-Asia
 Karachi
 Areas Johannesburg by Continent Black Africa
 Duala
 Areas (5) of NAME by Area Cairo
 Continent USSR by Continent Europe
 Continent China by Continent SEAPAC

The intent of this continued research is preparation for the penetration of these areas and continents, with recommendations and decisions of where and how to move to be made at the July 1981 Councils.

Prior to the appropriate Continental or Area Councils of 1980-81 one House in each of these geographies needs to be assigned by its geography to be responsible for the data and preparation of materials for the Council. Included here is a suggested workshop to allow the responsible continents and areas to be familiar with and to make preliminary decisions and possible research trips about and into these new geographies.

WORKSHOP

CONTEXT: We have been assigned by the globe to further help the Global Order prepare to make a decision regarding the place and time and means of penetrating the Area (Continent) of _____. This workshop is designed to familiarize ourselves with available data and gain insights into the current situation and future possibilities.

Corporately look at the materials from the Ecclesiola sodalities and other gathered materials such as current news articles. Divide into teams when the materials could be used to better advantage in teams.

1. What are some of the data or events for Area (Continent) _____ that catch your eye? (Get many responses.)
2. What shocking insights does this reveal? Which are key?
3. What questions are being raised? How is each of these reflected at the local level? at the district or provincial level? at the national level?
4. How is the social pain evident? local level? other levels?
5. What do you see are possibilities for local people? for this nation?
6. What is the Movement's creative participation and role? What are the first steps? What are the strategic programme(s) you would put into action? When would this (these) begin? When/Where would we put a House?
7. What immediate actions do we need to take? Who would do them? (Take assignments for visits, authorisation calls, etc.)
8. Celebrate with a song. File results for July '81 research input.

GLOBAL PRIORS COUNCIL CHICAGO	TEAM # 14 GLOBAL COVERAGE SCHEME AREA/CONTINENT DATA SHEET	JULY 1980	RECOMMENDATIONS	
			POSSIBILITIES	
			BREAKTHROUGHS	
			TRENDS	
			CONTRADICTIONS	
			SELF-UNDERSTANDING	
			PROFILE	Economic Political Cultural

ONE EARTH - 324 REGIONS - 2,000,000 VILLAGES

I EAST			II WEST			III SOUTH		
SUB-ASIA ¹	SEAPAC ²	CHINA ³	NORTH AMERICA ⁴	EUROPE ⁵	USSR ⁶	LATIN AMERICA ⁷	NAME ⁸	BLACK AFRICA ⁹
☰	☷		☰	☷		☷	—	—
—	☷		☰	☷		—		—
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			☰	—		—		

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.

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- emergence of OPEC
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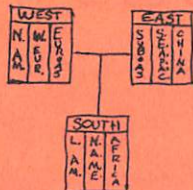
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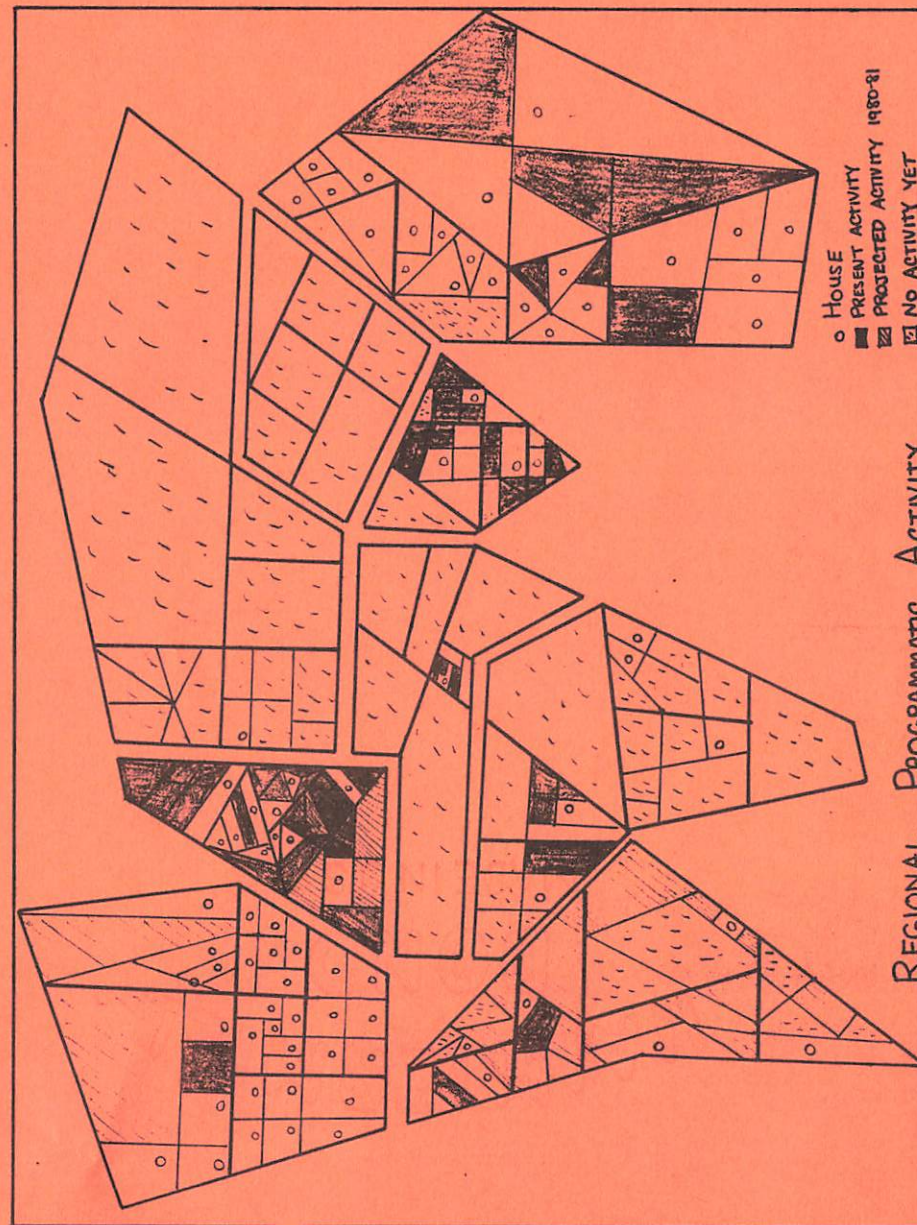
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- the West is becoming more North via repositioning of N.A. in relation to the East and China
- China is a kind of middle position between N. and S.



5. What does this data mean for our interpretation of the globe? Look at the geo-political grid. How has this changed for you?

6. Use the same workshop on your present continental grid. Enlarge or diminish your continent based on workshop insights. Work down to the regional level.



REGIONAL PROGRAMMATIC ACTIVITY

TEAM 14 — GLOBAL TARGETING REGIONS OF THE EARTH

1 EARTH — 9 CONTINENTS — 54 AREAS — 324 REGIONS

Sphere West			Sphere South			Sphere East		
NORTH AMERICA	EUROPE	EURASIA	LATIN AMERICA	NAME	BLACK AFRICA	SUBASIA	SEAPAC	CHINA
CHICAGO Detroit Cleveland St Louis Kansas City Minneapolis	LONDON Bristol Dublin Glasgow Manchester Birmingham	MOSCOW Archangel Leningrad Minsk Kuybyshev Gorkiy	CARACAS Georgetown Bogota Medellin Barranquilla Maracaibo	CAIRO Port Said Khartoum Assuit Gaza Alexandria	NAIROBI Mombasa Dar Es Salaam Balantyne Tabora Kampala	BOMBAY Ahmedabad Bhopal Jabalpur Nagpur Pune	SINGAPORE Ujung Pandang Jakarta Surabaya Medan Kuala Lumpur	PEKING Tsitsihar Tientsien Dairen Harbin Mukden
NEW YORK Washington DC Pittsburg Rochester Boston Philadelphia	STOCKHOLM Gothenburg Copenhagen Oslo Trondiem Helsinki	SYKTYVKAR Naryan Somorovo Sverdlovsk Perm Kazan	RIO DE JANEIRO Sao Paulo Porto Alerye Brasilia Manas Retife	ALGIERS Casablanca Tunis Tripoli Bangasi O man	JOHANNESBURG Windhoek Capetown Beira Salisbury Tananarive	KARACHI Peshawar Lahore Hyderabad Rawalpindi Quetta	BANGKOK Hanoi Vientiane Rangoon Phnom Penh Saigon	SHANGHAI Nanking Wuhan Hong Chow Chang Chow Tsingtao
HOUSTON Dallas Memphis Atlanta Miami New Orleans	FRANKFURT Munich Stuttgart Koln Amsterdam Hamburg	IRKUTSK Krasnoyarsk Yakutsk Khabarovsk Vladivostok Kamchatsky	BUENOS AIRES Comodoro Rivadavia Santiago Cordova Asuncion Montevideo	ISTANBUL Ankara Izmir Malatya Adana Erzurum	KINSHASA Kisangani Lumbumbashi Lusaka Luando Brazzaville	DELHI Chandigarh Lucknow Allahabad Agra Jaipur	HONG KONG Taipei Kaosiung Cebu Davao Manila	CANTON Macao Hainan Kweiyang Foo Chow Changsha
SAN FRANCISCO Seattle Billings Denver Phoenix Los Angeles	ROME Florence Milan Geneva Vevice Naples	TASHKENT Samarkand Ashkhabad Volvograd Baku Astrakhaw	LIMA Quitto Iquitos Santa Cruz La Paz Arequipa	TEHRAN Kabul Zabot Shiraz Tabriz Mashhad	ABIDJAN Free Town Dakar Bamako Ouagoudougou Accra	CALCUTTA Bhubaneshwar Ranchi Patna Khatmandu Asansol	TOKYO Fukuoka Seoul Ajong Yang Sapporo Osaka	LHASA Lan Chou Sining Urumchi Yarkand Yumen
EDMONTON Vancouver Anchorage Yellow Knife Winnipeg Saskatoon	MADRID Bilboa Barcelona Valencia Bevilla Lisbon	ODESSA Rostov Donatsk Kharikov Kiev Tbilisi	MEXICO CITY Guadalajara Monterrey Oaxaca Guatemala City San Jose	BEIRUT Tel Aviv Jerusalem Kuwait Aden Baghdad	LAGOS Cotonou Badan Naimey Kaduna Enugu	DACCA Kulna Darjeeling Shillong Chittagong Saidpur	SUVA Lae Agana Honolulu Apia Auckland	ULAN BATOR Yimchwan Sinkiang Ulan Goom Dzibkhalantu Yang Hissar
MONTREAL Sudbury Quebec City Halifax London Toronto	PARIS Brussels Strasborg Lyon Bordeaux Rennes	BUDAPEST Bucharest Dnepropetrovsk Sofia Belgrade Athens	HABANA Nassau Santo Domingo Port of Spain Port Au Prince Kingston	ADDIS ABABA Asmara Nekempt Awasa Mogadishu Diggoulti	DOUALA Yaounde Bangui N'Djamena Garoua N. Kong	MADRAS Cochin Bangalore Hyderabad Vijayawada Colombo	SYDNEY Melbourne Adelaide Perth Darwin Brisbane	CHUNGKING Lan Chow Chengtu Sian Tai Yuan Shihkiachwang

OPERATIONAL INDICATIVES

Chicago

TRAINING FORMATION POST-1980-1981

Team 15

The interchange group on training recommends that in order to give form to the consensus to intensify training of the order and the movement that the following operational indicatives serve as a guide to the work of the regional houses and the training forces this year.

At the regional level it is recommended that each quarter a profound commitment course be held for the order and the movement in that region. This might be an RS-1, a Profound Humanness Lab, or the Voyage. During the course of the year each person in the Symbolic order would attend at least one of these courses. It is recommended that regional houses start a tracking of the training experiences of each order member and the movement. This is to be initiated at the December council with guidelines to be provided to all regional houses by the Training Formation Post. 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. This PSU would be done across the globe--on a common weekend by continent or area. This data should be sent to the Training Formation Post as the basis for work on standardizing our constructs. It is also recommended that each house include training as a strong component of the weekly and quarterly time design.

At the continental or areal level it is recommended that consideration of the needed pedagogues for the continental and areal programmes be assessed in the fall council. Assignments for training and models for how that training should be acquired should be built. This might include LENS facilitator training, HDTI, ITI, RS-1, or impact event. At the continental or areal fall council it is recommended that a weekend in January be designated as a common PSU weekend in order to gather training constructs. It is recommended that the continent or the area build a schedule of training events to be held in the regions, or on an areal level, which should in turn be coordinated through the nexus and the training Formation Post.

At the centrum level it is recommended that the Academy, Phase I, and Training Formation Post be made for one year. The Training Formation Post requires 4-6 people whose task it would be to carry off the functions as outlined in the Functions of the Training Formation Post chart. Although it is expected that this team would work in the continents, areas and regions to catalyze the training events, they alone are not to be the Deanery of events. It is their role to insure that the recommendations for the deaneries of HDTI's, ITI's, are made and these deaneries assigned by the appropriate Nexus. Area and continent troops would complete the required staff. It is their role to coordinate requests for masterorchestrators of GWF or CYF and for LENS facilitators. Their role is to empower the training events, the interchange, the reflective processes, and the edge work in training by the regional houses and nexus structures. It is not their role to closet themselves and do all the assigned functions.

However it is recommended that this Post be responsible for receiving requests for the Academy in a non-North American setting and make a recommendation by the end of Quarter I. This post is also requested to create a pedagogy tracking method for use at the Regional House level--to be ready for initiation at the December council. This Post would create the procedures for the January PSU an construct gathering and would make recommendations to the continent and areas as to ways this event could be a profound happening. This would doubtless indicate the presence of this team in some of the those PSU's.

(cont'd.)

OPERATIONAL INDICATIVES
TRAINING FORMATION POST 1980-81

Chicago

Team 15

cont'd.

The Post would receive the data from all houses, and begin to categorize it for further work in a training forces "band" meeting in Quarter IV and in the GRA's in Quarter I. The Post would work across the year to create a rational chart of the training constructs in existence now, attempting to clarify the rational and existential aim of each and their relationship to each other, as a first step toward re-building the core curriculum. Other functions of the Post would be clarified in August and the year's maneuvers and time line created to be shared with all centers, nexus locations and regional houses.

CHICAGO

Toward a Global Calendar

Your name and area

Please fill in the categories below for any training events that you have scheduled now in your region or area. We want data including any 44 hour courses, HDTI, LENS, CYF, GWF, Voyage, and any other training construct that will train people in your turf.

EVENT (name of)	DATE	LOCATION	AUDIENCE
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11,			
12.			

Team # 15 Movemental Training
COMMUNITY LEADER TRAINING COMPONENT

CHICAGO

ROLES	VILLAGE LEADER	VILLAGE GUARDIAN	VILLAGE CATALYZER	VILLAGE GUIDE
ARENAS	He forges the models and leads his community into the future.	He is capable of carrying on the necessary development framing work.	He releases the "on behalf of" care of his community.	He cares for the spirit well-being of his community.
TRAINING THROUGH METHODS				
TRAINING THROUGH ENGAGEMENT				

- Practical Operating Vision of Movement Training for 4 years**
1. Organised spiral curriculum
 2. Faculty Development System
 3. Journey track for general use
 4. Core curriculum
 5. Imaginal literacy skills
 6. Regional training centres
 7. Equipping movement forces with competences
 8. Ensure profundity of global cultural revolution
 9. Quality work in other languages
 10. Packages for special audiences
 11. Widespread & useful spirit training
 12. Dependable, comprehensive archives system
 13. Local trainers have access to global wisdom

- CONTRADICTIONS**
1. Fragmented, limited-application curriculum
 -No core or comprehensive curriculum images
 -Limited applicability of content-filled curriculum
 2. Unformulated pedagogy assignment rationale
 -Uneven pedagogy prowess in Order/Mvt
 -Immediacy model in assignments to teach, in non-replicative situations with reflective/shadowing skills
 -Weakened opportunities for interchange of broodings and depth insights
 -External task dominates operational patterns
 3. Action-oriented training weakens tension
 -Weakened opportunities for interchange of broodings and depth insights
 -External task dominates operational patterns
 4. Outmoded interchange capacities weaken common training thrust
 -Global inaccessibility of training wisdom

PROPOSALS:

- 1) A transrational rhythm for major training events and interchange functions which will hold sphere, continental and area opportunities for:
 - faculty development
 - curriculum interchange,
 - sharing of constructs and spirit tools
 - clarifying of training methods
 - reformulating core curriculum
- 2) A globally common weekend in January or February in which every house gathers all its training constructs, translates and/or cleans them and mails them to the designated Training post within the Research Band.
- 3) Designate Research Centrum to include the training function and intensify that function by assigning several people to the Research Centrum in Hong Kong nexus, or other suitable nexus, to care for the training development and coordination throughout the globe.
- 4) Intentionalize the development of areal faculties through creation on an areal level of training tracks for the year that would create competent Town Meeting orchestrators, LENS facilitators, GWF and CYF orchestrators. The people to be trained would come from the order and the movement.
- 5) Usage of the Corporate solitary office in houses on a daily basis and in movement events as a way of deepening our training in spirit prowess.

GLOBAL PRIORS COUNCIL		TEAM 15 MOVEMENT TRAINING		IMPACT AND JOURNEY DESIGNS AND FORMATS		July 1980	
CHICAGO		TRAINING/ JOURNEY FORMAT	DESCRIPTION	INTENDED COUNCIL PRODUCT			
I M P A C T	GCF	TOWN MEETING TRAINING SCRIPT	Created by GOC: Chicago, Qtr. II, 78-79. Two-hour training model, nine pages, with sample spins, roles description, workshop methods explanation and set-up instructions and materials list for three-hour TM.	Printed and distributed to areas			
	GWF	GWF TRAINING CONSTRUCT	Produced by GOC:Chicago, Qtr. III, 79-80. Overview and context, marketing guidelines and practices of set-up. 7 pages.	Distribute with facilitator's manual to the areas			
	CYF	CYF TRAINING CONSTRUCT	Produced by GOC:Chicago, Fall 79-80, 3pages. Constructs tailored to meet the needs of various groups in two-hour training session.	Distribute with facilitator's manual to the areas			
	LENS		1980-81 proposed schedule and pedagogy training plan (to be created).	Distribute			
J O U R N E Y	PROFOUND HUMANNESS LAB	HDTI PEDAGOGY MANUAL FORMATS	Four to six-session lab using profound humanness categories plus RS-1 and Other World images in talks, conversations, short seminars and workshops to focus participants' life journey and vocational struggle. 20-40 page constructs using varied designs in India, Indonesia, North American and Phillipine HDTI manuals.	Distribute overall design of a recent version of the Lab to the areas			
	THE VOYAGE	FACILITATOR'S MANUAL	37 page manual of operations for a week II application. Revised edition produced June, 1980 by Spirit Methods Task Force, Chicago. Designed to journey colleagues in the Way through a series of discourses and exercises.	Distribute to the areas			

Thurs

Friday

Saturday

7:00

Ritual/Breakfast/Journal & News Conversation

8:00

8:30

Profound Humanness
 Context and Excursion
 Context

SOCIAL ART EXCURSION

8:30

Talk: Poetry: "From
 Forest to the Plain"
 TOTALITY

INTEGRITY
 CREATIVITY

Exercise:

Lao Tsu

Relationships/Concern

8:30

Reflection on 4X4's
 9:30 Indiv Parag. for Documt

10:30

GROUP WORK

I School Document

Group A--Writing
 Group B--Editing

Group C--Lay-out

II Local Community Docu-
 mentation Procedures
 Group D

12:15

Continue Lunch Leadership Pedagogy

1:45

Meeting Agenda

Style Elements

2:00

Talk: Poetry "You Have
 Your Sign"
 MYSTERY
 CONSCIOUSNESS
 EFFULGENCE

Exercise:

Hammerskjold

Create Montage

2:00

Talk: Poetry: "We will
 Build in Stone"
 CARE
 CORPORATENESS
 ACTION

Exercise:

Tagore

Comprehensiveness

Screen

Buffet Lunch

3:00 Group A into Celebration
 Preparation Groups
 B,C,D continue work

5:00

Break

6:00 Break

6:00 Total School Corporate Supper

6:30

Talk: Poetry "You Have
 Marked the Sun"
 EVENT
 PRESENCE
 DECLARATION

Exercise: (by Roundtable)

Gandhi

Life Timeline

Conversation: Reflection
 on Profound Humanness

7:30 Reflection on the

School

9:00

Corporately create
 Individual 4X4 for
 Talk to give in Home
 Community

7:00 CELEBRATION

10:30

10:30

Midnight

GLOBAL PRIORS COUNCIL TEAM 15 MOVEMENT TRAINING
 LENS PEDAGOGY TRAINING
 CHICAGO July, 1980

LENS seminars anticipated globally for 1980-81 may well exceed three hundred in number and will require the extension of pedagogical prowess. In North America, a regular, possibly weekly LENS Guild is projected at the Chicago Nexus. For LENS seminars in Africa, Egypt and India, staff will be assigned from North America and new staff assigned and trained from Europe, Africa and India. In SEAPAC, LENS pedagogy will be provided by resident staff in the areas and centrums.

LENS pedagogy is in the process of systematization. A Facilitator's Guide is being produced, but LENS mastery involves cumulative experience in actual seminars. Facilitator rating descriptions are in the process of being articulated and should enable objectifying the training journey of new faculty.

GLOBAL PRIORS' COUNCIL		JULY, 1980	
Team 15		A PERSPECTIVE ON TRAINING	
CHICAGO		Through a Comprehensive Screen	
<p>This is a picture of the journey of life questions into which our training and formation are directed, in a time when a major issue for people is their need for meaningful engagement.</p> <p>This training and formation are the application, to the individual, of the changes required for, and occasioned by, Human Development. This is Human Advancement.</p>			
JOURNEY OF ENGAGEMENT			
Life Question	Discovering Significant Engagement	Performing Social Actions to Victory	Constantly Creating Depth Opportunity in Every Situation
Profound Intent:	To enable Vocational Resolve	To Build Leadership Prowess	To Form Profound Exemplarhood
The Content of Externality	Twentieth Century World, and Philosophy of Revolution	Methods of Effective Action, Engagement, & Motivation	Images of Universal Human Journey; Symbols, Metaphors, & Practices of Profound Consciousness
The Issue of Internality	Recognising the Spirit of Times (Indicative of New Mode of C'ness)	Experiencing, Recognising, and Dealing with Inner Experience	Moving beyond Formation of one's own Consciousness, to take responsibility for C'ness of others
The Societal Contradiction cut against	Belief that Initiative here & now makes no sense & no difference	"Local People can't do it!"	My own experience is what has to be handled
<p>The six components of the Comprehensive Spiral Curriculum are Imaginal Education, Intellectual Methods, Social Methods, Spirit Methods, Community Methods, and Contextual Studies. From the perspective of the master trainer, or designer of training events, all the curriculum components are built into every event with greater or less emphasis. From the perspective of the person who is receiving training, there is an emphasis on Contextual Studies when Significant Engagement is the issue, Social Methods, Community Methods and Intellectual Methods when effective Social Action is the issue, Spirit Methods when Constant Profound Living is the issue, and on Imaginal Education methods when the intent is to learn how to get inside the curriculum in order to train others.</p>			

TOWARD EXTENDING THE PHASE I PROGRAM TO SERVING THE GLOBE 1980-84

STUDENT HOUSE EXPANSION	GLOBAL S.H. PARTICIPATION IN CHICAGO	STUDENT HOUSE REPLICATION RESEARCH	RITE OF PASSAGE EXPERIMENT	DETAILED CURRICULUM WRITING
EMERGING GENERATION DEMONSTRATION	HOUSE E.G. STRUCTURES	VILLAGE PRESCHOOLS & JETS	ACADEMIC ENRICHMENT MODEL	GLOBAL TEACHER TRAINING
SCHOOLS IMPACT DESIGNS	LOS ANGELES MODEL	STRATEGIC PROBES	FORMATION CONSTRUCTS	GLOBAL EDUCATION SYMPOSIUM
ONGOING PROGRAM DOCUMENTATION	HIGH SCHOOL CLOSTER MODEL	POST H.S. JOURNEY CONSTRUCT	LOCAL MODELS INTERCHANGE	ARCHIVES & STATISTICS

The following were discerned as the elements of an "entry model" to get us into the next four years:

1. Recruit International participants in the Student House for 1980-81.
2. Each Nexus research S.H. replication feasibility by determining potential constituencies, visa and education issues, student job possibilities and cost of living data.
3. Document and distribute present 6th grade rite of passage construct for experimental use outside North America.
4. Conduct Preschool Teachers Training Institute at Chicago Nexus for HDP preschool teachers (2-4 each quarter), and prepare summer '81 Camp and preschool as global I.E. training labs.
5. Conduct one E.G. summer camp outside North America in 1981.
6. Experiment with youth sojourners in Houses where Clusters are located.
7. Review 80-81 Assignments configuration through screen of #'s of E.G. so that intentional structures for E.G. are more effective.
8. Continue Los Angeles schools impact, and launch 3-4 more impact probes in local school systems in other areas.
9. Continue Phase I program documentation, emphasizing development of High School cluster constructs, Post High School Journey design, organization of the archives and statistical reports on participants.
10. Prepare manual for House use in E.G. supplementary and remedial education, and correspondence school tracking and tutoring.

Phase I Program

THE JOURNEY OF PHASE I FORMATION

July 1980
Team 16

through
- limits
- possibility
- freedom
- corporate responsibility

towards:
- covenantal discipline
- methodological prowess
- trans-establishment style
- global servanthood

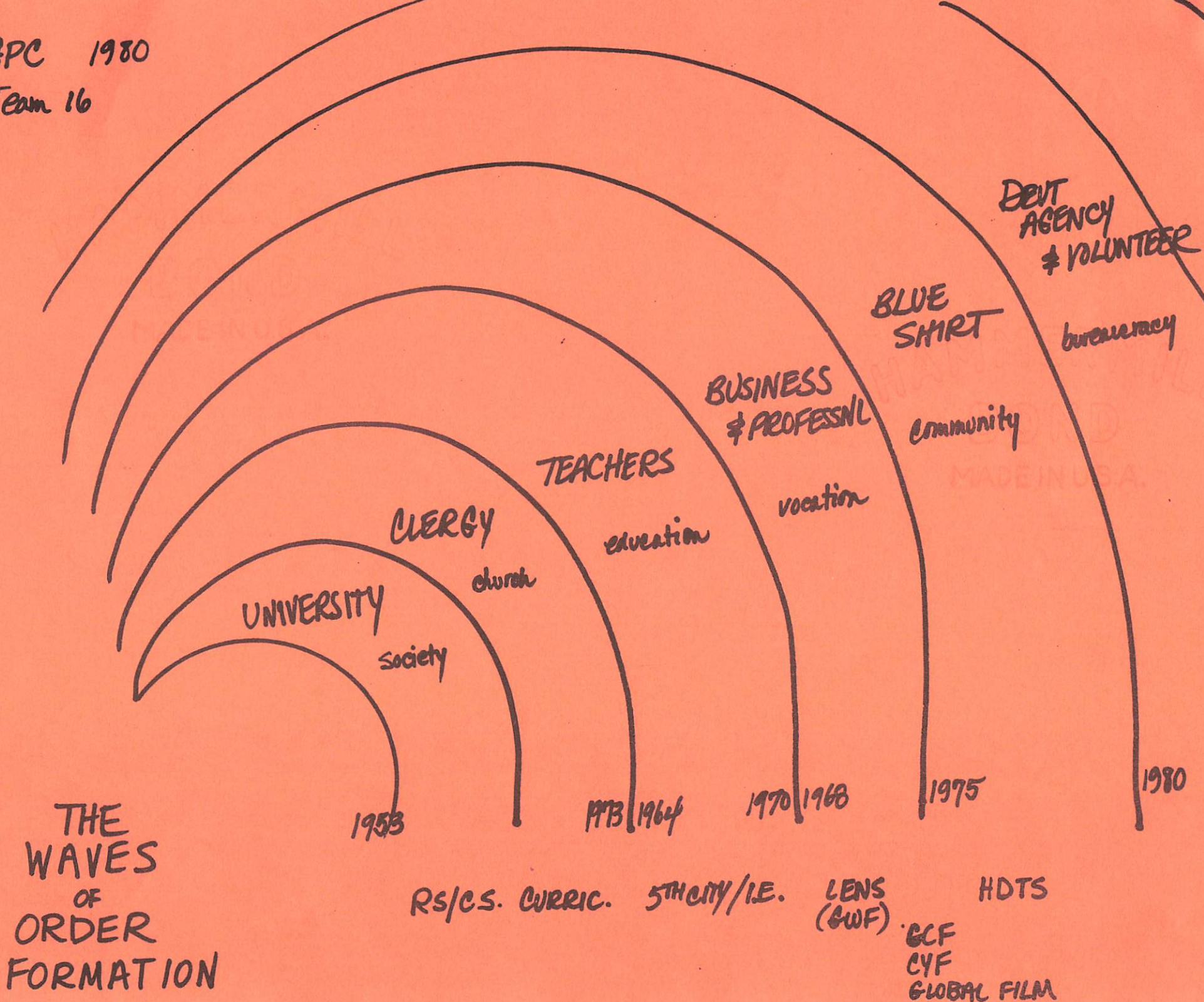
	0-4	5	6-10	11	12	13	14	15-17	18-20		
MODE OF PARTICIPATION	IMAGINATION		PREPARATION		EXPERIMENTATION			INVENTION	VOCATION		
	APPROPRIATION		INTERIORIZATION								
FORMATION INTENT	SELFHOOD and WORLD VIEW	SOCIALITY and DISCIPLINE	WISDOM and SKILLS	VISION and STYLE	CORPORATE CITIZENSHIP EXPERIENCED	CORPORATE LEADERSHIP DEMANDED	GLOBAL SERVANTHOOD GROUNDED	VOCATIONAL DIRECTIONS EXPLORED	VOCATIONAL RESPONSIBILITY ASSUMED		
PROGRAMATIC RESPONSE	THE PRESCHOOL	THE KINDERSCHOOL	THE EMERGING GENERATION	THE RELIGIOUS HOUSE	THE STUDENT HOUSE		THE HUMAN DEVELOPMENT PROJECT	THE HIGH SCHOOL CLUSTER	THE WORLD INTERNSHIP		
SUMMER INTENSIFICATION	SUMMER CAMP		RITE of PASSAGE		PRIORSHIP TRAINING -The Farm-	PRIORSHIP ENGAGEMENT -The Camp Staff-	STUDENT MOBILIZATION PROJECT		GLOBAL RESEARCH ASSEMBLY		
CURRICULUM THRUST	IMAGINAL EDUCATION	COURAGE TO BE		CORE CURRICULUM	STYLE ODESSEY		PRIMAL COMMUNITY	ETHICAL APPRENTICESHIP	MISSIONAL TEAM	COVENANTAL CREATION	
	BASIC	ATHLETIC ACADEMIC ARTISTIC ADVENTURE	RELIGIOUS STUDIES		ADULT STRUCTURES E.G. PRIORSHIP PERSONAL STYLE FUTURE BROODING	Common Life - WORK		THIRD WORLD HUMAN SUFFERING ADULT RESPONSIBILITY HEADS ACROSS	DISCIPLINED SCHOLARSHIP		GLOBAL ACADEMY VOLUNTARY SERVICE CAREER LAUNCHING LIFETIME LINE
	RELATIONAL		CULTURAL STUDIES			Common Study - STUDY			MISSIONAL ENGAGEMENT		
	PSYCHOLOGICAL		SOCIAL METHODS			Common Worship - PLAY			RELIGIOUS HOUSE PARTICIPATION		
	IMAGINAL		SPIRIT METHODS			Common Mission - TRAVEL			HIDDEN ARMY		

Team 16		"HOT SPOTS" IN THE TRAINING TASK (CALLING FORTH A TRAINING CENTRUM)		July 1980 Global Prior Council
ORDER TRAINING INTENTIONALIZATION	DEPTH TRAINING INTENSIFICATION	LOCAL FACULTIES DIVERSIFICATION	EDGE TRAINING EXPERIMENTATION	
ORDER JOURNEY PILLARS	COMPREHENSIVE CONSTRUCTS RATIONALE	TRAINED LENS FACILITATORS	STRUCTURAL PERMEATOR PREPARATION	
SPIRIT TOOLS PROWESS	EXTENDED SCHOOLS REVISION	ADEQUATELY STAFFED SCHOOLS	MEDIA SKILLS EQUIPPING	
House/ TEAM CURRICULUM	COMMUNITY LEADERSHIP INSTITUTES	COMMON MANUALS PROVISION	BASIC LITERACY COURSES	
PHASE I MODELS PROBES	RE-IMAGED CORE CURRICULUM	METHODS PEDAGOGY WEEKENDS	GLOBAL LANGUAGE EDUCATION	

TEAM 16			Global Prior Council
Educational Mandates 1980-84			
July 1980			
1	2	3	4
LENS SURGE			Educational Demo.
PHASE I EXTENSION →			
HUMAN DEVELOPMENT TRAINING CONSTRUCTS			
SCHOOLS COMMONIZATION	HUMAN DEVELOPMENT PROGRAMMATIC COURSES		
DEMONSTRATION TRAINING CONSTRUCTS (Training Inc.)			

GPC 1980

Team 16



THE WAVES OF ORDER FORMATION

RS/CS. CURRIC. 5TH CITY/I.E. LENS (GWF) HDTS BCF CYF GLOBAL FILM

CHICAGO

FOUNDATIONAL CONTEXT

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 modds of worship: Confession, Praise, Dedication; Humility, Gratutude, Compassion. These three acts 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 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 grounded in the three acts of life's deeps (confession, praise and dedication); two, that the poetry be classical and related to various specific communities, eg. Kaz, Tagor, Kaunda; three, that the dramatization be in corporate public voice, approximately ten minutes in length and include a witness (possible prayers), in a space that is created carefully and intentionally, where possible, and four, that it honor people's traditions in the using or not using of any historical religious terminology or symbols and shall hold the tenstion between the Word, Deed and Mystery. 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, eg. 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 a mark of being a religious order in history. No other group engages in such rehearsal and this is the difference between

CHICAGO

RITUAL EXPERIMENTATION, cont.:

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 I, coming to terms with the real situation as it exists, II, living in self-conscious gratitude for life as it is given, III, 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 ritual 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 transition into a universal, daily ritual for the global pluriform order. 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.

PHASE I PROGRAM CHICAGO										July, 1980			
STUDENT HOUSE CURRICULUM IMAGES										FORMAL CURRICULUM			
CYCLES BY WEEK	DESIGN THEMES MORNING COLLEGIUMS SUPPER GATHERINGS WK II CONVERSATIONS												
ONE YEAR IN SIX CYCLES													
July	CYCLE I		SUMMER PROGRAM			FAMILY DISCONTINUITY			ORIENTATION				
August						COMMISSIONING			RURAL CELEBRATION	CULTURAL REDUCTION	URBAN LAB		
September	PLAN	COMMUNITY LIFE		EFFECTIVE STUDY		LEADERSHIP STYLE		RADICAL SERVICE		EVALUATE			
		PRIMAL COMMUNITY	PRACTICAL OPERATIONS	STUDY METHODS	CHARTING LAB	PLANNING METHODS	LEADERSHIP LAB	WORKSHOP METHODS	UR IMAGES				
	VOYAGE	THE TEAM: Courage										CYF	
		MYSTERY	Awful Encounter	POVERTY	Inescapable Power	CHASTITY	Transformed State	OBEDIENCE	Infinite Passion				
November	PLAN	LIFE EDUCATION		INTERIOR UNIVERSE		EXTERNAL WORLD		HUMAN DESTINY		EVALUATE			
		IMAGINAL EDUCATION	ART FORM LAB	PSYCHOLOGY ART	LECTURE LAB	SCIENCE PHILOSOPHY			SOCIOLOGY HISTORY				
	RS-I	THE ROUNDTABLE: Corporateness										LENS	
		CONSCIOUSNESS	Authentic Relation	MEDITATION	Creative Existence	CONTINGENCY	Moral Ground	PRAYER	Final Accountability				
January	PLAN	TRANSESTABLISHMENT STYLE		REVOLUTIONARY HERITAGE		EFFECTIVE ACTION		DEPTH MOTIVITY		EVALUATE			
		MORAL ISSUE	CYF PEDAGOGY	CHRISTIAN HERITAGE	SPIRIT MOVEMENT	7 REVOLUTIONS	CAFEE LAB	SPIRIT METHODS	TEAM CARE				
	ODESSEY	THE ECCLESIOLOGIA: Care										AWAKENMENT LAB	
		CARE	Original Gratitude	KNOWING	Universal Concern	DOING	Singular Mission	BEING	Transparent Power				
April	PLAN	GLOBAL CONTRADICTIONS		LOCAL STRATEGY		VOCATIONAL DISCIPLINE		IMPLEMENTARY TACTICS		EVALUATE			
		NATION WORLD	SOCIAL DEMONSTRATION	COMMUNITY POLIS	GEIDDING LAB	INDIVIDUAL FAMILY	LIFE PLAN	SUMMER VISION	CURRICULUM WRITING				
		THE GUILD: Creativity										DEMONSTRATION LABS	
		TRANQUILITY	Radical Illumination	FAITH	Unknowable Peace	HOPE	Unspeakable Joy	LOVE	Endless Life				
June	PLAN	SUMMER LAUNCH											
		ORBIT REFLECTION											
July		SUMMER PREPARATION		SUMMER PROGRAM									

PHASE I PROGRAM STUDENT HOUSE										TIME DESIGN							ORBIT VII CYCLE II
	MON.	TUES	WED	THURS	FRI	SAT	SUN										
R E S T																	
5:15																	
6:00																	
6:30																	
7:00	COLLEGIUM		METHODS LABS		COLLEGIUM												
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Consistent order and rhythm allows the students to appropriate the time design and make it their own.

TOWARD YOUTH FORMATION
High School Cluster Model

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 showed 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
PROGRESS, INDIVIDUAL MATURITY, AND PARTICIPATION IN THE MISSION THROUGH MODELS THAT WILL WORK WITH THE REST OF THE HOUSE OR PROJECT.

PHASE I PROGRAM RENDEZVOUS '80		TOWARD YOUTH FORMATION High School Cluster Model			JULY 1980
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"> • training • orchestration/documentation • set-up 	<u>DECISIONAL SCHOOLING</u> <ul style="list-style-type: none"> • grades • study • goals. 	<u>EXPANDING COMMUNICATIONS</u> <ul style="list-style-type: none"> • newsletters • phone calls • personal communication 	<u>GUARDIAN / STUDENT RELATIONSHIP</u> <ul style="list-style-type: none"> • school accountability • person. relation. • guardian/parent interchange 	<u>SPIRIT SUSTENANCE</u> <ul style="list-style-type: none"> • spontaneous celebration • planned celebration • spirit motivations 	
<u>AREA / CONTINENTAL EVENTS</u> <ul style="list-style-type: none"> • summer program • area councils • H-D-T-S. 	<u>EXTRA-CURRICULAR ACTIVITIES</u> <ul style="list-style-type: none"> • clubs • sports • student government 	<u>ANNUAL PRESIDILUM</u> <ul style="list-style-type: none"> • finances • documentation • implimentation 	<u>INTRA-CLUSTER RELATIONSHIPS</u> <ul style="list-style-type: none"> • accountability • care • solitary brooding 	<u>HOUSE CONTINUUM</u> <ul style="list-style-type: none"> • enablement assignment • quarterly assignment • symbolic roles 	
<u>LOCAL ENGAGEMENT</u> <ul style="list-style-type: none"> • local cores • HDP engagement • program engagement 	<u>SOCIAL ACTIVITIES</u> <ul style="list-style-type: none"> • school related • with friends • church groups 	<u>CLUSTER SPIRIT LIFE</u> <ul style="list-style-type: none"> • cluster meetings / celebrations • cluster space • tutoring 	<u>JOBS & FINANCES</u> <ul style="list-style-type: none"> • personal budget • medical needs • jobs 	<u>TIMELINE COORDINATION</u> <ul style="list-style-type: none"> • study • personal • missional 	

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 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 CYF's 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 the 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.

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 Meetings, film events etc. We see ourselves as capable of taking on leadership roles as well as practical enablement roles.

HOUSE PARTICIPATION

Spirit Sustainance:

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 to 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.

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.

SOCIAL STRUCTURES

Decisional Schooling:

We intend for each cluster 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, and 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 school 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. (telephone, letters, etc.) This will help to get both (or all 3) 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. 10% 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 (i.e. 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 (i.e. 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.

16-11

ORDER TRAINING INTENTIONALIZATION	DEPTH TRAINING INTENSIFICATION	EDGE TRAINING EXPERIMENTATIONS
Order Journey Pillars -- Experience-mat -- Journey Rationale -- Assignment Screen	Comprehensive Constructs Rationale -- Issues (needs) screen -- Program Chart -- Intents Statements	Strategic Education -- Structural Reformulation -- Public Image Skills -- Regional Framing and Funding
Spirit Tools Prowess -- Solitary Reflection -- Corporate Reflection -- Tools Creation	Re-imagined Core Curriculum -- Evaluation -- Revision -- Delivery	Functional Learning -- Basic Literacy -- Global Language -- Management Training
House/team Curriculum -- Common Memory -- Teamhood -- Methods Lab	Pedagogical Prowess -- L.E.N.S. -- H.D.T.I. -- Strategic Thinking	Globalized Phase I Models -- Summer Camp -- House E.G. Structures -- Rites of Passage

GPC '80

CHICAGO

Team 16

AN 8-YEAR TRAINING RATIONALE

16-12

YEAR	1	2	3	4	5	6	7	8
LOCATION	NATIONAL		INTERNATIONAL				NATIONAL	
ASSIGNMENT	PROJECT HOUSE / CIRCUIT TEAM		RELIGIOUS HOUSE	CENTRUM DEVELOPMT. / OTHER		RELIGIOUS HOUSE		
TRAINING EVENTS	ITI HDTI ACADEMY		METHODS SCHOOL	PRIORSHIP SCHOOL		FACULTY TRAINING		
ONGOING TRAINING SYSTEMS	ORDER COMMON MEMORY TRAINING and EDGE WORKSHOPS							
MISSIONAL ROLES	PERMEATION		CAMPAIGN LEADERSHIP	GLOBAL BAND EMPHASIS		STRATEGIC PERMEATION		
CLASSES	INTERN	FELLOW	ASSOC.	COLLEAGUE	CONFRERE		PRIAR	

ICA
AREA RIO

3 QUARTER TRAINING CURRICULUM

QTR. III
1979-'80

QTR.	WEEK	1	2	3	4	5	6	7	8	9	10	11	12
	ARENA												
I	COMMON SYMBOLIC LIFE	Symbolic life sts.	Meal & meeting opening	Script. News conver.	Common Worship	D.O. Act I	D.O. Act II	D.O. Act III	House Ch. The Com. Meal	House Ch. Celeb., Repts., etc.	The Ecclesial	Order Symbols	Secular Forms
	GLOBAL CONTEXT	25 year history	CS-I & Scient. Rev.	Urban Rev.	Secular Rev.	Global Grid	Sphere West	Sphere East	Sphere South	The Social Process	Economic	Politic.	Cultural
	ORDER FORMS	OE EI ICA	Order polity	House troika	Area dynamics	Councils	Panchayat	Commis-sions	Commis-sions	Order Classes	Family Gov't	EG	Youth
II	SPIRIT LIFE METHODS	NRM	The Solitari es	The Corporates	The Journees	The Other World	The Land	The River	The Mount.	The Sea	Spirit Conv.	Psalm Conv.	Song Conv.
	GLOBAL CAMPAIGN	3 Camp. & GSD	Fifth City	The 24 & India	HDTI	GAC overview	GCF	GWF CYF	LENS	GSF overview	Mov't.	Guardians	Academy
	ORDER ENGAGE'T	R. Hse. & Cent. D.	R. Hse form & function	Devp't. Centrum	Mang't. Centrum	Opt's. Centrum	Research Cent.	GRA	Bd. of Directors	Bd. of Advisers	Finance Opt's.	Global Assign't	Consensus Making
III	TRANSPARENCY	Profound Humanness overview	PH Overview	PH Inter.	PH Internal	PH External	PH External	The Exempla rs	The Exempla rs	The Way	The Way	The New Myth	The New Myth
	GLOBAL METHODS	Imaginal Ed.	I.Ed. Art form	I.Ed. Curric. & Forms	I.Ed. Lect. & Seminar	I.Ed. Charting	Workshop	Consult Methods	Consult Methods	Maneuver Writing	Time-lining	Framing	Gridding
	ORDER SELF-UNDERST'G	RS-I	RS-I	RS-I	RS-I	CSIII-A	CSIII-A	CSIII-A	CSIII-A	CSIII-A	The Urs	The Urs	The Urs

REPLICATION COMPONENTS CHART

JULY 29, 1980
TEAM 17

I FORMATION DESIGNS	II PROJECT SERVICING	III OPERATIONAL SUPPORT	IV TRAINING SYSTEMS
PHASED GEOGRAPHIC COVERAGE 1	COMMUNITY DEVELOPMENT ASSOCIATION 5	PRIVATE - PUBLIC SECTOR NETWORKS 10	HUMAN DEVELOPMENT TRAINING SCHOOL 15
MULTI-VILLAGE CORPORATE SCHEMES 2	PROGRAMMATIC ACTUATION MODULES 6	COMPREHENSIVE FUNDING SCHEMES 11	VILLAGE LEADERS TRAINING SCHOOL 16
UNIFYING SYMBOL SYSTEMS 3	VOLUNTEER SERVICE PROGRAMS 7	EVALUATIVE DOCUMENTATION SYSTEM 12	CDA MANAGEMENT SCHOOL 17
RELIGIOUS HOUSE PRESENCE 4	VILLAGE LEADERS CONFERENCES 8	PUBLIC MATERIALS REPOSITORY 13	GLOBAL METHODS SCHOOL 18
	INCLUSIVE IMPACT FORUMS 9	CIRCUIT DESIGN SYSTEM 14	

CHICAGO

Replication is the most dramatic form we have experimented with up to this date. It is a radically intentional structural effort to catalyze human community. Replication is the profound human development which brings into being the Movemental and Extended Order, as well as being the grounding for social structure renewal.

The intent of the 1980-84 BOLD NEW MOVES in Replication are as follows:

1. to create a common image for replication,
2. to focus our training, support systems and programs,
3. to intensify and re-image the roles of the Symbolic, Extended and Movemental Order, and
4. to initiate experimentation of the Human Development Zone

The products of the Replication team is:

Forces Coalition	Four Year Extension Plan
Multi-Sector Linkage Swirl	Replication Refinement for Maharashtra/Kenya
Interchange Mechanism Design	Formalizing other Timelines
Strategic Expansion Screen	

The bold new move in the Arena of Replication Forces is to join all levels of troops into a Human Development Replication Coalition. The most local level of this is the village level organization consisting of guilds, stakes and assemblies. The leadership core of the village level organization is key as they act as the resident auxiliary. The second level, volunteer forces, are circuit teams based in a religious house. The other public and private sectors join in these teams to train, support and catalyze village level organization in programme do-ment. All three levels are self-consciously and dramatically covenanted as the movemental, extended and symbolic order.

The bold new move in the Arena of Replication Multi-Sector Linkages is to enable a coalition between the three sectors and the village organization by way of a) targeted private sector corporations, b) targeted public sector offices, c) targeted voluntary/professional agencies, and d) banks and financial institutions.

- a) Targeted Private Sector Corporations: in all the replication experiment there will have to be a substantial linkage with targeted national and multi-national corporations for the purposes of 1) raising monies for, and 2) involving the executives and personnel with the projects. The keys are LENS and regular development calls. The Company/Companies "Village Adoption" strategy should be implemented eg BASF (German) Agricultural product company adopting Athwad Village in India and doing agricultural demonstrations).
- b) Targeted Public Sector Offices: with our stance of complimenting the Government at all levels, it is mandatory that we get their necessary goods and services delivered to the villages; eg Jalna Farmers Training Institute holding a 10 day Farmers Training Programme in Maliwada.
- c) Targeted Voluntary/Professional Agencies: the desire on the part of many voluntary agencies to be involved in rural development could be tapped and their resources channeled through us. A special emphasis should be put on linking agencies with special expertise and/or interests; eg comprehensive medical programme including holding eye camps has been linked for the Kolaba Cluster with Sanjeevni Trust or spinning industry replication scheme designed and technically assisted by Imperial Chemical Industry subsidiary of AFPRO designing and willing to locate funding for a comprehensive water management and

CHICAGO

page 2

agriculture production.

- d) Banks and financial institutions: will have to be tapped for special soft loans eg IADB, loans for Cona Coste and Wobern Lawn.

The bold new move in the Arena of Replication Training is to weave together a comprehensive training programme that will meet the needs of the multi-sector engagement in the replication effort. These include the Academy, Global Methods School, HDTI, Village Modules, University Student Programme and Training, Inc.

The bold new move in the Arena of Replication Interchange is to intensify across the globe time for forces from different experiments to work together in order to gain new learnings and hold direct accountability of each other. This will take form in the next four years: a) intensification of staff interchange particularly with nationals going for a year or 2 with assignments to other replication experiments, b) inter-global "strike forces" assigned to spend a set period of time breaking open new arenas for the globe. This team would include people from each replication location representing perhaps the symbolic, extended and movemental orders (including villagers). This next year this would be done in Maharashtra in November and December in the Block. c) A global replication experiments meeting would be held in order to spend time reviewing where we are, what has been happening, and at the same time releasing a particular locale. This year would be in Kenya during the month of March.

The bold new move in the Arena of Futuric Replication Signs is creation of an areal screen which would strategically deal with opportunities relative to dealing with radical human suffering in the world such as Maharashtra and Kenya. The areal screen will discern how the future is calling for that area to be impacted, as well as methods of social analysis to objectify the real situation and mass awakening strategy. The screen would determine the geo-social reality for creating a four-world, four year extension plan (for example, the possibility of a rural replication scheme in Latin America, ie Jamaica; or in North America with Native Americans or Rural Blacks; a signal NAME replication as well as expanding the two replication centers in Indonesia).

The bold new move in the Arena of Replication Phasing in 1980-84 lies in the refinement of the Maharashtra-Kenya timelines toward a non-protracted symbolic order engagement design and formalizing the timelines of the additional global experiments such as the ones in Indonesia, Phillipines, Korea and others. These timelines and images must be built through sector participation at the local level including the villagers and the other movemental colleagues.

The bold new move in the Arena of Replication Symbolism comes out of our common wisdom of the critical nature of symbols and rituals within any community and the depth human response to drama in our time as a mode of declaration and commitment to the task. Illustrations are: rites of passage relative to the 3 forms of the Order, transitions of phasing of community life, and celebrations of life and death within any community.

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.

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 break-loose 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.

Global Priors Council

July 31, 1980

DYNAMICS OF THE NEW PHASE OF REPLICATION

Chicago

Team 17

1.	HUMAN DEVELOPMENT CADRE	Metro Coalition Meetings	Sector Participation Plan	Covenanted Core Relationship	Spirit Prowess Equipping
2.	SUSTAINED STRUCTURAL IMPLEMENTATION	Government Involvement Scheme	Company Engagement Component	Micco Economic Plan	Program Implementation Scheme
3.	INCLUSIVE VILLAGE ASSOCIATION	Total Village Involvement	Operational Legal Framework	Village Leaders Meeting	Empowered Social Development
4.	MULTI-VILLAGE CLUSTER	Module Circuiting Rationale	Common Keystone Actuation	Village Interchange System	Inter-Cluster Councils
5.	INTEGRATED REGIONAL IMPACT	Women's Advancement Module	LENS Application Plan	Targeted Social Groupings	Mass Awakening Phasing
6.	OPERATIONAL SUPPORT SYSTEM	Multi-Program Engagement	Inclusive Authorization Frame	Locally Initiated Support	Actuated Funding Schemes
7.	ONGOING COMPREHENSIVE TRAINING	Sector Forces Empowerment	Human Development Schools	On-the-job Local Training	Profound Humanness Journey
8.	UNIFYING MYTH FACTOR	National Integration Story	Visible Commitment Symbols	Profound Declaration Prose	Global Network Sign
9.	PHASED GEOGRAPHIC COVERAGE	Comprehensive Penetration Design	Regular Interchange Methods	Structural Delivery Actuation	Social Fabric Mutation

Global Priors Council

July 31, 1980

THE HISTORIC SHIFT FROM DEMONSTRATION TO CATALYSATION OF DEMONSTRATION

Chicago

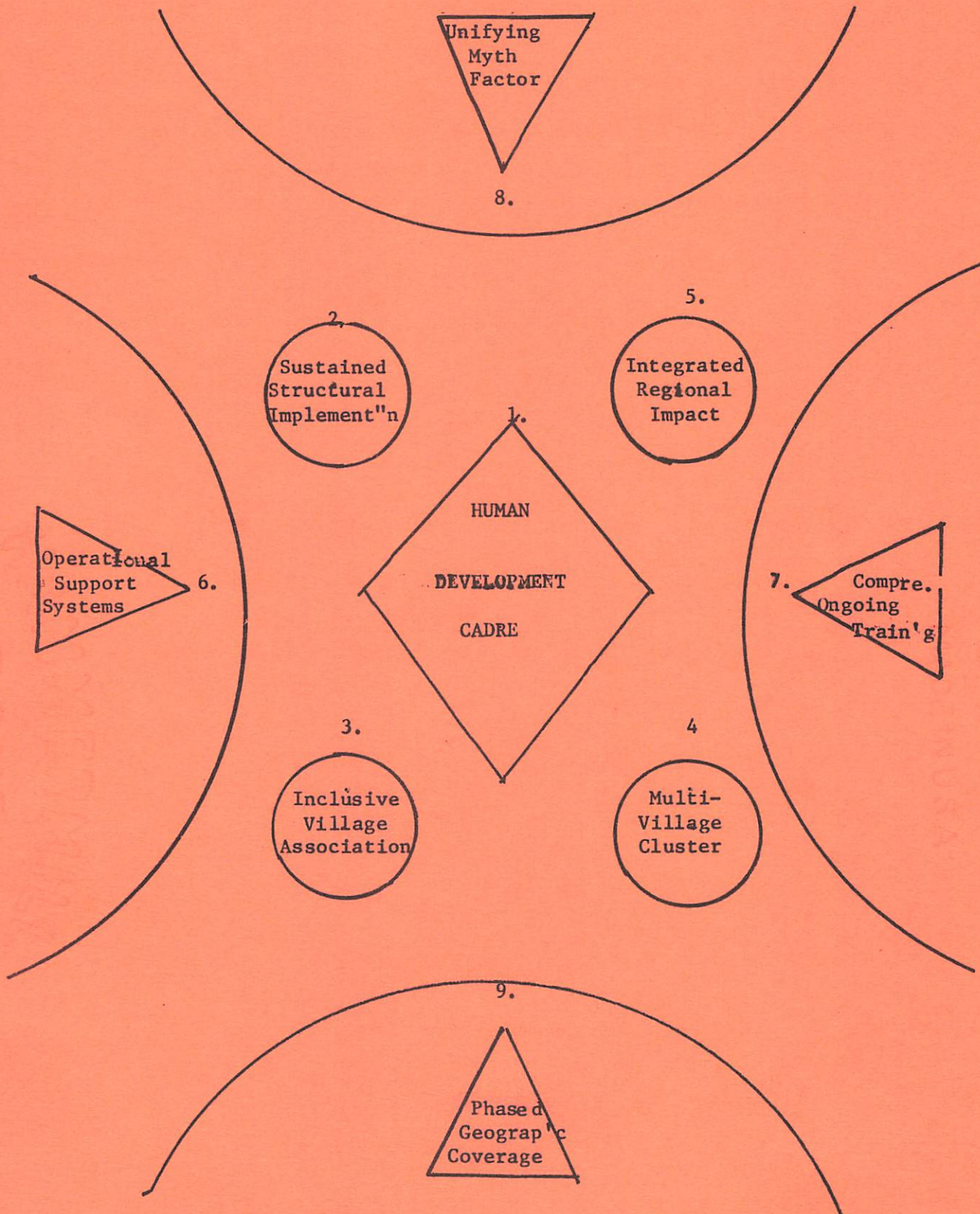
Team 17

	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
OVENENTAL FORCES	ICA CATALYTIC CORE	HUMAN DEVELOPMENT CADRE
INTERCHANGE	EMBRYONIC VILLAGE PARTICIPATION	MULTI-SECTOR GLOBAL INTERCHANGE

DYNAMICS OF THE NEW PHASE OF REPLICATION

Chicago

Team 17



CHICAGO

COMMUNICATION AND COMPUTER CAPABILITY UPGRADING

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.

We already have experience with some systems: Chicago's phototypesetter and table top word processor; Detroit's, 'KC'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 arenas.

The lists of current and potential applications below are representative and not comprehensive. The phasing plan is an indication of direction rather than a rigid model. Actual implementation will require ongoing dialogue within and between Bands and Houses.

CURRENT COMPUTER APPLICATIONS

- Nexus finances
- Letter & proposal writing and editing
- Regional colleague files
- Mailing lists
- G.O.R. transmission
- Correspondence records
- File systems
- Trip reports
- Development records
- Assignment process

POTENTIAL APPLICATIONS

- Monthly global financial report
- Automatic report/model transmission
- Houses utilize Chicago phototypesetter
- Foundation and corporation research
- Advanced word processing
- Development information interchange
- Microfiche interface

POSSIBLE PHASING PLAN

	80-81	81-82	82-83	83-84
DATA PROCESSING	CONTINUE EXPERIMENTS - CHICAGO - HOUSTON - HONG KONG - KANSAS CITY - DETROIT INITIATE RESEARCH - S.F. - TORONTO - N.Y. - BRUSSELS	INITIATE SYSTEMS - NA. AREA HOUSES - 6 RSNL HSES - BRUSSELS, SINGAPORE - APPROPRIATE AREAS	EXPAND SYSTEMS - ALL NA. HOUSES - ALL NEXI - APPROPRIATE HOUSES	FINALIZE SYSTEMS - ALL LOCATIONS
WORD PROCESSING	(AS ABOVE) - CHICAGO USE "ON-LINE" - RSNL WIP SYSTEMS - HOUSES/NEXI RSNL SMART TYPEWRITERS	(AS ABOVE) - CHICAGO EXPAND EXISTING SYSTEM - RSNL ADVANCED SYSTEMS	(AS ABOVE) - NEXI ACQUIRE APPROPRIATE SYSTEM	(AS ABOVE) - EXPAND SYSTEM TO STRATEGIC HOUSES
TELECOMMUNICATIONS	ALL LOCATIONS RSNL - IN-KIND SERVICES - EQUIPMENT AVAILABILITY	ESTABLISH TWO-NEXI LINK	ALL NEXI LINKED - ADD APPROPRIATE HOUSES	ADD APPROPRIATE HOUSES

CHICAGO

THE MOVEMENTAL CONCILIAR SCREEN has been constructed to reempower each of the movemental conciliar forms. These councils complement one another and are dynamic as the movement grows and its level of practical implementation shifts from Continent to Area. With emphasis on the region it is critical to guard the uniqueness of the other forms. To define these conciliar councils is not to restrict but to empower each council. This chart reveals the unique roles of each form of the conciliar interchange process.

The structure of the chart discloses the geographic flow of the global consensus through the councils to its practical implementation at the local level. Concurrently, the global consensus gradually mutates as the year passes and is rebuilt from the local through the region and area and finally condensed on at the annual Global Council. The global and continental/areal councils inform the region. In turn, the local and metro councils implement the regional level strategies. The geographic flow from global to local and local to global creates the vital tensions necessary for responsible action.

G.P.C. CHICAGO		MOVEMENTAL CONCILIAR SCREEN					July 1980 Team # 18
FORMS	GLOBALIZING THE REGION			MOVEMENTALIZING THE REGION			
	Global	CONTINENTAL	AREA	REGIONAL	METRO	COMMUNITY	
Primary Image	Designated Campaign Signs	Targeted Geographic Directions	Global Priorities Launched	Strategic Movemental Maneuvers	Overall Team's Operational Content	Common Operating Content	
Inclusive Intent	Articulate Global Consensus	Empower Global Consensus	Forge Operating Consensus	Localize Regional Tactics	Catalyze Front Line Action	Implement Tactical Activity	
Practical Function	Discern Master Strategic	Phased 4 yr Plan	Programmatic Thoughts Condensed	Design Field Maneuvers	Orchestrate Implementation of Regional Maneuvers	Create the Tactics	
Unique Dynamic	Revering Global Wisdom	Deliberative Interchanging	Guarding the Comprehensive	Empowering Movemental Forces	Centering the Signal Task	Structuring Local Responsibility	
Indicative Method	Underlying Commitment Strategic Directions	Research Symposium Historical Maneuvers	Theateric Maneuvers Methods Demonstration	Move From Metro Advantage	Regular MANEUVER PLANNING	Weekly Roundtable Vintages	
Key Products	Memorials & Priorities	Continental Maneuvers 4yr Plan Shared Model 4yr Plan Dev'l Coordination	Self Support Memorials 4yr Plan Pooled 4yr Plan Tense Design Dev'l Plan Crisis Meetings	Quarterly Movemental Candidate Tense Commitment 4yr Plan Metro Report	Team's Skill Task Assignment Development Phases Time-lined Report	Weekly T/L of Activities Task & troop Assignments Roundtable Contract	

Resources:
The Global Polity Document p.18-24
GRA Strategic Systems: The Politics
Questions from Council '80

PRODUCT: MULTIFACETED INTERCHANGE SYSTEMS:

CONTEXT: In order to enable effective interchange of models, learnings and data between local situations, four models are recommended for implementation: 1) A Troop Interchange Rationale, 2) A "Sister" Region Interchange, 3) A Mail Distribution Rationale, and 4) Newsletter Functions and Guidelines.

A) TROOP INTERCHANGE RATIONALE:

Toward the systematic, periodic interchange of personnel and operating models among houses, we make the following recommendations:

TROOP 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

This model would be empowered by Regional Houses orchestrating the Community Resident Interchange and the Area Councils making assignments for I.C.A. staff interchange.

B) "SISTER" REGION INTERCHANGE:

In holding the tension of local-to-local knowledge access we propose to symbolize the local interchange by suggesting the following Sister Regions. Wherever data was available regions were grouped by similarities of missional thrusts, programmes, or language spoken. These are not meant to exclude other region-to-region relations, but rather to provide a structure by which one region would interchange materials with another on a monthly basis at a minimum:

Edmonton	Kuala Lumpur	Caracas	Manila
Winnipeg	Taipei	Rio	St. Louis
Vancouver	Adelaide	Kingston	Philadelphia
Montreal	Ujung Pandang	Guatamala	Pittsburg
Toronto	Apia	Santiago	Houston
Ottawa	Sydney	Frankfurt	Seoul
Detroit	Osaka	Amsterdam	Jakarta
Cleveland	Brisbane	Berlin	New York
Milwaukee	Suva	Rome	New Orleans
Kanasas City	Davao	Copehagen	Saskatoon
Sanfrancisco	Hong Kong	Madrid	Lima
Los Angeles	Medan	Cairo	Oklahoma
Billings	Canberra	Lusaka	Wash. D.C.
Boston	Cebu	Nairobi	Bombay
Rochester	Perth	Lagos	Chicago
London	Tokyo	Delhi	Phoenix
Bristol	Kaohslung	Madras	Seattle
Glasgow	Denver	Calcutta	Mombasa
Paris	Abidjan	Pune	Memphis
Brussels	Halifax	Nagpur	Anchorage

C) MATERIALS INTERCHANGE RECOMMENDATIONS:

RECOMMENDATION FOR MODEL AND
CONSTRUCT INTERCHANGE

In order to insure dissemination of constructs and training models throughout the year, as developed by regions, we recommend that one person per area be assigned to collect and distribute critical materials to each Operations Centrum around the globe quarterly.

G. Operations Centrum will be charged to enable this interchange by calling for models and constructs and disseminating them in turn to other areas who might benefit from the constructs and learnings.

MAIL DISTRIBUTION RATIONALE:

I.C.A. locations occasionally find or create materials (i.e. publications, procedures, models, newsletters, reports, and news articles) which may be valuable to other locations. To broaden the base of region to region interchange, we suggest that items discerned to be valuable for distribution be sent to 1) every Area House in your continent, 2) every House in your Area, 3) the nearest Nexus, 4) the "sister" region, and 5) possibly to a specific Centrum "post" (i.e. Public Communications, Chicago.)

D) NEWSLETTER FUNCTIONS AND GUIDELINES:

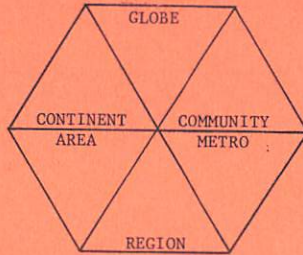
We publish a variety of interchange materials. The following chart is an attempt to pinpoint the differences among selected types of newsheets and to suggest some guidelines for creating effective and imaginative regional newsletters:

<u>INTERCHANGE PUBLICATIONS DYNAMICS</u>					
Selected Reports Components	LOCAL COMMUNITY NEWSHEETS	REGIONAL NEWSHEETS	GLOBAL NEWS SERVICE	SPECIAL EVENTS BULLETINS	GLOBAL ORDER REPORT
IMAGE	LOCAL MAN'S NEWSPAPER	REGIONAL MOVEMENT NEWS	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	NACTAN VOICE	THE NEW VOICE Dallas Region	THE GLOBAL NEWS SERVICE	INDIANOMA "FESTIVAL OF HOME TOWNS"	G. O. R.

GUIDELINES:

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

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.



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 conciliary 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 conciliary 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 the year passes, and is forged from the local through the regions and area, and annually is discerned and articulated at the Global Council.

POLITY INTERCHANGES 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.

GLOBAL PRIORS COUNCIL CHICAGO		PRODUCT: FUNCTIONS OF COUNCIL DESCRIPTION MOVEMENTAL CONCILIAR SCREEN						AUGUST 1, 1980 Team 18: Systematic Interchange	
FORMS	COMPONENTS	MOVEMENTALIZING THE REGION			GLOBALIZING THE REGION			GLOBE	
		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	FORCE OPERATING CONSENSUS	EMPOWER GLOBAL CONSENSUS	ARTICULATE GLOBAL CONSENSUS			
PRACTICAL FUNCTION	LOCAL TACTICS IMPLEMENTED	REGIONAL MANEUVERS ORCHESTRATED	FIELD MANEUVERS DESIGNED	PROGRAMMATIC THRUSTS CONSENSED	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 IMPLEMENTATION	AREAL MANEUVERS FORMATION	RESEARCH HISTORICAL BREAKTHROUGHS	CONTRADICTIONAL STRATEGIC DIRECTIONS			
KEY PRODUCTS	WEEKLY ACTIVITY/1/1 TASK & TROOP ASSIGNMENTS CELEBRATIONS	EVENTS TIMELINE TASK ASSIGNMENTS ROUNDTABLE CONSTRUCT	QUARTERLY CAL'NDAR TROOP ASSIGNMENTS EDGE CONSTRUCTS	PHASED 1yr PLAN TROOP CONFIGURATIONS AREA MYTHOLOGY	4 YEAR PLAN CONTINENTAL MANEUVERS SHARED MODELS	MASTER STRATEGY PRIORITIES MEMORIALS			

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, KC'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 arenas.

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

CURRENT AND
POTENTIAL
APPLICATIONS

CURRENT COMPUTER APPLICATIONS

Nexus finances
Letter & proposal writing
and editing
Regional colleague files
Mailing lists
G.O.R. transmission
Correspondence records
File systems
Trip reports
Development records
Assignment process

POTENTIAL APPLICATIONS

Monthly global financial report
Automatic report/model transmission
Houses utilize Chicago phototypesetter
Foundation and corporation research
Advanced word processing
Development information interchange
Microfiche interface

PHASING PLAN

	80-81	81-82	82-83	83-84
	CONTINUE EXPERIMTS	INITIATE SYSTEMS	EXPAND SYSTEMS	FINALIZE SYSTEMS
DATA	-Chgo -Houston -HK -KC -Detroit	-N.A. Area house +6 Rgnl Hses	-All N.A. Hses	-All locations
PROCESS- ING	INITIATE RESEARCH -San Fran -Toronto -New York -Brus'ls	-All Nexi -Appropriate areas	-Appropriate houses	
	(as above)	(as above)	(as above)	(as above)
WORD 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 Nexi	-Add area houses	-Add all houses

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

REGION-TO-REGION INTERCHANGE MODEL:

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	Winnipeg	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

MODEL INTERCHANGE SCHEME:

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 five 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.

In addition, we recommend that one person per region (possibly a regional colleague) be assigned to collect and send critical local constructs and training models to the above locations, quarterly. Global Operations Centrum in each nexus would then be charged to distribute selected materials more broadly across the globe where applicable.

SUGGESTED GUIDELINES FOR NEWSLETTER PUBLICATION:

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