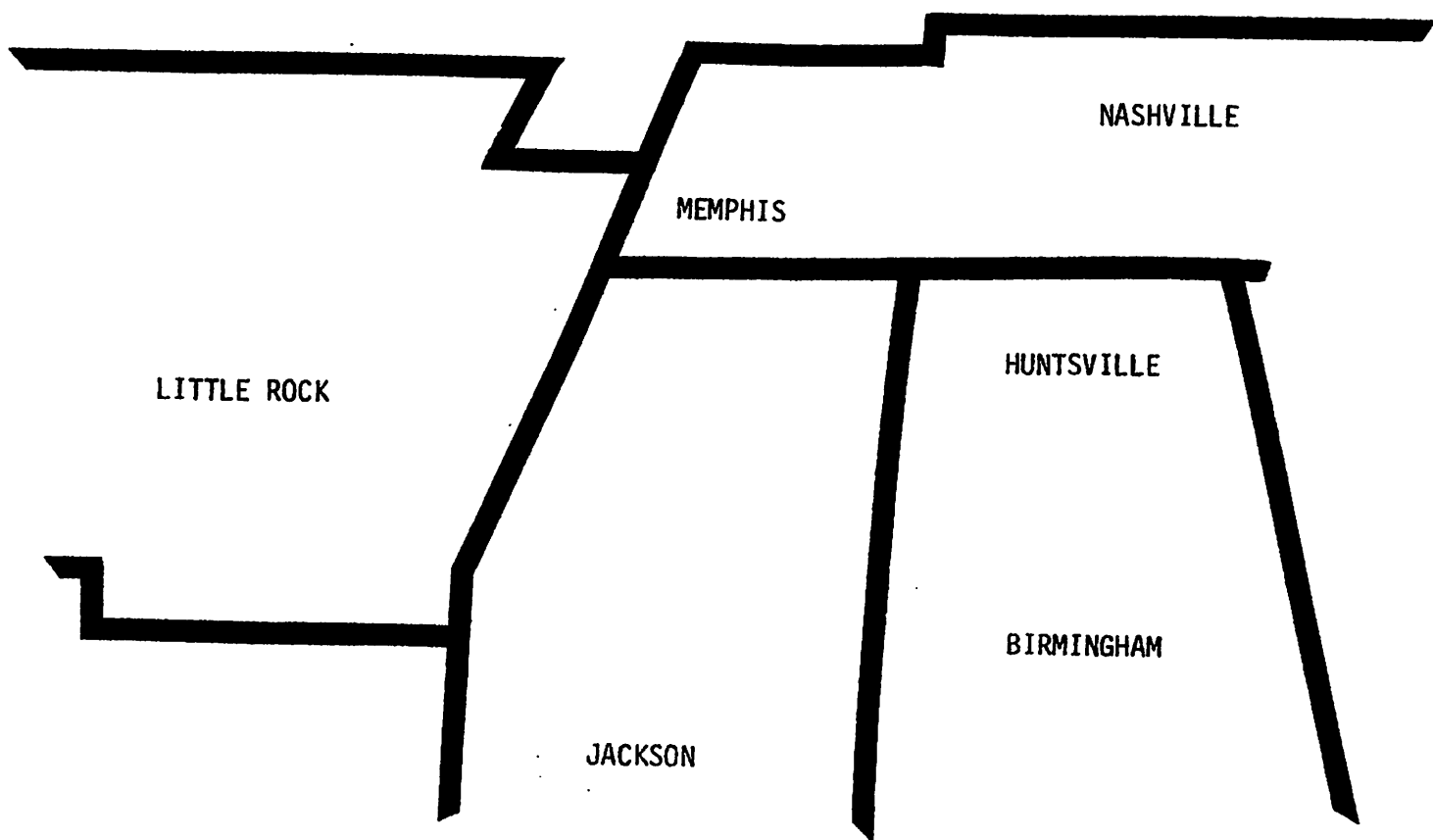


MID-SOUTH DIALOGUE: THE 80's



**March
1981**

INTRODUCTION

The Regional Consult is a ten-day planning conference. It is a working forum for concerned representatives of the voluntary public, private and local sectors of society. Consult procedures are designed to allow participants to share practical insights, program successes and anticipated directions for futuristic efforts. Shared insights are formulated into a statement of mandates for the future of the region. These "Historical Mandates" are incorporated into practical programmatic directions by those people directly concerned with their implementation. The Consult provides an opportunity to build networks and alliances to accomplish common objectives.

MEMPHIS
REGIONAL
CONSULT

During the Symposium of the Memphis Regional Consult, thirty five participants dialogued with each other, digested the results of over seventy interviews and participated in a series of discussions, workshops and plenary meetings. They examined the current situation, analyzed future issues and stated the mandates facing the region. This document records the issues and mandates confronting people concerned with human development in the Memphis Region.

GLOBAL
SYMPOSIUM

The Metro Research Labs of the Memphis Regional Consult involve six teams of people travelling across the region to look at the work of the Symposium in light of what was actually happening in the region. By visiting people in urban areas and rural towns, the teams found practical illustrations of the regional mandates. Interviews with local residents, voluntary agencies, government officials and business people provided a broad perspective for naming the new directions open to the Memphis Region. This week of practical research closed with the preparation of team reports which disclosed a set of future intents for the region.

RESEARCH
LAB

The Assembly of the Memphis Regional Consult involved people gathering to hear reports of the teams and reflect on the implications for action. Out of the new directions recommended, a plan of strategic action for the next four years was formulated. In addition, the Assembly named the practical way this strategy could be implemented across the region. The Assembly concluded with a celebration of the decisions made and a commissioning of the participants. The decisions of the Assembly are held in the strategic components and the four year phasing of activities.

REGIONAL
ASSEMBLY

**MEMPHIS
REGION**

The Memphis Region includes Western and Middle Tennessee, all of Arkansas, North and Central Mississippi and Alabama. It is one of six regions of the southern United States - the others being Houston, Dallas, New Orleans, Miami and Atlanta. The Memphis Region itself is divided into six metros. They are Memphis, Nashville, Jackson (Mississippi), Birmingham, Huntsville and Little Rock.

**INSTITUTE
OF CULTURAL
AFFAIRS**

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. Private and voluntary in nature, the ICA has offices in 32 nations and operates as a not-for-profit, intra-global organization. The ICA originally operated as a program division of The Ecumenical Institute, a center for practical theological education. In 1973, the ICA was incorporated as a separate entity to better serve local communities around the globe. The staff of the Institute are self-supporting. The work of the ICA is supported by foundations, businesses, churches, service organizations and concerned individuals. Some specific programs are supported by various government agencies.

**INSTITUTE
PROGRAM**

The Ecumenical Institute was active in the Region prior to the incorporation of the Institute of Cultural Affairs in the set-up, recruitment and teaching of courses, working with local church groups and bringing together colleagues from across the region for common planning. Between 1974 and 1980, the Institute of Cultural Affairs focussed on Town Meetings in the four state region. Town Meetings involve citizens in innovative problem-solving methods to discern the challenges facing communities and propose practical solutions for them. In 1977-78, Town Meetings were held in each county in the region. In 1978, the Mississippi Governor's Office of Voluntary Citizen Participation recognized the value of the Town Meeting program and sponsored "Town Meeting Mississippi, 200", with the theme of "Mississippi is Leading the Way". In 1979-80, 20 Town Meetings were held in Arkansas under the sponsorship of the Arkansas Endowment for the Humanities. In 1977, at the invitation of the community of Pace, Mississippi, a socio-economic development project began with full-time ICA staff in residence. A Human Development Project is a demonstration of the crucial role the people themselves play in formulating and implementing their own plan while working in close conjunction with the public and private sectors of society. In June 1980, a Human Development Training School, a three-week residential program focussing on local training, was held in Pace for towns across the South. The Regional Consult in the Memphis Region was called "The Mid-South Dialogue: The 80's". It is one of 86 such conferences being held around the world this year.

**CONSULT
PRODUCTS**

What follows are the results of the Regional Consult held in March 1981 for the Memphis Region. Section One, the Symposium, describes the event and highlights the products of that event. Section Two, the Research Lab, gives a description of the seven days and the strategic intents for the next four years. Section Three describes the process of the Assembly and the strategic components and directions for ICA activity in the region over the next four years.

THE REGIONAL SYMPOSIUM

MID SOUTH DIALOGUE: THE 80'S

On March 19, 1981, some thirty-five persons gathered at the Holiday Inn Executive Conference Center in Olive Branch, Mississippi, to participate in the first part of the Mid-South Dialogue: The 80's, called the Symposium on Human Development in the Eighties. During this day of research, participants engaged in a series of workshops and plenary sessions, to examine the times, the issues, the mandates and the implications facing those concerned with human development.

SYMPOSIUM METHOD

The Symposium had four sessions during the day. The opening session began with a talk on The Times. A one hundred sixty year timeline, from 1900 - 2060, was constructed by the group to objectify the underlying social trends. In the second session, brainstormed items were plotted on a social process model to reveal seven underlying issues facing human development in the region. The third session was a workshop in which actions required by each of the issues were drawn together into historical mandates or indicative directions in the region. The fourth session included a talk on Those Who Care, followed by a workshop to discern implications of the mandates for the region. The session concluded by sending out teams to the various parts of the region to do research.

SYMPOSIUM PRODUCTS

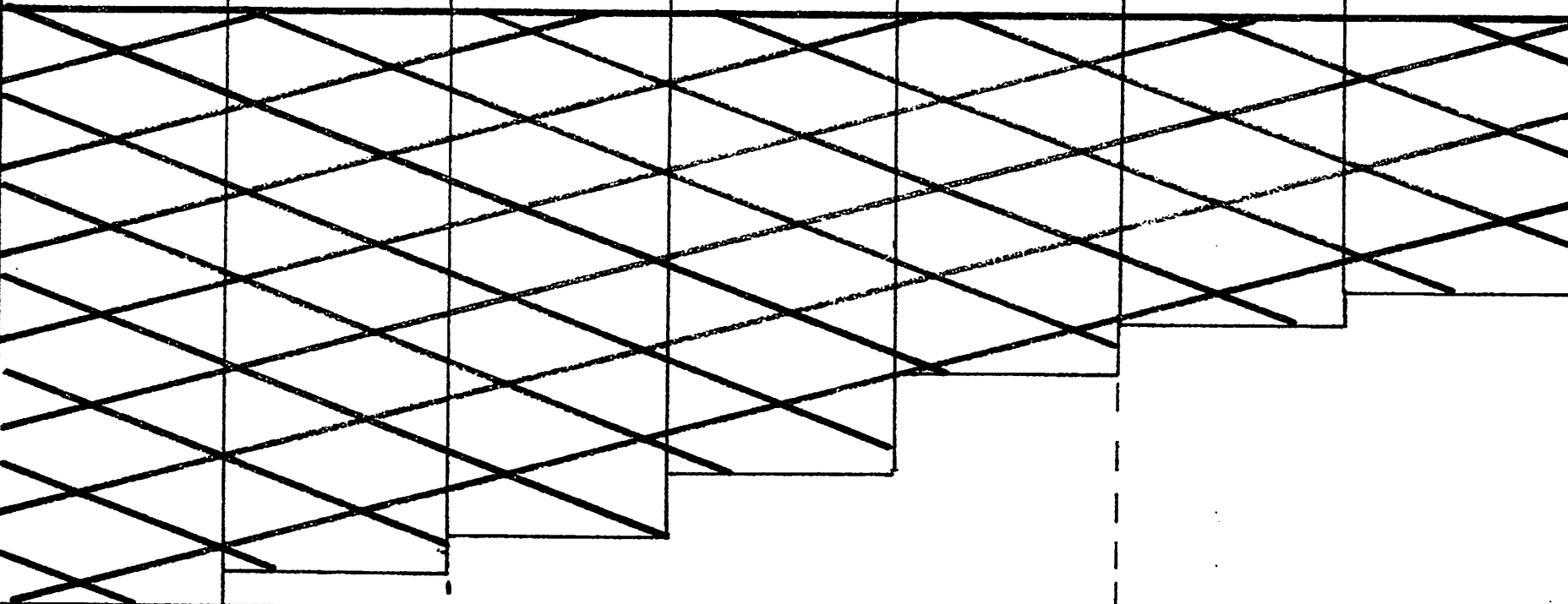
The Symposium discerned seven major issues and twelve historic mandates for human development in the Eighties. The issues are: fragmented community structures, inequitable resource distribution, narrow-base job market, perpetuated poverty cycle, inadequate life education, unhonored community self-determination and ineffective community services. The twelve mandates are contained in three major arenas: resilient regional infrastructure including catalysing community self-hood and establishing organizational principles; practical human engagement, and alleviated innocent suffering which includes securing underprivileged emphasis and providing basic services. The issues and mandates are described in this section.

THE UNDERLYING ISSUES

VALENCE CHART

INSTITUTE OF CULTURAL AFFAIRS

SYMPOSIUM

FRAGMENTED COMMUNITY STRUCTURES I	INEQUITABLE RESOURCE DISTRIBUTION II	NARROW-BASE JOB MARKET III	PERPETUATED POVERTY CYCLE IV	INADEQUATE LIFE EDUCATION V	UNHONORED COMMUNITY DETERMINATION VI	INEFFECTIVE COMMUNITY SERVICES VII
						
26	25	23	20	16	13	12

THE UNDERLYING ISSUES

I. FRAGMENTED COMMUNITY STRUCTURES

In the arena of community style, the major issue is a breakdown of community structures caused by a fragmented vision of community. Related issues are the breakdown of the family, dramatic shifts in roles and lifestyles, and emphasis on individual success instead of community betterment. This is illustrated by churches turned in on themselves, the concern when a crime is committed as to whether the person was black or white, single issue solutions to neighborhood problems from the government and increase in crime in small towns.

II. INEQUITABLE RESOURCE DISTRIBUTION

In the arena of common resources, the major issue is the inequitable distribution of resources of services such as transportation, energy and jobs. Related issues are employment, recreation facilities, health services for all ages and land use. This is illustrated by cuts in people programs, environmental abuse, unavailable transportation in rural Mississippi, and high utility costs.

III. NARROW-BASE JOB MARKET

In the arena of economic sustenance, the major issue is the economy is not providing enough jobs for all those who want to work. Related issues are severe poverty, lack of self-esteem, inadequate income to pay for education and transportation, ineffective land use for rural and urban areas and inadequate public assistance programs to meet skyrocketing costs. This is illustrated by busses not running in Birmingham, farms being turned into shopping centers or highways, and training for jobs but no transport to them.

IV. PERPETUATED POVERTY CYCLE

In the arena of social disintegration, the major issue is that society sanctions and allows, rather than intervening effectively in, the poverty cycle. Related issues are: 'pass-the-buck' syndrome which encourages barriers between government, private and church responsibility, many people who feel powerless and disenfranchised, and the myth that there cannot be reasonably fair distribution of resources and participation in decisions. This is illustrated by the unavailability of welfare, unemployment, centralized energy production and cancelled public employment.

V. INADEQUATE LIFE EDUCATION

In the arena of community wisdom, the major issue is the failure to provide an adequate education for all. Related issues are outmoded skills training, unsupported school systems and past-oriented problem-solving. This is illustrated by white flight from public school systems, corporations having to teach reading and writing to their employees, elected officials prejudiced against public education and the failure of the compulsory school-age law to pass the Mississippi legislature this year.

VI. UNHONORED SELF DETERMINATION

In the arena of community life, the major issue is a lack of respect of individual and community self determination. Related issues are the dishonoring of cultural uniqueness, decisions on fund utilization not in the hands of the people, racial minorities are not given an opportunity to fulfill their potential and external planning. This is illustrated by city planners who tell local communities that they know best, 'desirable' neighborhoods, upward mobility which leaves a leadership void especially in black communities.

VII. INEFFECTIVE COMMUNITY SERVICES

In the arena of leadership/organization, the major issue is an ineffective management system of community services. Related issues are indecisive administrators, tunnel vision leadership, and the loss of respect and confidence in existing leadership and institutions. This is illustrated by leadership which is too related to vested interests, utilities that emphasize management, and political allocation of funds.

THE REGIONAL MANDATES

INSTITUTE OF CULTURAL AFFAIRS

Symposium

toward RESILIENT REGIONAL INFRASTRUCTURE		toward PRACTICAL HUMAN ENGAGEMENT	toward ALLEVIATED INNOCENT SUFFERING	
Catalysing Community Selfhood	Establishing Organizational Principles		Securing Underprivileged Emphasis	Providing Basic Services
9 AUTHENTICATED COMMUNITY IDENTITY	3 REALISTIC COOPERATIVE PLANNING	1 RELEVANT FUNCTIONAL EDUCATION	6 COORDINATED CARE GROUPS	11 COMPREHENSIVE HEALTH CARE
10 DEMONSTRATED RESPONSIBLE LIFESTYLE	4 ENLIGHTENED EMPLOYMENT POLICIES	2 REVITALIZED LEADERSHIP ROLES	7 EFFECTIVE JUDICIAL PROCESS	12 SUFFICIENT HUMANE HOUSING
	5 CREATIVE RESOURCE USE		8 MEANINGFUL ELDER/YOUTH PARTICIPATION	

This chart reflects not only the work of the Symposium but the input of the interviews during the research week.

THE REGIONAL MANDATES

The chart represents input from interviews conducted before the Symposium, the discussion at the Symposium itself, and interviews using the Symposium chart during the field research week. The chart is a revision of the Symposium chart and was created at the Assembly which completed the Mid-South Dialogue: The 80's.

The Regional Mandates chart holds the 12 regional mandates in relationship to each other, with the major focus on Practical Human Engagement. There are also two thrusts (Catalyzing Community Selfhood and Establishing Organizational Principles) which together point toward a Resilient Regional Infrastructure. On the other side of the chart are the two thrusts (Securing Underprivileged Emphasis and Providing Basic Services) which point toward Alleviated Human Suffering.

The 12 Regional Mandates are given in detail below.

Human Development in the 80's requires Relevant Functional Education for all for effective living in the real world. This could be initiated by 1) a pilot demonstration basic education program, 2) a "domestic science" course on family nutrition, planning, economics, etc. offered at the community level; 3) technical and vocational training slots in every school curriculum, and 4) a human relations curriculum at the high school level to prepare people for family and global living.

1.
RELEVANT
FUNCTIONAL
EDUCATION

Human Development in the 80's requires Revitalized Leadership Roles to ensure positive community support for newly trained leadership. This could be initiated by 1) local community councils to allow residents' input into decision-making processes, 2) intern training programs for instruction in community and political service, 3) intensive leadership methods courses making use of current know-how on methods, and 4) regional 'roundtable' program including participation from existing structures and groups to ensure a cross-regional perspective.

2.
REVITALIZED
LEADERSHIP
ROLES

Human Development in the 80's requires Realistic Co-operative Planning to bring about substantive development of the whole region. This could be initiated by 1) a four-sector forum to create a balanced perspective of regional needs and possibilities, 2) studying existing development plans for practicality and feasibility, and offering constructive suggestions, 3) creating a transportation model which would be responsive to current needs (this could include the use of private contractors), and 4) allowing the private sector participation in areas of community service (like vocational training, job programs, etc) with appropriate tax breaks.

3.
REALISTIC
COOPERATIVE
PLANNING

4.
ENLIGHTENED
EMPLOYMENT
POLICIES

Human Development in the 80's requires Enlightened Employment Policies to ensure all human resources are engaged in satisfying jobs that meet societal needs. This could be initiated by 1) holding planning conferences (like the Memphis Jobs Conference) in each part of the regiona, 2) expanding the 'adopt-a-school' program with private industry, 3) strictly enforcing existing anti-discrimination employment laws, and 4) innovative job training programs using effective teaching techniques, providing participants with flexibility in skills for greater employability.

5.
CREATIVE
RESOURCE
USE

Human Development in the 80's requires Creative Resource Use in response to the global energy crisis. This could be initiated by 1) creating local schemes for encouraging research into and use of alternative forms of energy, including solar power, 2) publicizing energy conservation possibilities, 3) creating awareness about the environment and the implications (for instance) of cutting down trees, and 4) ensuring community participation in land use decisions.

6.
COORDINATED
CARE
GROUPS

Human Development in the 80's requires Coordinated Care Groups to make the most effective use of human care facilities and resources. This could be initiated by 1) having a community assessment of total available resources from existing groups and churches, 2) forging a community consensus on the use of these resources, 3) publicizing ways in which people can participate in some local care activity, and 4) have a continuing education program on the 3rd world.

7.
EFFECTIVE
JUDICIAL
PROCESS

Human Development in the 80's requires Effective Judicial Process to ensure that 'crime as a way of life' does not fester. This could be initiated by 1) making crime less glamorous and de-emphasizing it in the entertainment media, 2) doing whatever is necessary to ensure speedy completion of criminal trial actions, 3) encouraging the creating and support of work rehabilitation programs and other schemes to care creatively for the offender (including an appraisal of the prison system, and 4) increasing the community perception of the police task, and creating schemes to foster good community-police relations.

8.
MEANINGFUL
ELDER/YOUTH
PARTICIPATION

Human Development in the 80's requires Meaningful Elder/Youth Participation to ensure active engagement of all ages in the community. This could be initiated by 1) having 'grandparent' schemes whereby elders could participate in caring for young children at nurseries, 2) encouraging elder involvement in local schools and libraries and community centers with such things as 'story-time' and councils on aging, 3) creating schemes for youth to participate in an elder care network, and 4) create programs with an emphasis on youth engagement in the community.

9.
AUTHENTICATED
COMMUNITY
IDENTITY

Human Development in the 80's requires Authenticated Community Identity for every community in the region. This could be initiated by 1) a series of events - both celebrative and decision-making, in each neighborhood emphasizing local participation, 2) a beautification scheme first consensed on by residents and then acted upon in each location, 3) the pulling together and publishing of the local history and the creation or reaffirmation of the community symbol, and 4) exposing community residents to the larger world through trips, cultural exchanges and world tours.

10.
DEMONSTRATED
RESPONSIBLE
LIFESTYLE

Human Development in the 80's requires a Demonstrated Responsible Lifestyle as a way to firm up the social fabric in each community. This could be initiated by 1) acknowledging the participation of local residents (especially youth) in community service projects, 2) fostering interest in family education programs and programs such as the US Peace Academy, discussion forums, in particular those dealing with the race issue, 4) encouraging participation in neighborhood watch programs and volunteer programs such as tutoring, and 5) creating expositions on alternative lifestyles including those where resources are pooled for the good of the community.

11.
COMPREHENSIVE
HEALTH
CARE

Human Development in the 80's requires Comprehensive Health Care available to all. This could be initiated by 1) ensuring access by the poor to health care facilities in their neighborhood, 2) generating community interest and support for mental health programs and institutions, 3) providing preventative health education programs to schools and other community groupings, and 4) creating a visitation structure for homebound or disabled people.

12.
SUFFICIENT
HUMANE
HOUSING

Human Development in the 80's requires Sufficient Humane Housing that is available and affordable. This could be initiated by 1) encouraging low interest loan availability for purchasing existing housing units and home improvements, 2) creating a regional architect's competition for low-cost standard housing, 3) ensuring laws on discrimination are upheld by encouraging reporting of violations to community representatives, and 4) securing support from community councils and the media for these schemes and others which will help alleviate the housing shortage in the region.

THE RESEARCH WEEK

From March 21 - 27, six teams traveled across the region to do field research in the lab portion of the Consult. These teams operated out of Memphis, Jackson, Little Rock, Huntsville, Birmingham and Nashville. Thirteen people acted as researchers, either full or part-time, and interviewed over 220 people. These interviews were based on the issues and mandates from the Symposium. The interviews were designed to check the issues and mandates data and seek out on-going activities in these arenas as well as places where work needs to go on in the future. In the midst of this research, new programmatic activity was targeted across the region and new openings in networks of care across the region were explored.

The results of this research are statements of the strategic intents required in the region. The five intents identified were: motivational planning tools, expanded regional team, catalytic structural permeation, effective care documentation and demonstrated network linkages. The intent statements are included in this section of the document.

-- Some quotes heard during the interviews...

"The ground root, the stem from which everything else can come is practical, functional education."

"Social service handouts are not wanted. It doesn't give anyone self-dignity, respect, pride. What we have to do is get earned income through employment directly into the pockets of the poor to rid poverty."

"Ignorance cannot support capitalism or democracy."

"Giving racial minorities the opportunity to fulfill their human potential is where it's at. Without this everything else is meaningless."

"Create an economic system not based on employment for basic survival needs."

"It's absurd to continue in the assumption that people must work 40 hours a week to meet their basic needs. Most people are working at non-essential jobs or on non-essential products which are ultimately wasteful. It will kill us if we continue to use our resources this way."

"Grassroots is much more progressive than the political."

"One thing we can't do to Pine Bluff is move it somewhere else. We have to do with what we have."

THE STRATEGIC INTENTS

MOTIVATIONAL PLANNING TOOLS

The intent of the Memphis Region is to offer all sectors alternative motivational and planning methods for dealing with issues. The victory is the demonstration of these methods through programs offered in each Metro. This will be accomplished by LENS seminars, training of churches to relate to their local communities, workshops with citizens concerned with pending legislation, neighborhood leadership training and establishing an urban education probe in Memphis.

EXPANDED REGIONAL TEAM

The intent of the Memphis Region is to broaden opportunities for movemental engagement. The victory is the recruitment of colleagues and potential colleagues to movemental events. This will be accomplished by holding an RS-I in Livingston, holding an Imaginal Education course for the Nashville core, following up referrals from "Dialogue" interviews across the region and engaging in core formation.

CATALYTIC STRUCTURAL PERMEATION

The intent of the Memphis Region is to equip key agencies to recreate their role in dialogue with their constituency. The victory will be to empower agencies and legislators to elicit grass-roots participation in the decision making process, to engage volunteers in public agency service and to permeate social institutions with consensus building methods and motivational tools. This will be accomplished by a LENS consultancy with the Cooperative Extension Service in Arkansas and the Governor's Office on Aging in Mississippi, working regionally with the Tennessee Valley Center and doing Town Meeting methods training with the Department of Local Services in Arkansas.

EFFECTIVE CARE DOCUMENTATION

The intent of the Memphis Region is to increase public awareness of communities and networks which have successfully utilized the resources they have to accomplish their needs or to deliver services more effectively. The victory is the publication and distribution of various documents that will illustrate the achievements of cooperating groups from all sectors of society. This will be accomplished by phoning and visiting Town Meeting communities and agency and private group networks which have held issues forums which demonstrate significant strides toward community care.

DEMONSTRATED
NETWORK
LINKAGES

The intent of the Memphis Region is to demonstrate how the public, private, voluntary and local sectors can become more effective through strategic cooperation. The victory is organization networking at the Planning and Development District level and networking through a Youth Guidance Commission. This will be accomplished through sessions with the Human Services Deliverers' Association in Arkansas, meetings with the Mayor of Birmingham's Youth Opportunity Council and a presentation on community consensus building at the Cooperative Extension Service conference in Athens, Georgia.

THE REGIONAL ASSEMBLY

REGIONAL ASSEMBLY

On March 27 - 28, 1981, participants gathered in Memphis for the third part of the Mid-South Dialogue: the 80's, the Assembly. The people who participated in the Symposium and the research, were joined by others to interpret the data from the first two parts of the conference. The intent of the Assembly was two-fold: 1) to establish the broad outline of the four year regional plan, and 2) to expand the base of self-conscious volunteers participating with the ICA in the region's development. The Assembly dealt with the directions of the Institute's service to this region in the next four years.

The Assembly was composed of four workshops: 1) analyzing the regional intents, 2) clarifying emerging strategic components, 3) creating four year actions and 4) establishing a three month start-up model. Each research team discerned the broad steps needed in their respective metros. These steps were cross-gestalted into region-wide intents for the four years. The activities required to implement these intents were created by teams and then gestalted into strategic directions. The process for determining the metro activities utilized both practical analysis and intuitive creativity to discern points of advantage and disadvantage as well as social need and operating patterns. This step relied on the informed judgement of the metro teams. These metro directions for the next four years were coordinated to give a common thrust each year across the region. Finally, a workshop on the first three months of the plan developed some practical steps for the future. The strategic directions statements are included in this section of the document along with the four-year timeline.

THE STRATEGIC DIRECTIONS
AND COMPONENTS

INSTITUTE OF CULTURAL AFFAIRS

REGIONAL ASSEMBLY

MANIFESTING
COOPERATIVE
NETWORKS

FORMING
COMMUNITY
LEADERSHIP

DECLARING
NEW
MYTHOLOGY

Corporate
Planning
Demonstration

Collegial
Spirit
Nurture

Program
Impact
Documentation

Urban
Education
Probe

Regional
Dialogue
Symposia

Inter
Agency
Cooperation

Grassroots
Leadership
Training

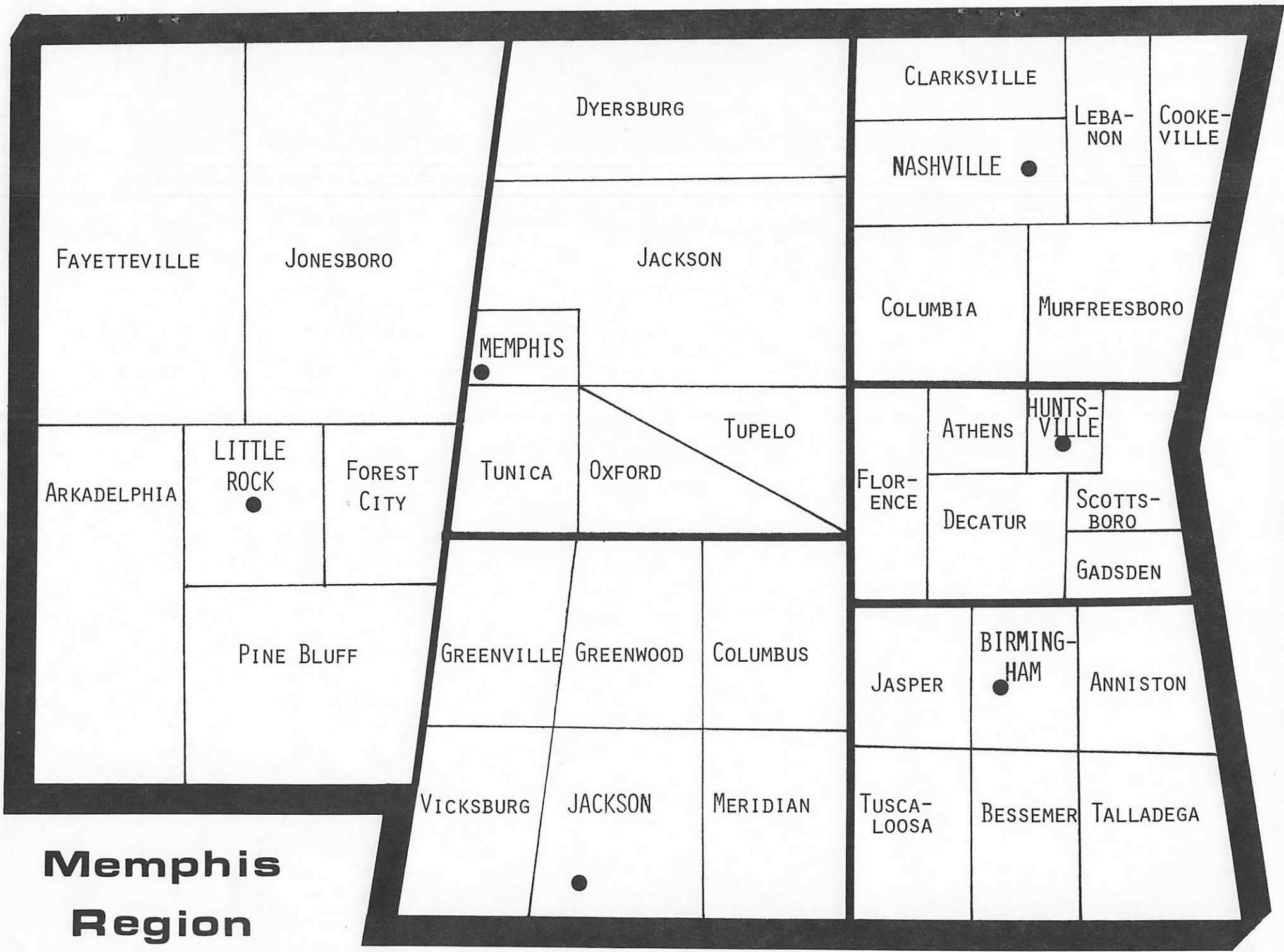
Signal
Communities
Development

REGIONAL FOUR YEAR THRUSTS

INSTITUTE OF CULTURAL AFFAIRS

REGIONAL ASSEMBLY

Year Metro	1	2	3	4
MEMPHIS	Urban Education Probe	Inter Organization Training	Grassroots Leadership Training	Urban Education Demonstration
LITTLE ROCK	Corporate Planning Demonstration	Agency/Community Forums	Cross-sector Field of Service Networks	Cross-Sector Guild
JACKSON	Cross-sector Field of Service Networks	Signal Communities Demonstration	Cross-Sector Guilds	Human Development Zone
BIRMINGHAM	Regional Network Expansion	Agency Training	Agency/Community Forums	Cross-sector Field of Service Networks
HUNTSVILLE	Regional Network Expansion	Agency Training	Agency/Community Forums	Cross-sector Field of Service Networks
NASHVILLE	Methods Training	Cross-denomination Network	Church/Community Linkages	Cross-Sector Guilds



**Memphis
Region**