

SUMMARY BRIEF: SELF-SUPPORT ENTERPRISES VENTURES

Historic Contradiction

In our time of radical global economic interdependence, the world is experiencing the collapse of outmoded fundamental economic structures and theories. This is manifest by the nature of the futuristic questions currently addressing global society; what are viable income generating alternatives? What sociological units are most effective to sustain the development of primal community? The Order has pioneered in its own life with missional corporate economics on behalf of the future. From Evanston till now this has taken many forms, but the image of the permeator has prevailed as the keystone to our income generation. When we forged this style it was ground in who we were as a body. As we stand in the address of who we've become globally, current employment trends, and the task of care for the globe the next 20 years, it becomes profoundly clear that on behalf of our future missional flexibility, sustance, and effectivity we are confronted with the need for bold moves that can complement our historic income generating mode.

Eye Of The Needle

The task of the Self-Support Enterprise Ventures Lab is to focus our experimentation through designing a phased 2 year global model. that both intensifys existing esperiments and initiates selected continental experiments and initiates selected continental experiments. Threads necessary to pull through this eye are projections offuture income needs, funds projections and the necessary bottomlines required for the next 2 years. Also during july to document theemerging ventures across the globe.

What Has Been Done

The Orders' 20 years of experience with self-support provides a base camp from which we can approach our unique moment. In the last several years there has been a breakloose in thinking and experimentation on the base of our economic life. Self-support PSU s have been held across Europe, in Chicago and Hong Kong. Global Council 80 and 81 have addressed the issur of self-support as has the Management Band in the creation of its talking paper. Houses and individuals have produced models, talking papers and experiments designed to meet current as well as futuristic needs.

Proposal Elements

The intent of the 2 year global model is to increase order income, diversify income generating modes, and provide additional avenues of Order family self-support. Effective implementation would include naming the practical continental experiments, phasing their development, clarifying necessary assignment implications and projecting the overall influence on our life by 1984.

Preparation Scheme

There are five arenas of preparation necessary for the July Lab:

1. to begin to pull together the information on self-support and Order Funds from the 5 Nexus locations which will provide the data base needed by the Lab.
2. to set up an archives of relevant work from around the world that will provide the comprehensive input for the Lab.
3. to design the roadmap for the Lab that will guide it through the Eye of the Needle to the implementation.
4. to outline the profile of Lab participants including those not physically present in July.
5. to image the drama of the July launch of a demonstration enterprise and the 2 year strategy.

Task Force Reflections on the SEV Brief

- How is a 2 year model an Eye? Where is the "do"?
- Is the 8 Continent bottom-line included?
- Starting the ventures is the Key.
- Perhaps its a 2 year scheme for launching the ventures.
- We're talking about more than just doing the same thing better.
- The Lab needs to give permission to the Order to corporately do a new mode.
- Start with the Chicago PSU model as the proposal.
- Proformas needed to ground realism.
- Labs' role of breaking open the Orders imagination and confidence in this arena.
- Include the method of discerning the viable enterprise.
- Include the relation of the Regional Team and its economic covenant.
- Include the relation to configuration.
- Include method for discerning economic advantage in any particular situation.

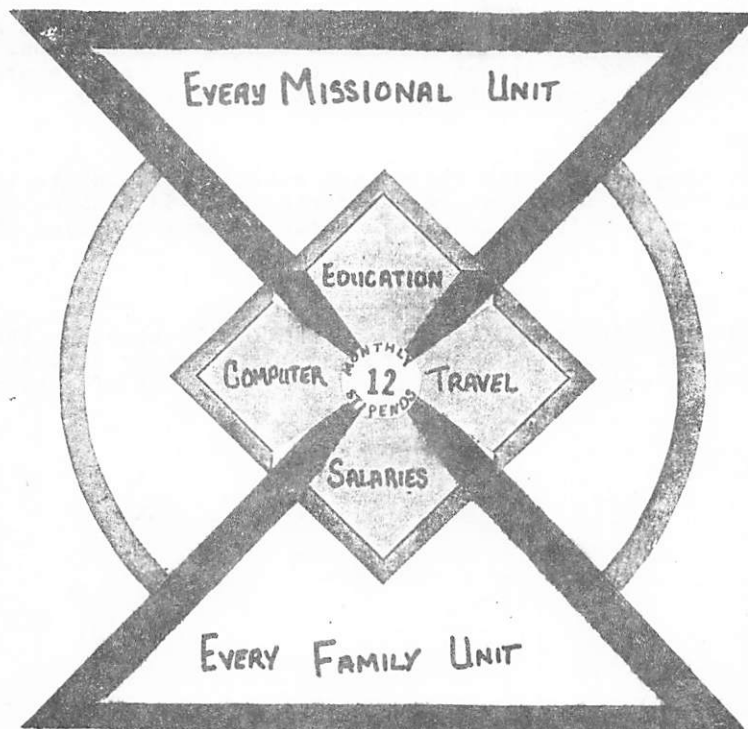
CONTEXTUAL STATEMENT

The Order: Ecumenical has understood itself to be an experiment in forging a revolutionary economics, polity, and life style. We have experienced the power of the self-support principle, the consensus-making polity and the presence of Those Who Care.

The self-support principle has empowered the Order: Ecumenical to be missionally flexible in addressing the contradiction of innocent suffering and to be released in our thinking and action toward creating the social fabric which the world is demanding. In recent times our economic foundation has been eroded in such a way as to create a situation of stipend uncertainty and funds depletion. The increased pluriformity of the Symbolic Order is calling for innovative models that provide adequate present income and the capacity to maintain long term fiscal stability.

Our resolve is to create corporate economic vehicles that build financial integrity, insure continuity of income and allow every local O:E family unit to engage in self support. This resolve would be implemented by creating in each continent the comprehensive models for corporate economic ventures that utilize our 30 years of missional experience, our existing advantages, the support of the regional team, and maintaining lucrative individual employment.

During the next two years 82-84 acting on this resolve will position us to ensure the missional flexibility of the Order across the globe while maintaining financial stability of all existing regional programs. A two year period will create the interior environment for lifelong commitment by laying a new foundation of self-support for the next 20 years. Future considerations of missional care include maintaining adequate stipend levels sufficient to meet a family's basic needs, establishing guidelines for revolving loan funds to meet family emergencies, and the reappraisal of Order: Ecumenical long term investments. The new economics is understood to be one manifestation of the care of primal community.



RECOMMENDATIONS TO COUNCIL

OE/ICA Fiscal Systems

In order to enable practical financial care for the symbolic order separately from ICA program activity, we recommend that two separate sets of books be established and maintained for every location. Designated self-support income would be held in one set of books while monies designated for programmatic activities would be held in the other. Stipends, funds, and house sustenance would be paid from Order:Ecumenical self-support books.

Panchayat Stipends

We recommend that the Panchayat's stipends and trust/task funds draw from global trust/task funds to symbolize that the Panchayat belongs to the globe.

ICA Program

The fees for all ICA programs are Institute monies. However, where determined necessary by consensus of the Priory within the Continent, ICA program fees could be designated toward self-support income, holding the tension between full self support and ICA income bottomlines.

Self-Supporting Staff

Stipends are a sign of our global unity. Everyone in the Symbolic Order receives a stipend, which is a symbol of the covenantal relationship. At times we have decided to bracket this symbol to enable a major global program thrust (as in India or Kenya). After 6 years of experimentation it is apparent that many who were originally ICA program volunteers have made a vocational decision to covenant in mission with the Symbolic Order. Now is the time to again re-empower the economic covenant of the Symbolic Order in all locations. This will involve Continental and Areal Priory in creating necessary journey marks from program volunteers to interns and fellows. We would recommend that the Order use the Kenya model as a screen. In this model, the first two years are served as movement volunteers, the third year is served as a national intern after conversations with the individuals involved, and then people are invited to be available for global assignment and go on trust/task funds.

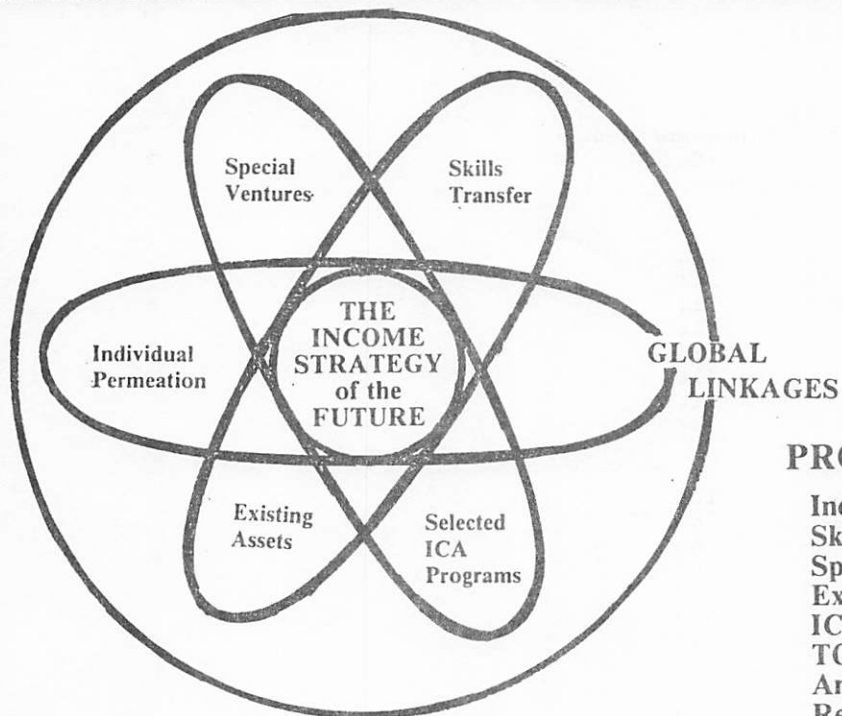
Stipends

July Continental Meetings will build income and expenditure budgets that will provide 12 full stipends at increased levels during 1982-83. Also, Areas will create a model to increase stipend levels to those recommended over the next two years.

Funds

Twelve fund deposits matching the new stipend levels will stabilize the Global Fund Balance. In Global Order Councils 1983 and 1984 a major review of the funds is recommended in order to reflect the projected needs of a pluriform order.

Locations	Current Stipend Level	Recommended Stipend Level
<u>North America</u>		
San Francisco	96	114
Houston	96	114
Chicago	96	114
New York	96	114
Edmonton	80	114
Anchorage	96	114
Montreal	80	114
Chicago Nexus	96	114
<u>Latin America</u>		
Mexico City	90	102
Guatemala	50	60
Lima	24	60
Jamaica	30	60
Buenos Aires	48	60
Caracas	42	72
Rio de Janeiro	48	72
<u>Seapac</u>		
Indonesia	36	48
Malaysia	36	48
Australia	78	102
Agana	36	60
Samoa	36	48
Philippines	24	48
Taiwan	30	72
Hong Kong	66	72
Japan	126	126
Korea	66	72
H.K. Nexus	66	72
<u>Europe</u>		
Madrid	54	96
London	54	102
France	60	102
Belgium	60	102
Germany	60	102
Netherlands	60	102
Italy	48	96
Denmark	66	126
Austria	54	102
Brussels Nexus	66	102
<u>Sub-Continent</u>		
Delhi	12	18
Bombay	12	18
Madras	12	18
Calcutta	12	18
Bombay Nexus	12	18
<u>Africa</u>		
Cairo	36	60
Lagos	38	72
Nairobi	24	60
Lusaka	27	60
Abijan	60	72



PROJECTED INCOME -1982-83:

Individual Permeation	1,590,000
Skills Transfer	660,000
Special Ventures	680,000
Existing Assets.	100,000
ICA Programme	300,000
TOTAL INCOME	3,330,000
Anticipated Budget	3,500,000
Remaining Gap	150,000

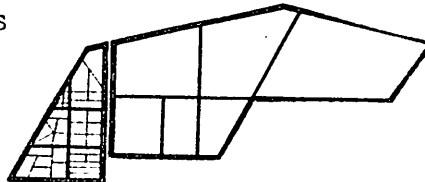
1982-83 GLOBAL ORDER FINANCIAL PROJECTION

CONTINENT	BUDGET	CERTAIN INCOME	NET CONDITION GAP	POSSIBLE INCOME	NET CONDITION
EUROPE/ EURASIA	\$ 340,000	322,000	(18,000)	18,000	0
BLACK AFRICA/ NAME	181,000	128,000	(53,000)	29,000	(24,000)
NORTH AMERICA	1,733,000	1,250,000	(483,000)	534,000	51,000
LATIN AMERICA	125,000	74,000	(51,000)	63,000	12,000
SEAPAC	773,000	669,000	(104,000)	107,000	3,000
SUB-CONTINENT	75,000	28,000	(47,000)	47,000	0
	\$3,227,000	2,471,000	(756,000)	798,000	42,000

CONTINENTAL PICTURES

EUROPE/EURASIA

Situation:	1982-83 Budget:	\$ 340,000
	1983-84 Certain income:	\$ 322,000
	Gap:	\$ 18,000



Futuristic Thrust:

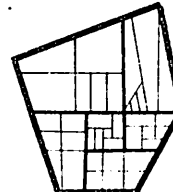
In 1982-83, Europe/Eurasia will be moving toward building a solid and diversified self-support foundation. This will be based on transferable jobs and the engaging of national staff. Continental linkages will be established through the self-support modes of English language training, computer enterprises and training centers.

- Therefore:
1. Continental linkages will create interchange events such as language guild meetings.
 2. The language training linkage will include Madrid, Paris, Brussels and Frankfurt, (84,000)
 3. The Continental computer linkage will include Brussels and London in Phase II and I of operations. (40,000)
 4. We will continue to emphasize individual permeation in all locations. (200,000)
 5. We will use all facilities to generate sojourn/hostelry fees. (12,000)
 6. We will supplement income where needed in 1982-84 through Religious Order Seminars in London, Paris and Rome. (4,000)

Total: \$340,000

NORTH AMERICA

Situation:	1982-83 Budget:	\$ 1,733,000
	1982-83 Certain Income:	\$ 1,250,000
	Gap:	\$ 483,000



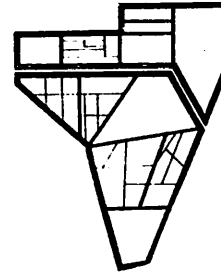
Futuristic Thrust:

In 1982-83, the North American Continent will provide a major demonstration of the use of computers for self-support, will launch a travel agency as a continental maneuver to provide income for all regions and the nexus, and will enable Canada to become independently self-supporting.

- Therefore:
1. We will maintain individual permeation at 1981-82 levels (703,000)
 2. Computer Enterprise will be intensified in Washington, D.C., Chicago and Toronto, and initiated in New York and Houston, and in addition, Seattle, Los Angeles and Edmonton will explore and secure computer-generated income. (150,000)
 3. The travel desk will become incorporated as a travel agency and commission shared with regional houses for new regional business at 1% until incorporation and 2% thereafter. (100,000)
 4. Training Inc. will continue in Chicago and Indianapolis and be launched in Boston (201,000)
 5. Interim special ventures including cleaning services, delivery services, second jobs, and temporary work will be continued as necessary. (400,000)
 6. Sojourn fees and rents income will be maintained or expanded from current level. (76,000)
 7. ICA salaries will be continued at Chicago Nexus (137,000)
 8. The use of ICA program income for self-support will be assigned by continental consensus and only where necessary. (17,000)
 9. Canada will need to maintain salaries in Area Montreal at 1981-82 levels and new salaries be located in Area Edmonton. (Figures included in item 1 above).

Total 1-9

\$1,784,000



BLACK AFRICA/NAME

Situation: 1982-83 Budget: \$ 181,000
 1982-83 Certain income: \$ 128,000
 Gap: \$ 53,000

Futuristic
Thrust:

In 1982-83, Black Africa/NAME is moving on the creation of a self-support foundation based on National Staff participation in each nation through creation of ventures such as basic skills and agricultural enterprises. We will continue in Kenya with a 2-year national volunteer on ICA salaries, a 1-year intern period and then staff move to be covered by funds.

- Therefore:
1. In 1982-83, Lusaka will continue the recently launched experiment in chicken farming. (1,000)
 2. Individual income for self support will continue to be relied on in Lagos (23,000), Abidjan (25,000) and Cairo (22,000).
 3. Nairobi will research ways for the Kenyan staff to be part of the economic covenant through a) jobs with guardian industries, i.e. through the guardian manager of the large hotel in Nairobi (2,000) b) a cash crop pilot (2,000) c) LENS follow-up consultations will be intensified (12,000).
 4. Stipends will continue to be covered in part by grant line-item salaries (60,000).
 5. A Phase I computer venture will be initiated in Kenya or Zambia (10,000).
- Total: \$157,000

SUB-CONTINENT

Situation: 1982-83 Budget: \$ 75,000
 1982-83 Certain income: 28,000
 Gap: 47,000

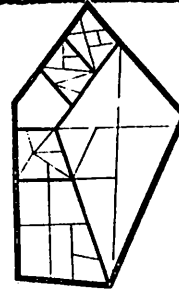
Futuristic
Thrust:

The Sub-Continent will phase the self-support journey toward: a) creating a self-support foundation based on national staff participation and b) separating staff support from ICA contributed income.

- Therefore:
1. Salary line items would be held separately from contributed income. (5,000)
 2. Madras salary will continue (1,000).
 3. LENS fees and follow-up consultations will be designated as self-support income for the next two years (14,000).
 4. Existing rebates on airline ticketing will be designated as self support (5,000).
 5. Hostelry fees from the ashrams will be designated as self support (3,000).
 6. Phase I of computer enterprises will be initiated in Bombay with the necessary expertise to be provided (5,000).
 7. Other possible ventures to close the gap are: a) Maliwada dairy (operationally planned, 1,000); b) business skills academy (4,000); c) agency consultation in Delhi, Calcutta and Madras (10,000); d) travel guides (2,000); e) Global language school (1,000); f) IERD logistics consultants (24,000).

SEAPAC

Situation: 1982-83 Budget: \$ 733,000
 1982-83 Certain income: \$ 669,000
 Gap: \$ 104,000



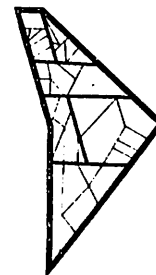
Futuric Thrust: Moving toward indigenous self-support foundations strengthened through international linkages.

- Therefore:
1. Japan continue ex-patriot-based English language teaching as income and movement building tool (240,000).
 2. Sapporo enter Phase I of exploring computer ventures (10,000).
 3. Korea maintain strong individual permeation base supplemented by English teaching and hostelry (65,000)
 4. Hong Kong maintain individual permeation with English supplement (24,000).
 5. Taiwan locate 2 extra-national jobs (26,000).
 6. Philippines continue grant line-item salaries as major self support (20,000) and launch teaching English to Japanese (6,000).
 7. Jakarta continue 2 international school jobs (40,000), contract GLS for (40,000).
 8. Australia individual permeation (138,000) and launch English language teaching for Japanese (20,000).
 9. Australia secure 17,000 health job in Melbourne.
 10. Samoa continue individual permeation and as interim manoeuvre receive income from two assigned to Japan (24,000).
 11. Agana be a self-supporting house through clergy income (18,000)
 12. Hong Kong/Kuala Lumpur Nexus maintain 3 full time individual permeation jobs (48,000).
 13. Launch Phase III computer enterprise with two full-time assigned personnel along with one Asian trainee (40,000). This would also serve as a support base for other SEAPAC ventures.
 14. No projected need for ICA consultancies.
 15. Any ICA consultancy designation for self support would be made by Continental consensus as interim income where needed.

Total: \$776,000

LATIN AMERICA

Situation: 1982-83 Budget: \$ 125,000
 1982-83 Certain income: \$ 74,000
 Gap: \$ 51,000



Futuric Thrust: In 1982-83 Latin America will launch two major ventures in order to provide transferable and indigenous self support.

- Therefore:
1. Individual permeation will continue in Mexico City (9,000), Santiago (21,000) and initiated in Guatamala (20,000).
 2. Grant line-item salaries will be maintained wherever possible: Habana (20,000), Rio (4,000), Caracas (12,000).
 3. English be initiated or expanded as follows: Lima, Guatemala City, Santiago (1 person each), Rio (2 people) - (25,000)
 4. Agrobusiness demonstration to be initiated in Caracas (15,000).
 5. Mexico City enter Phase I in the global computer venture (1,000).

Total: \$127,000

GLOBAL COMPUTER ENTERPRISES 1982-83

22 July 1982

all locations explore the mode

ONE NEW ENTERPRISE IN SIXTEEN LOCATIONS

all locations explore the mode

PHASE I	MEXICO CITY	BOMBAY	SEATTLE	LUSAKA	EDMONTON	INDIANLIS	SAPPORO	LOS ANGELES	EACH \$10,000
	NEW YORK		BRUSSELS		HOUSTON		LONDON		EACH \$20,000
PHASE II	HONG KONG		CHICAGO		TORONTO		WASH. DC		EACH \$40,000
PHASE III									

all locations explore the mode

\$320,000 EARNED O:E INCOME

all locations explore the mode

Global Research Council

THE PRINCIPALS
GLOBAL COMPUTER ENTERPRISES
1982-83

22 July 1982

all locations explore the mode

ONE NEW ENTERPRISE IN SIXTEEN LOCATIONS

all locations explore the mode	PHASE I	Linda VerNooy MEXICO CITY	Nelson Stover BOMBAY	Raymond Richmond SEATTLE	Jon Jenkins LUSAKA	Sue Oberg EDMONTON	Jeff Clithero INDIAN'IS	Yukiko Nakajima SAPPORO	Conna Shropshire LOS ANGELES	EACH \$10,000	all locations explore the mode
	PHASE II	Scott Morris NEW YORK	Jim Meyers BRUSSELS	Lynnette Pennington HOUSTON	Wayne Ellsworth LONDON	Ron Griffith Ron Griffith	Jon Wenge Jon Wenge	Dick Wanger Dick Wanger	EACH \$20,000		
	PHASE III	David Elliott Robert Lingafelter HONG KONG	Jean Smith Leroy Philbrook CHICAGO	Tim Wegner Bernard Knutson TORONTO	Michael Vosler James Feuton WASH. DC	EACH \$40,000					
		Robert Wong Phillip Tam	Bill Grow David Rebstock	Ian Gilmore Bill Edwards	David Greenwald Larry Heuschen						

\$320,000 EARNED O:E INCOME

all locations explore the mode

COMPUTER ENTERPRISE PHASING

The implementation of the Computer Enterprises models involves a journey from initial entry into the world of information systems through the establishment of a full-fledged business concern. Phase I involves engaging the market; Phase II means earning a full income; Phase III is forming the enterprise team; and Phase IV is structuring the ongoing business venture. The intent of this journey is to put in place on a phased basis stable enterprises centred around computer services which will provide a broad self-support base for the Order.

PHASE I

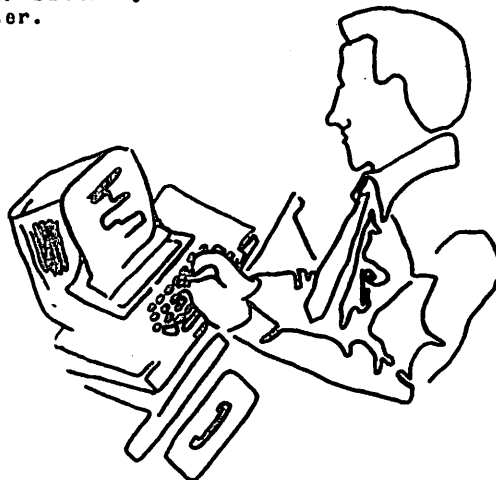
The Phase I houses have some or all of the following advantages: 1) personell with some degree of computer skills, ranging from ability to produce a document on a word processor to highly sophisticated programming expertise; 2) access to a personal computer, either already in the house or through a guardian; 3) a particularly favorable market situation.

The journey from Phase I to Phase II is primarily an imaginal leap, rather than an issue of actual skills or equipment. Therefore, we recommend that the assigned Phase I houses engage in the following four dynamics during 82-83: familiarization, enter the income arena, research the market and create flexible enterprises.

FAMILIARIZATION

Intent: Explode the imagination

- *Visit a computer show
- *Go shopping for a personal computer such as Radio Shack or Apple. Have the salesman give you a full demonstration of word processing and accounting.
- *Read books such as World Challenge or Micro Millenium.
- *Visit a business that has a mainframe computer and just watch.
- *Use Roundtable to study an article on computers.
- *Read computer magazines.
- *Play computer games
- *Talk to people who have computers in their business or home.
- *Take a computer course at local high school or community college.
- *Talk with the computer club at the high school.
- *Put yourself through Hong Kong computer literacy course.
- *Put house books onto a personal computer.
- *Write regional newsletters on computer.
- *Do regional mailing list on computer.



ENTER THE INCOME ARENA

Intent: Breaking through the imaginal barrier.

- *Get access to a computer through a guardian or providing data entry to a company in exchange for after hours use or through a demonstrator loan from a local distributor.
- *Get a sales job with Radio Shack or local computer store.
- *Work for temporary help agency as word processor operator.
- *Advertise in university and local papers for word processor services-typing term papers or theses.
- *Arrange with a business to take their word processing overload.
- *Get a secretarial job in an automated office. They will train you in their system.
- *Provide accounting services for local businesses or professional offices.
- *Take on a mail list maintenance job for a local organization or business.
- *Rewrite the word processing manual for your system in an imaginal form and sell it back to the company.
- *Teach a computer literacy course to a small group or tutor one person.

RESEARCH THE MARKET

Intent: Find the gap in local services which you can fill. .

- *Get to know salespersons in local stores and distributor firms.
- *Talk to people who are in computer field about services now provided and what is needed.
- *Read want ads in local papers and the computer magazines.
- *Get into an education or systems house network.
- *Compile compendium of services available/services needed.
- *Identify particular marketable skills in your house. Nurses and other health workers can get more doing word processing for doctors because they know the language. Your professional or practical background can be applied to the computer industry.
- *Explore the need for English language translation, editing, for "fixing up" documents translated into English.

CREATE A FLEXIBLE ENTERPRISE

Intent: Establish an enterprise which provides an initial mode for self support.

- *Do an analysis of the gaps you have discovered and the unique service or product you could provide.
- *Analyze your records on the various experiments you tried- what worked?
- *Identify your advantages and vulnerabilities.
- *Expand on existing services you are providing
- *Hold value of low capital costs, high income per hour, broad participation of the whole house or regional team.
- *Create an enterprise which is as flexible as possible. It can quickly integrate new personell into the system and the skills learned are transferable to other locations.
- *Do not legalize anything in this phase. Get paid in cash if possible.

PHASE II: Area New York Scenario

Scott Morris is assigned to New York to establish a computer consultancy venture offering a broad range of services and engaging both the House and regional team.

In order to initiate the venture, Scott will first obtain a high income job. This will provide immediate income and allow time to investigate the market, train House and regional team and follow up on Chicago leads into consultant relationships. The regional team will be actively involved in all aspects of the venture, especially using the expertise of Ron Griffith and others, participating in any necessary financing for equipment, software and providing contacts.

Regional Team and Scott Morris will immediately pursue consultancy work on the side, train the House and regional team in computer literacy and attend a PSU in October in Chicago.

The New York operation will identify its focus and range of services by January. When the consultancy work requiring Scott's time is of sufficient volume, he will quit his job. This venture will produce at least \$20,000 by July 31, 1983.

PHASE II: Brussels Nexus Scenario

The Brussels Nexus should begin its venture by ordering a TRS-80 Model II or Model 16 computer in September. This computer should be financed through guardian sources, nexus funds presently available or Tandy.

A word processing program is now available and could be used for self support beginning in October. By November first, 50% of Jim Meyers' time should be spent in self-support ventures, including the use of David Elliott's computer literacy course.

The markets pursued should include computer services, literacy and consultancy. One possibility would be to determine computer manufacturers that lack training capabilities.

Regional team participation could begin by asking guardian John Wenge to set up a full-time word processing work load. We would anticipate that a second terminal be purchased after the first of the year. This venture will generate \$20,000 by July 31, 1983.

PHASE II: London House Scenario

The London House has on-line equipment on site. Bill Norton has scheduled a computer PSU August 20th in Cardiff, Wales for the Continent. Wayne Ellsworth, skilled in the computer field, has been assigned to the London House.

The London House computer staff will secure a job and a working visa in the computer field. The computer industry is open to allowing visas. The job could be a job in software, but preferably in hardware, software sales and customer services. Through sales, the network and market will be analyzed. From this analysis, a business venture will be established, possibly a software business and consultancy.

House personnel and guardians will be involved in the venture. A continuing series of events and training will be held for continental staff. Finally, computer equipment will be acquired by the end of the first year. This venture will produce at least \$20,000 by July 31, 1983.

FINAL LAB REPORT
Self Support Ventures Lab

CHICAGO

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PHASE II: Area Houston Scenario

The Dallas House has already purchased a computer and for the near future, the Henschens' computer is also available.

Ashleigh Norment, Lynn Oden, Dane Atkinson, Wes Gaige and others are already employed in computer related jobs. Therefore, training is easily available. The current market for computer graphics artists is a possibility for Lynette Pennington.

This venture will produce at least \$20,000 by July 31, 1983.

PHASE III: Hong Kong Nexus Scenario

David Elliott, other staff and several colleagues have been engaged for the past year on several computer activities which generated over \$4,000 and helped to purchase a TRS-80 computer which is jointly used with Management Centrum. For the coming year, there is \$11,800 of business already scheduled in computer literacy classes, a monthly consulting retainer and regular word processing work from a guardian's firm.

The business can be expanded through three existing relationships: Taiwah Electric is interested in joint marketing of hardware; Computer Consultants Ltd. needs marketing assistance with hardware and software; Wolf Computer could offer commission sales and customer service business through a learning center. Further immediate potential lies in youth tutorials, computer clubs and procedures writing for appropriate application of hardware and software to new owners.

Over the course of this year, the enterprise will engage at least three staff and a growing circle of colleagues in a full range of computer services which will net \$40,000 for self-support. The enterprise will be in position to take on a permanent structural form which will assure consistent high income for many years in the future.

PHASE III: Toronto Scenario

Technology Transfer Inc. is a business set up by Ian Gilmour with a small computer, which is presently being used for word processing. The House has worked with the business in putting together a \$40,000 research program proposal which is still working. The House has now put together the financing for a micro computer for a business to be located in the House. Bernard Knutsen is a professional programmer in the House.

The Wegners assignment to Toronto opens up the market potential. In August, even before Wegners arrive, the House will purchase a major brand dual disc 64K small business computer (not a personal computer). Tim Wegner, on arriving, will work with Ian Gilmour. After discerning the market and getting familiar with contacts, he will initiate 2 action plans. The first thrust will be to obtain a job visa in a computer industry field that will provide major income and the opportunity for expanding contacts and contracts. The second thrust will be to train the House in word processing and put everyone through a computer literacy programme. This allows anyone to do needed work. During the year, these fields will be expanded in order to broaden the base of the business.

This thrust in the computer field will earn \$40,000.

PHASE III: Chicago Nexus Scenario

During the past year, Chicago Nexus has had four skilled programmers, three of whom held full-time jobs in the industry. In addition, the proliferation of word processing equipment in the building has led to a rapid expansion in computer useage throughout the staff. This provides a growing body of people able to participate in a computer enterprise.

The in-house Commodore computer represents a substantial business potential for owner training and user application. Using the existing distributor relationship, the staff will contact all Commodore owners to offer a training package of orientation and application. These contacts will generate further consulting and training business and referrals. With the proven results of this training, a package will be offered to the distributor for all further sales. This same pattern will be followed for the Wang Computer for which Scott Morris has developed a new training manual. This procedure can be repeated for other brands which have inadequate support services. This can lead to a broad number of people participating in the enterprise and a steady deepening of their experience. If aggressively pursued, these training and application services could alone generate the necessary net income of \$40,000. It is also expected that this activity will generate a number of systems design, programming and courseware jobs to further broaden the services offered. By the end of the year, there should be an experienced team of 12 or more with a core of three who are ready to move toward a more structured form in the following year.

Phase III. Washington, D.C. Scenario

During the Fall of 1981, a series of PSU's and field research was done to discern potential directions for a computer-related enterprise. Computer Paradigm was given access to computers and manuals and the expertise of Community Computers of Arlington to gain initial prowess in the use of computers. In return, Computer Paradigm would staff a newly opened store in Greenbelt, Md. In addition, a Service Bureau was established which contracted to provide management services to the American Society of Cybernetics. These efforts have involved the direct engagement of more than 10 Regional Team colleagues.

As of the end of July, Computer Paradigm's Service Bureau continues to fulfill its contract with the American Society of Cybernetics and is negotiating four other contracts. The Community Computers: Greenbelt store is open and operating and is preparing for its formal opening. 32 individuals and Associations have had Needs Analyses done by Computer Paradigm staff and configurations of hardware and software proposed to meet those needs. 27 remain potential customers of software/hardware systems. One computer system has been sold and \$7,000 in income realized.

In the coming year, \$40,000 in gross profits will be obtained from hardware and software sales (50%), management services provided as a service bureau such as files creation, maintenance and listing (15%), and education and training (35%). Courses in computer literacy, user training, and programming will be provided with a formal computer school being made available in the third or fourth quarter. At the close of the year the team will be ready to create a more formal structure and make another leap in net income for the following year.



**INTEGRATING
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- text editing

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- planing support
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- mass mailings

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- systems modifications
- systems configurations
- systems demonstrations

COMPUTER PARADIGM is based on 25 years of research and training
in creative management methods and innovative service.

TRAVEL AGENCY VENTURE

We recommend that a travel agency business be established at Chicago Nexus. It is projected that the gross income from commissions the first year will be \$88,000 and the net permeation income will be \$68,000. A conservative estimate of 10-20% increase per year over the next two years will come from increased movement contacts, regional referrals and the development of experienced staff.

The remainder of this brief provides background data and detailed projections for all aspects of the business.

The travel desk has operated as a full time Order assignment at the Chicago Nexus for many years. The intent was to minimize the cost of travel to the Institutes and Order while maximizing missional effectiveness.

In October 1980, the travel desk began working with New Korea Travel Agency. The travel desk staff worked as independent travel consultants, using the New Korea travel ticketing and financial arrangements. During the past two years, the travel costs at the Institutes and the Order decreased about \$150,000 each year. In addition, it provided a permeation income of 1/2 the agent's commission for any ticketing written by the travel desk. The commissions earned have been utilized as self-support for the Chicago Nexus. For 1981-1982 the income was approximately \$35,000.

The change from operating a travel desk to operating our own travel agency business is a major step toward the long term self-support of the Order. The travel agency will be organized during the remainder of 1982 and will be incorporated, licensed, and fully operational by January 1, 1983. The travel agency will sell a complete assortment of domestic and international travel, market commercial tour packages, and develop its own travel/tour services. Key market opportunities are marketing lowest-possible-fare travel to the global movement and creating "human development" tours.

Four Order members will be assigned to the travel agency as full time permeators for 1982-83. Since each travel agency must be managed by a licensed travel agent with two years experience, Order assignments in the future will have to enable the licensing and rotation through of at least six persons over a period of years. Other Order members would be assigned for one or two years to learn practical business management methods.

Order members around the world would be paid for referring customers to the travel agency, putting together tour packages and acting as local tour guides. Branch offices in other countries would be opened after careful market analysis.

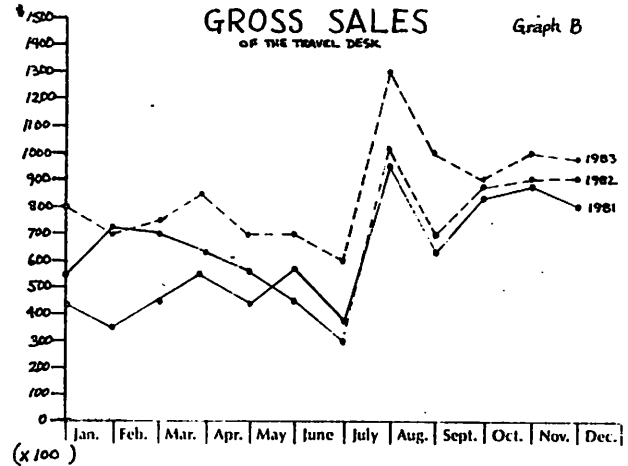
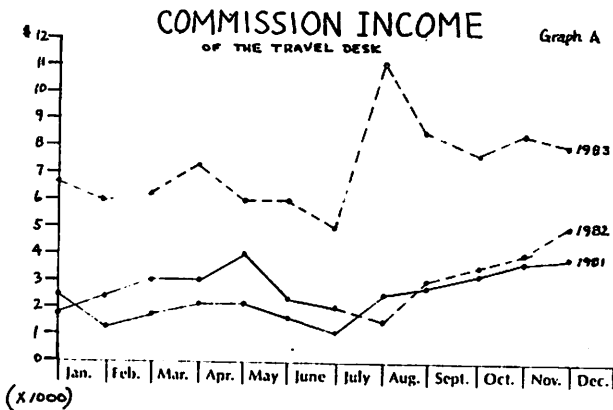
When the travel agency income surpasses permeation salary needs in the next few years, the Order could direct funds to self-support for the establishment of houses in new areas of the world.

The travel agency will be incorporated as a for-profit business. It will be owned by the Order and controlled by a Board of Advisors consisting of two members of the travel agency, one Order member from Management Centrum, one guardian with legal expertise, and one guardian with business expertise. Day to day operations will be handled entirely by the travel agency staff.

The major legal hurdle in starting the travel agency is the licensing by the International Air Transport Association. The main requirements are to have a licensed travel agent as the manager of the agency and to have the agency facility approved by the American Air Traffic Conference. Art Smith will have finished his two years of apprenticeship and be eligible to take the Travel Agent's examination in October, 1982. The present location of the travel desk will be remodeled into a completely separate business office with its own outside door (#19).

FINAL LAB REPORT
Self-Support Ventures Lab

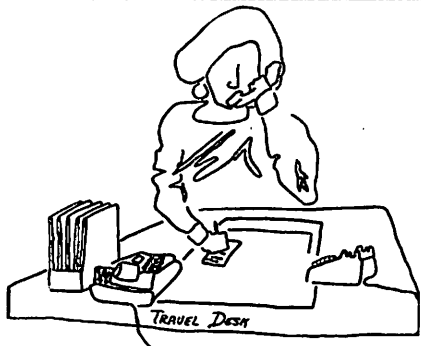
The travel agency, by its very nature as a service enterprise, requires a minimum capital investment. The attached graphs A and B and chart C financial projections reveal gross sales, income and expenses. Chart C show start up investment offset by current commission income from August through December 1982. Alternative methods for providing start-up capital would be non-interest bearing loans from guardians, a bank loan or an order loan. We will reduce the start-up estimated amount of \$8,750 through in-kind contributions. Our recommendations for normal operating capital are, in order of priority: 1) a \$100,000 line of credit backed by order investments; or 2) a line of credit collateralized by guardians; or 3) an SBA loan.



TRAVEL DESK INCOME/EXPENSE PROJECTION

Chart C

	1981												1982												1983													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
GROSS SALES FROM COMMISSIONS	42.5	35.8	43.4	52.7	43.2	58.4	38.9	55.1	63.5	82.3	96.5	80.3	81.4	77.8	78.8	82.0	55.4	44.0	30.0	11.5	3.0	3.5	4.0	5.0	6.0	6.0	6.9	7.3	6.0	6.0	5.1	11.1	9.4	7.7	9.6	9.1		
PUBLICATIONS																	750	250																				
SALARIES																	750	550	850	1500	3500	4500	4000	5700	4400	4450	3615	3800	7000	6025	7000	4500	4500					
PHONE																	150	150	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	
COMPUTER																	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	
OFFICE EXP.																	50	100	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150		
MISC																				100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
RENT																				350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	
TYPEWRITER																	500																					
COMPUTER SOFTWARE																	100																					
SAFE HAVEN ACCOUNTING																				350																		
DEPOS & PURCHASE																				200																		
SAFE																				700																		
REMODELING																				1000																		



FINAL LAB REPORT
Self-Support Ventures Lab

The travel agency will share the profits with the whole Order through a regional participation incentive plan. The regional houses will receive a 1% commission during the set-up phase for every non-ICA /EI/OE ticket written by the travel agency for a customer who lives in their region. For instance, a customer phones from Tucson and purchases a \$600 ticket. Because Tucson is in the Phoenix region, the Phoenix house gets \$6 commission. This should motivate regional house to recommend the travel agency to colleagues and friends. The travel agency will periodically provide advertising materials. When the agency is licensed, the commission to the region will be increased from 1% to 2-4%.

A key event in starting the agency will be choosing a name. We are inviting the whole Council to participate in naming the agency by offering \$100 in personal travel tickets during 1983 for the winning name. Write your suggestion on the cards provided at the travel desk. The entries will be reviewed by the self support lab and the final selection will be made by the travel agency task force. Anyone can enter except members of the travel agency task force. In case of duplicate winning names a lottery will be held. The winner will be announced at the closing feast.

TRAVEL AGENCY SET-UP

July 21, 1982

SET-UP TRACKS	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
LEGAL	Request applic. Initiate invest. incorp proc. Select a Name Determ. own. form	Submit applic. Bd of Dir Mtg. Design lease agreement File incorp.	Take Travel Agent exam. Acquire incorp seal Open bank acct.			
FACILITY	Order phone syst. Design floor plan List eqpmnt needs	Inkind re: remodelling materials and furnishing.	Purchase other office items Remodel office space Install phones	Hold office Open House during ICA Bd of Dir mtg.		
OPERATIONS	Choose/order computer Subscribe to Tarif book				Install 'compu- ter	
FINANCIAL	Compile/eval models Choose bkpng sys. Plan 1st yr cash Implem cap. plan	Set-up bkpng system Plan cash flow financing				
MARKETING	Do market analys. Create movement flyer		Research tours Place Yellow Pages ad.	Advertise at bi- reg'l gdns mtgs. Market regional tour		Lead pilot tour
TRAINING		Create trng T/L Study Travel Agent Handbook	Train in pack- age tours Take familiari- zation trips		Train in compu- ter operation	
TROOPS						

EDUCATIONAL SERVICES - LANGUAGE SKILLS

Description 3 components: "1 on 1" (one teacher), intensive group (team teaching)
editing and translating

Practical Learnings
and Guidelines

1. Markets
 - a) companies (the biggest money makers)
 - b) schools (public and private language academies)
 - c) NGOs (Non-Governmental Organizations)
 - d) Private classes (Pay for hours actually taught)
- * Salaries vary substantially between geography and constituency (see attached location chart).
2. Clients are maintained through enthusiasm and professionalism
3. Relative to actual pay - travel costs and time, as well as commissions and fees paid to teaching cooperatives, et. have to be balanced against the hourly/monthly rate
4. Beginning classes require far more energy, time and resources than advanced conversation classes
5. Testing and evaluation of students is something that requires expertise (comprehension, vocabulary, grammar)
6. Interviewers are looking for enthusiasm, experience, some ideas on education and language-learning (jargon of the teaching world)
7. Our methods are contentless, can be used with a pre-set text.
8. A good text is one that gives substantial guidance to the teacher (lesson-planning), is imaginal, flexible, has a good balance between grammar and practice.
9. Materials need to be at appropriate language and thinking level.
10. Maintain a 4-skills balance of: 1. understanding, 2. speaking, 3. reading and writing
11. A full-time teacher needs about 3 hours per week of preparation time when teaching mostly beginning and intermediate classes.

Implementation
Timeline

It takes 2-3 months to get a full set of classes (4-6 hours daily of classes) with the help of contacts, teaching cooperatives, etc.

- Step 1. Research Talk to contacts in teaching world relative to markets, goings rates, etc. Discover resources available (teaching coops, a good bookstore, texts, etc.)
- Step 2. Marketing Appointments and visits with companies, schools, proposing packages, advertizing in papers, etc.
- Step 3. Nailing down the classes Agreements relative to pay, hours, vacation, number of students, levels of proficiency, etc.

Helpful
Resources

Texts Access to English (Oxford University Press) - a series of 4 books, from beginner to intermediate level, used with great results by a number of our teachers in Europe

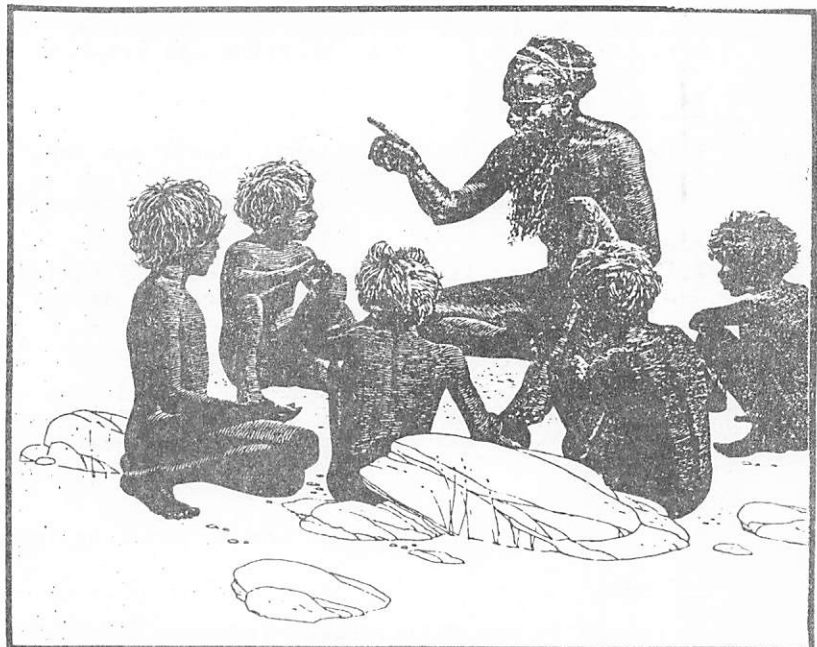
Readers' Digest Series - excerpts on current affairs, written at different levels of English for adult learners

Global Language School Manuals and Workbooks (in Global Catalogue on Wang)
See also attached report on Indonesian GLS.

LANGUAGE SKILLS IMPLEMENTATION

Location	Market	Wage	Resources	People	Linkages	
E U R O P E	Madrid	Companies private	\$10 - 20 per hour (usually groups of 3 - 4 people)	Centro Unico (teaching co-op) House Library col-leagues	Frank Soderlind Russell Fouts	Teachers Guild meeting September
	Paris	Private classes in homes or center	\$10 - \$15	House library, existing classes, British Consol	Desmond Avery Bev Parker Ann Avery	
	Brussels	Companies Families Embassies	\$700 per month full time	House library Existing classes British Consol	Rose Caswell Ken Fisher	
	Frankfurt		\$10 - \$15 hour		Wendell St. John	
	Guatemala	Companies	\$10 - \$15/hour			
L A T I N A M E R I C A	Lima	Possible Japanese companies Embassy schools Translation Teach Spanish (native speakers)		<u>Newsweek</u> , <u>Time</u>	Chris Boivin	European & Japanese letters of introduction
	Santiago	Basic skills Business English Clergy Language Institutes	\$8 - \$20/hour	Language Institutes House Li-brary Dianne Porter, Books & plans		
	Caracas	Multi-Business government offices	\$10 - \$15/hour	House Library Good bookstores International Magazines	Tina Valdez	

LANGUAGE SKILLS IMPLEMENTATION (continued)						
Location		Market	Wage	Resources	People	Linkages
S E A P A C	TOKYO AREA	Companies Housewives University Professors Language Schools High Schools* Jr. Colleges* Universities* (B. A. re- quired)	\$25 - \$40/hour	Global Language School House Library Colleagues Rotary	Sapporo--Elaine Butcher Osaka--R. Grow Fukuoka--Reese	Personal intro- duction re- quired
	HONG KONG	Japanese wives & children Tutoring In- dian, Chinese, Japanese children after school	\$10/ hour Chinese pay less--\$5 - \$7 per hour	"Concept English" Their books & our methods		
	PHILIPPINES	Japanese busi- ness men & families Editing, etc.		Tailor-made curriculum House Library News Magazines Global Lan- guage School Curriculum House Library	Pat Despain John Howell	



EDUCATIONAL SERVICES - LANGUAGE SKILLS

Global Language School - Intensive English Program

During 1981-82, the Global Language School produced \$28,000 in self-support income for Area Singapore. This required 6 native English speakers assigned to self-support for 3½ months. One person was assigned full time, and the rest were assigned for one month at a time, both men and women. Each person earned a \$170 a day consultant fee, so a 4-week school with 2 staff earned \$8,000. This income is equal to a yearly salary of \$48,000. This report has 3 parts. Part 1 describes the implementation of this program. Part 2 is a summary of the 3 schools held in 1981-82, and Part 3 is a chart of the 8 modules of a 4-week school. The back-up materials in the Models Catalogue are: Area Singapore Reports on the 3 schools, (11 Nov. 1981; Feb. 1982; and March 1982, Global Language School Manual (74 pages), the Korean Basic Language Skills Manual and several Korean Global Language School Faculty and Student Manuals.

Description

The school is intensive, 4 weeks, 6 days a week, 8 hours a day. It is residential. The main purpose of the school is to build confidence in the use of English.

Marketing

You are looking for groups where people need to learn English. Both the individual and their organization are under pressure to improve English skills. Targets are commercial agricultural companies, oil companies, multi-national corporations of all types, national universities with overseas training programs and government agencies with overseas training programs. It may take 2 to 4 months and is part of normal LENS marketing programs. It requires the submission of a proposal and the negotiation of a signed contract.

Participants

18 to 20. All have some English proficiency, but it varies from a very weak group to a very strong group.

Faculty

2 native English speakers. They can train themselves in the construct during a weekend. No degree has been required so far. The faculty must be trained in 4 methods: workshop, 4 X 4, charting and art-form conversation.

Income

\$170 a day. This a respectable consultant fee, but not a high one in Indonesia. In our contracts, the course materials, faculty travel, and room and board are an additional expense of the company or organization.

Research

Articles which fit the particular company business must be collected from popular and trade magazines. An English grammar drills book.

Investment

LENS decor, Global Language School manuals for the faculty, and language drills appropriate to the national language of the participants (e.g. drills emphasizing noun gender and verb declension for Indonesians).

Legal

Only a consultancy contract, not a formal business.

Linkage

Companies in the Philippines, Malaysia and Thailand.

REPORT ON THE GLOBAL LANGUAGE SCHOOLS (excerpts)
SingaporeThe Three Schools

During this programme year, three GLS's have been conducted in Indonesia. The first was authorised by Mr. Soedjai, advisor to the Minister of Agriculture, who asked us to create an English course for sugar plantation staff. This school was held in Yogyakarta, Central Java, at Lembaga Pendidikan Perkebunan (LPP). LPP is a university for the study of plantation commodities. It is the key training institution for enabling the nation's priority agricultural development. The GLS was four weeks in length and the twenty-two participants lived at LPP and were assigned to leave Indonesia immediately following their English programme for technical training abroad.

Further refinement was made on the construct and a second school for palm oil estate managers was taught at Pabatu Estate in North Sumatra. This was a six-week school with participants commuting to class. The ongoing administration of the company required that we teach the managers in two groups, each participant spending three days a week attending the school, and three days at his job. This accounted for the extended length of the school. Some of the participants were familiar with our approach from having attended a LENS seminar previously. We experienced the on/off time design to be a slight disadvantage in terms of building continuity and momentum, but this was not insurmountable.

The third GLS was again a residential programme at LPP in Yogyakarta. Participants were sugar factory chemists, planters and researchers. This GLS was the first part of a six-month intensive sugar training program which would include overseas training. As part of Indonesia's sugar plantation extension strategy, new factories will be built on the islands outside Java in the next three years. The GLS participants will be responsible for these new operations. Therefore, students in this school were not only concerned about learning English, but also about the vocational challenge that lay ahead for them. This group was extremely appreciative of the methods training used in the school, as they saw immediate and direct applicability to the new positions they were about to undertake.

The uniqueness of the GLS in Teaching English

We would point to four unique aspects of the curriculum design used in the GLS, which differ significantly from the approached being used in most traditional language training programmes, even the "immersion" type schools.

1. Teaching English While Teaching Methods: Useful methods of organisation, leadership, and systematic thinking were a key in making the training an event with double impact. At the same time that participants were improving their English, they were also learning methods that would assist them in their next assignment. Some of the methods training modules used were: "How to lead a workshop", "How to study an article or paper", (charting method), "How to lead a group discussion", "How to organise a report."
2. Making Learning a Team Venture: Participants entered the programme with varying degrees of English ability. It was important to dispel the sense of competitiveness that would immediately defeat the participants who were starting from farther behind. To do this, students worked a great deal in teams for many conversation exercises. Participants were encouraged to help one another. The staff's attitude that every student could win at learning English was supportive to the spirit of mutual assistance.

3. Using Discontinuous Events to Spur Motivation and Sustain Attention: Field trips, language games, and celebrations were interspersed into the curriculum to help build corporateness and indirectly teach. These special activities served to break up the weeks and enable hard work to go on during the regular sessions.
4. Emphasis on Building Confidence in the Use of English: Since the biggest block to learning any language is frequently a lack of confidence to speak and practice it, there was a great deal of emphasis placed on building confidence through many, many opportunities to speak. Teams were used to maximise the number of occasions for students to report in front of a group or converse. Affirmation of the effort to speak was initially more productive than correcting every error. Correct usage was gradually emphasised as willingness of the students to risk using English was established

PUNE SKILLS VENTURE												
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
LEGAL	1st Meeting includes Sham Kirloskar Co. + Prof. Joshi		Expanded Meets		MONTHLY BOARD MEETINGS BUSINESS CORPORATION REGISTRATION							
FACILITY	Initial Facility Brainstorm		Facility Research	Facility Decision	Facility Expansion Research							
OPERATIONS			A Facility, Funding, Recruitment		CYCLE ONE			B Curriculum		CYCLE TWO		
FINANCIAL	Set-up Funding Task Force Initial Framing		Begin major funding companies Bakries, Tata Initiation Funding		Equipment Expansion Funding							
MARKETING			Marketing Demonstration Circuits		Job Market Research	Marketing Demo Circuits	Job Market Research	Marketing Demo Circuits				
TRAINING			Week II Staff Training Modules		Train 2-4 additional staff possible in Cycle One			Train 2-4 additional staff possible in Cycle Two				
TROOPS	Mariam Qu'reshi Anthony Paul Lata Paul Dadarad Kolekar Training Inc. expertise											

I. THE WORKSHOP METHOD.			II. THE 4X4 METHOD.			III. THE CHARTING METHOD.			IV. THE ART-FORM CONV. METHOD.		
Mon	Tues	Wed	Thurs	Frid	Sat	Mon	Tues	Wed	Thurs	Frid	Sat
COMMUNITY FORUM (Pt1)	COURSE EXPECTATIONS Language	CULTURAL EXCURSION	4X4 DEMO. & TEAM W/S. Language	"GRAB-BAG" TALKS. Language	DRAMA	CHARTING DEMO : 'FIRE' Language	CHARTING : 'SOYBEAN' Language	URBAN EXCURSION	ART-FORM DEMO & W/S Language	ART-FORM INDIVID. Language	MOVIE
COMMUNITY FORUM, (Pt2)	EXCURSION PREP. W/S The Teams Vocabulary	Reflection.	"GRAB-BAG" TALKS PREP. Vocabulary	READ/COMPREH "GOODYEAR" Vocabulary	Weekly Rept.	CHARTING THE 20th C. Vocabulary	READ/COMPREH "WORLD CHAL" (1) Vocabulary	Reflection	READ/COMPREH "WORLD CHAL" (2) Vocabulary	READ/COMPREH "WORLD CHAL" (3) Vocabulary	Weekly Report.
V. THE LOCAL FOCUS			VI. THE LEADERSHIP STYLE.			VII. THE GLOBAL FUTURE.			VIII. THE STUDY PLAN.		
Mon	Tues	Wed	Thurs	Frid	Sat	Mon	Tues	Wed	Thurs	Frid	Sat
CHART REPT. FEAS. STUDY (1)	CHART REPT. FEAS. STUDY (2) Language	FIELD VISIT	CHART "HUNGARY" Language	CHART "COSTA RICA" Language	DRAMA	"3rd WAVE" STUDY (1) Language	"3rd WAVE" STUDY (2) Language	TECHNOLOG. SITE-VISIT	STUDY PLAN W/S (1) Language	COURSE EVALUATION	TRAVEL.
READ/COMPREH "WORLD CHAL" (4) Vocabulary	FIELD VISIT SCREEN. Vocabulary	Reflection.	"MY HOME TOWN" DEM. & PREP. Vocabulary	"HOME TOWN" TALKS. Vocabulary	Weekly Report.	PRACTISE LEAD CHARTING Vocabulary	3RD WAVE W/S. Vocabulary	Reflection	STUDY PLAN W/S (2)-IMPL. Vocabulary	CLOSING CEREMONY.	

AREA SINGAPORE

THE GLOBAL LANGUAGE SCHOOL : THE FOUR-WEEK, EIGHT-MODULE DESIGN.

JUNE 1982.

ZAMBIA RURAL SELF-SUPPORT Poultry Farm												
Kapini	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
LEGAL												
LAND												
OPERATIONS	Begun Quarter IV - 1981-82											
FINANCIAL												
MARKETING	Expand local marketing											
TRAINING												
TROOPS	Three part-time One local veterinarian											

ZAMBIA RURAL VENTURE

In Zambia, agricultural ventures are needed to deal with food shortages. In the village of Kapini our staff have started a chicken farm as a self-support venture. A plot of land was acquired and a coop built. Three hundred chickens and enough chicken feed for six months were inkinded. A local market has assured us that they would purchase the chickens when they are ready for the table. The forces necessary for this venture are one full time person and two part time. There is a local veterinarian available in the village. The project would be doubled in six months time. Three hundred chickens will generate \$2,000 in 10 weeks time.



KENYA RURAL SELF-SUPPORT												
Agro-business/Poultry Farm												
Kamweleni Kawangware Kitandi	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
LEGAL	Research Secure the Land and Cost the transport											
LAND	Get adequate land for both the storage and the poultry building											
OPERATIONS	Begin poultry production				Plant crop			First harvest		Second income		
FINANCIAL	Secure tools and equipment											
MARKETING	Available city/local export											
TROOPS	Two full-time in each location											

Kenya Rural Self-Support

Out of 230 different locations in Kenya, all but two are rural. Almost all of the houses have a small intensive garden plot that provides them with fresh vegetables. The HDTI grows its own food as well. The Order in Kawangware has several acres on long-term lease. This land is available for self-support agro-business. In the past, agriculture and poultry businesses have been successfully carried out in Kamweleni and Kawangware, marketing the produce to Europe, Nairobi, and locally. Technical assistance and government loans are available. We are recommending these ventures to be implemented on an experimental basis in Kawangware, Kamweleni, and Kitandi with one-two full-time persons assigned in each location.



VENEZUELA RURAL SELF-SUPPORT												
Cano Negro	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
LEGAL	Check government assigned land for village use.											
LAND	Get village designated land for use. Prepare the soil.											
OPERATIONS	Create a plan to procure seedlings, chemicals and tools Plant crop First harvest Replant											
FINANCIAL	Secure government or private loan.											
MARKETING	Secure a government marketing agency. Export to the city or locally.											
TRAINING	(Agriculture training program held April-May, 1982)											
TROOPS	One full-time Five part-time and government technical assistance											

VENEZUELA RURAL VENTURE

As Venezuela presently imports 60% of its food, the government is very interested in encouraging agrobusiness demonstrations. The village of Cano Negro has set aside a plot of land for this demonstration which will be managed by the Order for self support. A loan will be procured from the government for initiation cost. One technical assistant from the Ministry of Agriculture has been assigned full time to the Cano Negro-Barlovento cluster villages. There is an assured market and transportation for the produce through a government agency. The projected net income for year one of the venture is \$15,000 with loan repayment. This will require one full time and 5 part time persons.



INDIA RURAL SELF-SUPPORT--3 DEMONSTRATIONS												
Poultry Farm/Peanut Oil Production/Dairy												
Jawale, Mal Chikale Maliwada	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
LEGAL	Research land ownership, rental structures, costs, and tax structures											
LAND	Research land availability Secure land & facility											
OPERATIONS	Research similar rural projects & equipment Create daily operational plan											
FINANCIAL	Research similar projects re: initiation, ongoing costs & loans Secure tools, eqmmt, feed loan											
MARKETING	Research export, city, and local markets and contracts & transport Secure contracts											
TRAINING	Begin training for poultry farm, peanut farm, dairy business											
TROOPS	Poultry--two full-time and vet. tech. Peanut--two-four part-time and agro tech. Dairy--three full-time and vet tech.											

THREE INDIA RURAL VENTURES

In many parts of India, certain agrobusinesses have proved to be successful ventures for self-support. Maliwada Dairy Farm, located in an excellent beef processing and distribution center, is a key venture. There is a Village Dairy Society which enables the marketing system. The Maratwada Dairy Development Corporation has a scheme for raising five cows which can be handled by one person. This requires Rs 25,000 to purchase the cow and a loan can be obtained for 75% of the total amount required for initiating the venture. The Maratwada Dairy Development Corporation grows fodder and provides veterinary expertise. The income from five cows is Rs 1,800 gross per month or Rs 12,000 net per year.

A second venture is peanut oil production. There is a high market demand, thus earning a high income. This venture requires technical expertise which is available. Land is also available through rental from the village.

The third venture is poultry farming which also can earn a good income. A market is available in Bombay, but contracts need to be secured. This requires land procurement and chicken house construction. We recommend that any of these ventures be done in Maliwada, Jawale, Male or Chikhale.



FINAL LAB REPORT
Self Support Ventures Lab

CHICAGO

LOCATION		PERSONS ASSIGNED	PERSONS STIPENDS FUNDS	GLOBAL STIPEND BASE	ACTUAL STIPENDS DISBURSED	TOTAL BUDGET	EXTRA-NATIONALS		LOCAL		WORK PERMIT LEGAL REGISTER	MAJOR INCOME MODES	NET CONDITION	NOTES
AREA	NATION						81	82	81	82				
SAN FRANCISCO	USA	33	30	96	96	11	10	0	4	18.5	14.5	INDIVIDUAL SALARIES	(6425)	
HOUSTON	USA	40	32	96	96	11	10	5	2.5	22.5	7.5	INDIVIDUAL SALARIES	(8780)	
CHICAGO	USA	50	37	96	96	11	10	0	2	13.0	26.0	INDIVIDUAL SALARIES	(1079)	
NEW YORK	USA	46	32	96	96	10	11	0	1	25.0	8.0	INDIVIDUAL SALARIES	1332	
EDMONTON	CANADA	24	15	96	96	10	10	1.5	2.5	5.0	1.0	WORK PERMITS	(6085)	
MONTREAL	CANADA	19	15	96	96	10	10	2	8	4.0	1.0	WORK PERMITS	(3200)	
CHICAGO TEXAS	USA	132	129	96	96	11	10	1	1	24	21.0	INDIVIDUAL SALARIES	2000	
MEXICO CITY	MEXICO	0	6	90	90	11	11	1	4	0	1	INDIVIDUAL SALARY	700	
	GERMANY	6	6	40	50	12	12	2	5	4.5	0	CONSTRUCTION TRANSLATION	700	
LIMA	PERU	15	7	24	24	10	10	1	6	0	5	QUANTITIES OF RELATIVES	(607)	
HABANA	CUBA	7	15	24	30	12	12	1	4	3	11	GRANTS INCLUDE STAFF SALARIES	(607)	
BAENOS AIRES	CHILE	6	5	12	12	12	12	1	10	5	4	RESIDENCE VISO	0	NO FUNDS SPENT
CARACAS	VENEZUELA	9	9	42	42	9	9				7	NO	3150	3150
RIO DE JANEIRO	BRAZIL	6	5	48	48	12	12				5	ENGLISH TEACHING		
SINGAPORE	INDONESIA	24	24	36	36	12	11	4	2/6	14	8	JAVANESE INFL SCHOOL GLS	1407	ANY FUNDS ASSIGNED COL 2/81
	MALAYSIA	5	5	36	36	12	11	0	5		0			

LOCATION		PERSONS ASSIGNED	PERSONS STIPENDS FUNDS	GLOBAL STIPEND BASE	ACTUAL STIPENDS DISBURSED	TOTAL BUDGET	EXTRA-NATIONAL ASSIGNED STAFF		NATIONAL ASSIGNED STAFF		WORK PERMIT + LEGAL RESERVE FUNDS	MAJOR INCOME MODES	NET CONDITION	NOTES
AREA	NATION						81	82	81	82				
DELHI	INDIA	10	10	6/12	12	8	8			3		ONLY	DEVELOPMENT	
BOMBAY	INDIA	12	12	6/12	12	8	8			12		WORK	INCOME	
MADRAS	INDIA	9	9	4/12	12	8	8			3	1	MADRAS	+ ONE SCHOOL	
CHENNAI	INDIA	6	6	4/12	12	8	8			2		CAF WORK	TEACHER	FUND BALANCE 81 82 22K 28K
BOMBAY	INDIA	30	30	3/12	12	8	8			15				
MADRID	SPAIN	5	7	5/12	12	6	6	3	3	2	4	ECC	ENG TEACHING	
LONDON	UK	17	18	6/12	12	10	11			6	5	ECC	SALARIES	
PARIS	FRANCE	5	4	7/12	12	9	12			4	0		ENG TEACHING	
	BELGIUM	3	4	7/12	12	9	12			2	2		ENG TEACHING	
FRANKFURT	GERMANY	10	8	10/12	12	10	12			5	3	ECC/ENG	SALARIES	
	NETHERLANDS	4	3	7/12	12	10	10			1	2	ECC	SALARIES	
Rome	ITALY	4	6	6/12	12	8	7			3	3	ECC	REL CAREERS SEARCHING	READY (82)
SERIKINGGARAJAYA	DENMARK	3	3	8/12	12	12	12			1	2		MEDICAL DOCTOR	
BUDAPEST	AUSTRIA	2	2	5/12	12	6	6			1	1		PENSION	(607)
BRAZILIA	BELGIUM	14	16	7/12	12	12	12			4	12	ECC	CAF SALARIES EMPLOYMENT	FUND BALANCE 81 82 252K 236K 7% change 2/78

FINAL LAB REPORT
Support Ventures Lab

GLOBAL RESEARCH COUNCIL SELF-SUPPORT VEHICLES LAB		OBJECTIFYING GLOBAL SELF SUPPORT																July 1982									
LOCATION AREA	NATION	PERSONS ASSIGNED		PERSONS STIPENDY FUNDS		GLOBAL STIPENDY BASE		ACTUAL STIPENDY DISBURSED		TOTAL BUDGET		EXTRA NATIONAL ASSIGNED STAFF				NATIONAL ASSIGNED STAFF				WORK PERMIT & LEGAL REGISTR.	MAJOR INCOME MODES	NET CONDITION			NOTES		
		81	82	81	82	81	82	81	82	81	82	81	82	81	82	81	82	81	82			% Change					
SYDNEY	AUSTRALIA	31		21/81		78	78	12	12	18500		13	9		5	4											
SUVA	MARSHALL ISLANDS	4		4/4		36	36	3	2	1405		1	3														
	SAMOA	3		3/3		26	26	3	2	465		2	1														
PERAKAMPUR NEAUS	MALAYSIA	12		12/12		42	42	12	7	1761		0	12													PAID BALANCE 81 82 90change 156K 145K 2%	
TOKYO	KOREA	20		20/15		68	66	12	12	5240		5	2	3	10		WORK PERMIT	LAWYER DEBOR TEACHERS									
	JAPAN	21	21	21/19	21/21	126	126	10	12	19204	4Part 4Part 4Full 4Full 12Part 12Part 12Part 12Part			6	5		ENGLISH OK	ENGL TEACHING									
	HONG KONG	4	3	4/4	3/3	72	66	12	12	2923		1	3	3			ALL RESIDENCE CON WORK	ENGLISH TEACHING PR DRAWING									
HONG KONG	TAIWAN	10	8	12/12	10/10	24	30	10	4	1520		2	7	7	3	3		WORK PERMIT	PROGRAM FEES								
HONG KONG NEAUS	PHILIPPINES	24	24	24/10	24/10	12	24	10	12	3580		2	2	8	8	14	14		WORK PERMIT	ENGLISH GRANTS							
	HONG KONG	12	13	12/12	13/13	72	66	12	12	4680	5Full 5Full 5Part 5Part							ALL RESIDENCE CON WORK	ENGLISH TEACHING COMPUTER	HONG -						FUND BALANCE 81 82 173K 120K 1/2 change 21%	
CAIRO	EGYPT	10	9	10/10	9/9	36	36	12	12	1747		1	3	3	2												
LAGOS	NIGERIA	9	9	9/9		38				1181																	
NAIROBI	KENYA	232	292	203/83		24				4304																	SIMPLY RAISED FOR T/F FUNDS
KUSUNASA	JABON	9	14	9/10	14/10	27	27	12				1	0	3	6	0	5	8	WORK PERMIT	3 ADDITIONAL CROSSER BASINS 25%							
ABIDJAN	IVORY COAST	4	5			60		12		1934		15	3.5														

