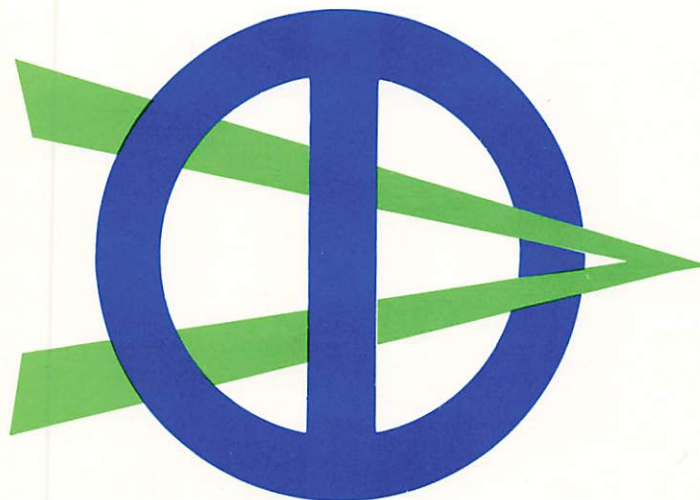


**HUMAN DEVELOPMENT IN THE 80's**  
**SHAPING A NEW CONSENSUS FOR**  
**SOCIAL AND ECONOMIC REVITALIZATION**

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**RESEARCH REPORT**

**Institute of Cultural Affairs**  
**Chicago Region**

**THE INSTITUTE OF CULTURAL AFFAIRS**

**Chicago Regional Office  
P.O. Box 24181  
Chicago, Il 60624  
(312) 722-3444**

**ICA** THE INSTITUTE OF CULTURAL AFFAIRS  
CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

April 30, 1981

Dear Friends:

The advent of the 80's brought to the realization of our staff the necessity for the Institute of Cultural Affairs to do extensive research, similar to what we had done at the beginning of the 70's, in order to determine our program priorities for this decade. We decided to begin by talking with concerned individuals throughout Northern Illinois and Southern Wisconsin and conducted over 1,000 interviews across the four sectors of society--business, government, voluntary and local. In addition, we invited representatives from this region to a Symposium on Human Development in the 80's to think through what was required of those who care about the health and well-being of society in the next ten years.

The first part of this document contains the results of the interviews and Symposium, and we hope it will be helpful grist for the planning of many different organizations. The interviews were a delight for the Institute staff and volunteers and all of us valued the opportunity to dialogue with so many deeply caring people across the region. Although the Mandates created by the Symposium participants are in one sense no surprise, it is reassuring to many of us that we are in fact dealing with the issues that many people feel are the central concerns for the next decade. We greatly appreciate the feedback we have received to both the Mandates and the Symposium.

The second part of this document is the ICA's attempt to articulate a creative and innovative response to the Mandates - our service in society. The strategic directions are certainly not final but are the ICA's best current wisdom regarding the arenas of its responsible service in the Chicago region.

We want to thank everyone who has participated in any way in the creation of the project, particularly those who graciously gave of their time to be interviewed, and to those who participated in the Symposium. It has been a fruitful interchange for the ICA and we hope this document is of value to other individuals and organizations. We do look forward to continued work with many of you over the next few years.

Kind regards,

Robert R. Vance  
Cynthia N. Vance  
Directors  
Chicago Region

## PREFACE

On March 18 and 19, 1981, The Institute of Cultural Affairs sponsored a conference entitled, "Symposium I: Human Development in the 80's," which brought together a broad cross-section of representatives from the public, private, voluntary and local sectors in the region of Northern and Central Illinois and Southern Wisconsin. The purpose of the Symposium was to analyze the present trends affecting the region, to pinpoint contradictions currently blocking regional development and to state Mandates that would inform creative directions for cross-sector partnerships within the region. In preparation for the Symposium, the ICA conducted 1,008 interviews with representatives of the four sectors throughout the area. The data from the interviews and the conclusions of the Symposium were intended to inform the program planning of participating organizations and to help coordinate their available resources in implementing emerging strategies for human development.

Part I of this document reports the results of the research interviews and the Symposium and is designed to serve as helpful background to those concerned about economic and social revitalization of society within the Chicago region.

Part II reports the conclusions of the ICA regarding its own strategic directions in response to the issues raised in the interviews and the Mandates stated at the Symposium.

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## PART I: REGIONAL RESEARCH

### A. CHICAGO REGION INTERVIEW RESEARCH

#### Introduction

In preparation for SYMPOSIUM I: HUMAN DEVELOPMENT in the 80's, The Institute of Cultural Affairs conducted 1,008 research interviews throughout Northern and Central Illinois and Southern Wisconsin. The interviews were completed within a span of forty-seven days from January 19, 1981 to March 6, 1981.

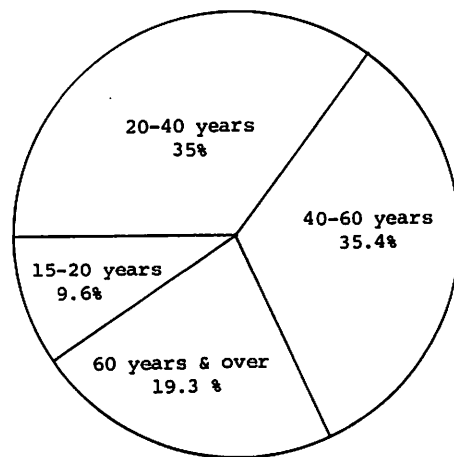
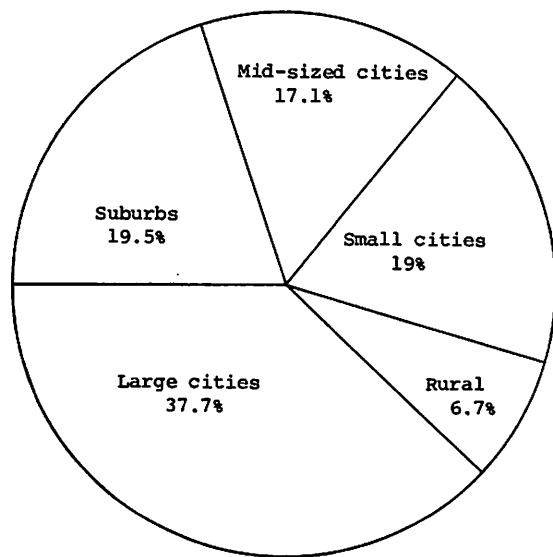
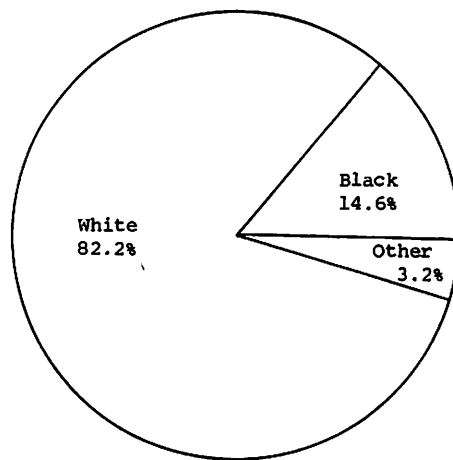
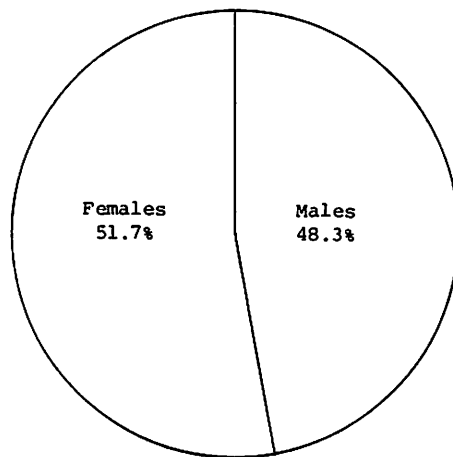
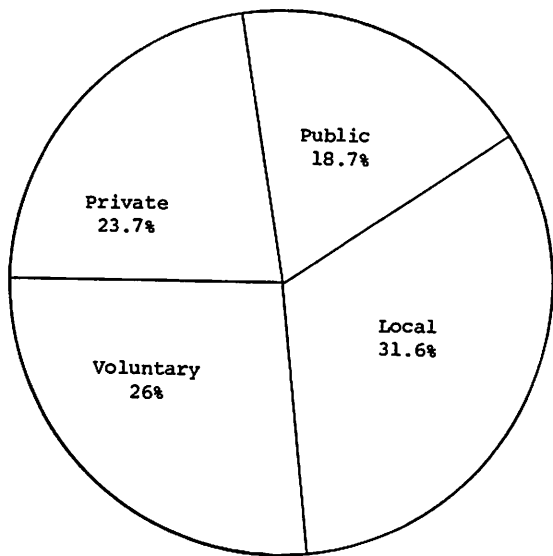
The interviews were not scientific samplings of the population; however, they were conducted in a very intentional manner across the geography. People were visited in communities ranging from large metropolitan areas to middle-sized cities and small rural towns. Teams of volunteers were organized into six "metro" areas for both conducting the interviews and organizing the data. The metros included the towns and cities in an approximate one-hundred mile radius around Milwaukee, Madison, Rockford, Peoria, Champaign-Urbana and Chicago. In all geographical areas the interviews were systematically spread across the four sectors: the "private" business and industrial sector, the "public" government sector, the "voluntary" sector of non-profit service agencies and the "local" sector of community-based organizations. The people interviewed were selected to represent a cross-section of geography and the sectors more than sex, age group or race.

The interviews were not surveys or public opinion polls; they were conversations with people asking them to reflect upon and talk about their concerns as they saw them from their unique vantage point. Some people spoke from their particular arena of involvement and others spoke more generally about the region as a whole. Most tried to get underlying causes. Most of the interviews were conducted in personal conversations lasting from thirty minutes to an hour. Four questions were asked in each interview:

- 1) What have been significant changes in this region during the past ten years?
- 2) What are major issues this region faces in the 80's?
- 3) What social pain are people experiencing today?
- 4) What creative new directions are emerging to resolve any of the issues identified?

During every conversation, careful notes were taken on what was said by the person being interviewed. The data from all the interviews in each metro was then gestalted by the team into unified groupings. The following charts reflect the totality of concerns discussed throughout the seven weeks. Some of the categories on the charts were mentioned over and over again, while others were mentioned only occasionally. Together they indicate the hot points of concern in the region as seen from within the sectors and across the geography through the 1,008 interviews. The selected comments following each chart reflect the flavor and diversity of this research.

Interview Demography



- Large cities  
over 1,000,000
- Metropolitan suburbs  
around large cities
- Middle sized cities  
100,000 to 1,000,000
- Small cities  
10,000 to 100,000
- Rural towns  
less than 10,000

200 Interviews from the public, private, voluntary, and local sectors in  
THE MILWAUKEE METRO VOICED CONCERN ABOUT:

Restoring ECONOMIC STABILITY	Building QUALITY EDUCATION	Enabling FAMILY EFFECTIVE- NESS	Changing PERCEPTION OF GOVERNMENT	Delivering HUMAN SERVICES	Redefining AMERICAN EXPECTATIONS	Building in EFFECTIVE ETHNIC PARTICIPAT'N	Revitalizing NEIGHBORHOOD IDENTITY	Recognizing POTENTIAL OF YOUTH & ELDERS	Building BALANCED RESOURCE PLAN	Providing AFFORDABLE HOUSING	Building DRUG FREE ATTITUDES
Relocating Industry Facilities	Failing Public Education	Anticipating Service Cut-Backs	Blocking Citizen In-put	Changing Family Patterns	Experiencing Realistic Limits	Escalating Racism	Increasing Neighborhood Isolation & Crime	Overpowering Fears of Retirement	Conserving Environment Resources	Escalating Housing Costs	Increasing Use of Drugs & Alcohol
Increasing Unemployment Trends	Declining Educational Support	Declining Public Health	Growing Cynicism	Increasing Economic Pressures	Losing Faith in Future	Reflecting Population Shifts	Extending Church Involvement	Reclaiming Roles of Youth	Continuing Energy Conservation	Deteriorat'g Central City	Expanding Prevention Programs
Declining Central City	Increasing Student Negativity	Overpowering Bureaucratic Systems	Stagnating Leadership Patterns	Shifting Roles of Women	Changing World Relations	Mobilizing Minority Leadership	Developing Neighborhood Resources	Creative Non Institution Support	Revitalizing Public Transit & Shipping	Displacing Low-income Families	Improving Rehabilita- tive Services
Escalating Inflation	Educating in Responsible Values	Programming for Local Needs	Redefining Role of Government	Creating Family Support	Forming New Coalitions	Creating Effective Interaction	Activating Neighborhood Networks				
Expanding Employee Involvement	Creating Long Range Plans	Using Develop- mental Planning	Expanding Groups Political Participat'n	Insuring Effective Childcare	Evaluating Special Interests						
Redefining Role of Business	Practical Educational Curricula	Challenging Ineffective Programs									
Understand'g Economic Complexities											
Limiting Multi- National Control											

Milwaukee Metro: Selected Comments

There will be a shift away from dogmatic answers - instead of being ideological, we will start with the empirical -- looking at needs from what is -- not just what would be nice. --volunteer worker

Economics are affecting family life. Women are over-exhausted with working, housework and childcare. We often hear of 5th and 6th grade babysitters for extended child care after school. Children's primary relationship is now with their babysitter. --church lay person

Neighborhood groups are becoming bureaucracies. We do more effective work with the systems now, but the policies and paperwork set up barriers. We need to work more with block clubs and churches to make people comfortable about where they live. --community organiz. dir.

Many Americans have not faced the potential of recent decisions. There's a tendency to address issues from an economic view only. It's not a choice between economics and social justice; its both/and not either/or. --neighborhood worker

Elders see retirement years as a crisis; a fixed income is a declining income. --county director

We need alternatives to drinking, a way to counter the glamour advertising that equates fun with alcohol. It's time to challenge the politicians and breweries to take some responsibility. If we can educate people on the evils of smoking, we can do it for alcohol and drugs. --council member

By 1990 Hispanics will be the dominant minority. We need to move now to recognize this by representation within the system. --agency director

Milwaukee used to be a community of neighborhoods that was part of its strength. We have to redevelop that. --community worker

Large companies have so many people looking over their shoulder that they have as much trouble doing good things as bad things. They have to watch how everything affects favoritism on total market. Most stay neutral and don't offend anyone. It's a risk to involve yourself with grass-roots or special interest groups. --chief executive officer

Major industry is leaving the area due to high state taxes and an expensive labor force which cannot be supported by low productivity. --urban planner

The key to more productivity is more concern for the family. This would stimulate sympathetic changes in the workplace. We have to recognize the importance of human relationships in the workplace and build in programs like flex time and split shifts. --personnel director

A greater effort is needed to educate local people as to how the economic system operates. Industry is now sponsoring courses for the public, religious and government groups. --public utilities exec.

100 Interviews from the public, private, voluntary, and local sectors in  
THE MADISON METRO VOICED CONCERN ABOUT:

Changing FAMILY ROLES	Surviving ECONOMIC SQUEEZE	Managing NONRENEWABLE RESOURCES	Recovering INDIVIDUAL INITIATIVE	Questioning INSTITUTIONAL PRIORITIES	Fostering LOCAL COOPERATION	Impacting LOCAL GOV'T DECISIONS	Experiencing WITHDRAWAL INTO SELF	Building MULTI-ISSUE COALITIONS	Revitaliz'g QUALITY EDUCATION	Preventing NUCLEAR WAR
Family Stability	Inflation	Energy Shortage Affecting Lifestyles	Experience of Powerlessness	Loss of Confidence in Government	Rise of Neighborhood Groups	Grassroots People Making Decisions	Move Toward Callous Individualism	Specialization Blocks Seeing the Whole	Cultural Programs Being Cut	Growing Global Disruption
New Roles and Forms for Families	Increasing Unemployment	Energy Use Priorities	Preoccupation with Fear	Duplication of Tasks and Services	Heightened Appreciat'n for Volunteers	Growing Local Community Impact	Living in Future Shock	Using Inter-disciplinary Approaches	Adequate Job Preparation	Increasing Arms Race of Super-Powers
Changing Goals for Women	High Taxes	Increased Energy Conservation	Antagonism of "Old" "New" Modes	Self-Perpetuating Bureaucracy	Stretching Government Dollars	Mustering Local Aids for Local Problems	Difficulty Relating with Groups	Forming New Linkages	Forecast & Deliver Relevant Education	
Youth/Adult Authority Struggle	Immediate Effects on Community Services	Urban-Rural Land Use Conflict	Life Style Expectat'ns Shaped by Media	Private & Public Collaborat'n With Local	New Co-op Movement	Testing Political Credibility	Alcoholism & Drug Abuse			
Educating for Parenting	Retrenchment in Human Services	Incentives & Future for Family Farm	Secure and Meaningful Work	Innovative Work Patterns	Growing Tensions Between Minorities					
Extended Family Care for Elders	Prohibitive Health Care Costs	Food Shortage Impact	Re-Examination of Spiritual Values	Minority Strength Growing in Agencies						
Support Systems for Families	Subsistence for Poor and Elderly	Small Business Collapse	Effective Ways to Care and be Involved	Sensitive Future-Oriented Legislation						
Equal Services for Women	Short-Range Economic Planning	Environment Concerns vs. Resource Use								
Supportive Legislation for Families										

Madison Metro: Selected Comments

Increased divorce and the use of family court in settlements has had an effect on school age children. They operate with double addresses. The family unit is being driven apart thus less financial support. Parents are tired because they both work. However, people are unwilling to give up a life style that is damaging to the family. --young lawyer -

Women are beginning to fit into a community on their own after children, to identify skills and gifts..., to feel proud of those things, to accept new roles..., and to use voluntary experience as "entry" skills to paid jobs. --pastor

The new that is breaking loose is the "coming out of the closet" of the alternatives for people's lives... divorce, single life styles, new blood in politics, family role changes... We no longer have only narrow images of what we can be. --county legislator

There has been a comprehensive change in the treatment of youth in the justice system. How are we raising our kids? This is a community question, not just a personal and family one. The theory is 'fix the kid, not the environment.' Fear of youth prevents dealing with them as human beings. --youth legal advocate

People are feeling the economic pain "in their grocery bills." I'm making more and can't do more. When people are hungry they'll be back out on the streets. I'm afraid we don't have enough sense to look at history. --disabled comm. worker

The issue is farming: how to maintain the family farm, how to transfer land and equipment within the family, how to preserve land for agriculture. New people' moving into rural communities will create new interpersonal relations. --rural sociology prof.

Over the past decade there has been a shift in the roles of the executive, legislative and judicial function and their balance. We have seen the collapse of executive authority and the domination of legislative powers. The judicial has become lenient. Bureaucracy has laudable goals but has over-regulated and complicated the issues. --30 year public servant

People are demanding more citizen participation. Their concern will shift. The village government will meet the needs of families, parks, recreation and day care. We will begin to see those who care about people involved in government. --teacher and village board member

Ordinary people of "good will" are less caring. There is comfort about callousness to the needs of individuals, especially those in serious need. The middle class will no longer identify and empathize with those who have always been on the 'desperate edge' but will see themselves as nearing that same desperate edge. They figure there are only so many handholds. Policy will reflect this. --director, non-profit org.

Having to survive is a source of hope. The spirit of life is stronger than the spirit of death. --local church pastor

100 Interviews from the public, private, voluntary, and local sectors in  
THE ROCKFORD METRO VOICED CONCERN ABOUT:

Strengthening ECONOMIC GROWTH	Providing CRUCIAL SOCIAL SERVICES	Developing STRONG FAMILIES	Re-examining COMMITMENT TO VALUES	Assuring ADEQUATE HEALTH CARE	Eliciting INDIVIDUAL/ LEADERSHIP PARTICIPATN	Meeting the ENERGY CHALLENGE	Improving TRANSPORTA- TION SYSTEMS	Providing AVAILABLE & ADEQUATE HOUSING	Planning For the WISE USE OF LAND
Downtown Revitaliza- tion	Alternative, Financing of Social Programs	Changing Family Structure	Affirmative Community Attitudes Creation	Increased Health Education	Leadership Vacuum	Development of Low Cost Energy	Maintaining Highway System	Home Owner- ship for All Income Families	Preservation of Prime Agricultural Land
Incentives for a Good Business Climate	Funds: Arts, Handicapped, Hospitals, & Children	Economic Strain on Families	Positive Life Images on T.V. and Media	Adequate Clinic Services	Need of More Effective Voluntary Activity	De-regulate Energy Costs	Smaller Cities Public Transportatn	Elderly and Handicapped Housing	Comprehen- sive Land Use Planning
Availability of Financing	Government Cutback of Social Services	Breakdown of Support Structures	Erosion of Traditional Values	High Cost of Health Care					
Creating New Jobs	Services for the Elderly	Leisure and Physical Fitness	Racial Fragmenta- tion						
Re-educate Public on Economic Growth Need	Education on Aging Issues	Roles of Men and Women	Increase of Violence and Drugs						
Diversified Economic Base	Responsive- ness of Legislative Represent.	Families with Difficult Children							
Inflation and Heavy Taxes	Educational Structures								
Government Regulations									

Rockford Metro: Selected Comments

Rockford needs to rebuild its downtown for commercial, not retail uses. It needs doctors, dentists, lawyers, banks, insurance companies etc.--places people can come for a specific purpose. Then you can also have some support shops.

--company employee

We are not going to make it unless we eliminate waste, do more cross-group planning and make more effective use of scarce resources. --service agency director

There are more and more government controls and regulations. The Board no longer runs the hospital. We have to spend all our time dealing with these regulations.

--hospital administrator

The high tax bite gets the affluent because they have no money to invest and the poor because they have nothing to live on. Both eliminate any motivation toward upward mobility.

--county official

Our gas and heating costs are rising. We might lose our cost of living increase. We need more social programs for seniors.

--senior citizen

It is very difficult to teach a kid who has the state as a parent.

--parent

There are very few support structures available for families now, except the Church. Divorce today is assumed to be better for children than to stay together.

--agency director

It's not just sex and violence on T.V., but there are no positive images of life on T.V. It editorializes too much, sensationalizes too much and too often just shows poor taste.

--business employee

It is so difficult to find anyone who will be in charge. Also it gets harder to find anyone who will make a long-term leadership commitment.

--housewife/volunteer

People end up compromising their values. They are pulled in so many different directions by conflicting things. They are caught between "you must be a success in life" and "the family comes first."

--church leader

We've got to figure out how to involve the gifts of Blacks and Hispanics in more responsible positions. The ways we are trying to do integration just aren't working.

--public administrator

I've been quite excited about the "Inkind Services" in Hartford, Connecticut where seniors work for the city inkind in order to pay off their real estate tax. This way they keep their home and the city gains a capable and experienced employee.

--volunteer employee

Fifty years ago, transportation here was great. We had a great trolley system and regular trains to Chicago. Now we have neither. Fortunately, our city is finally seeing we must deal with "mass transit" even out here.

--concerned citizen

100 Interviews from the public, private, voluntary, and local sectors in  
THE PEORIA METRO VOICED CONCERN ABOUT:

Re-establishing a STRONG REGIONAL ECONOMY	Re-examin'g SOCIAL ATTITUDES	Responding to the STRAIN ON FAMILIES	Meeting the BIG NATIONAL CHALLENGES	Curbing the ROLE OF GOVERNMENT	Maintaining VIABLE FARMS	Assuring QUALITY HOUSING	Re-structur- ing SOCIAL SERVICES	Encouraging a BROADER OUTLOOK	Halting the GROWTH OF CRIME	Improving the QUALITY OF EDUCATION	Expanding EFFECTIVE LEADERSHIP
Illinois' Poor Business Climate	Expecting "Something for Nothing"	Changing Structure of Families	Inflation	Run-away Growth of Federal Government	Farming Expenses and Low Returns	Viability of Home Ownership	Declining Budgets for Social Programs	Realities of Global Inter- Dependence	Malfunction of the Legal Systems	Back-to-the Basics in Public Education	Long-Range Thinking and Planning
Record High Unemployment	Sense of Personal Impotence	More Women in the Work Force	Energy	Frustration with Bureaucracy	Using Prime Land for Other Purposes	Home Preservation and Rehab	Welfare and Social Services	Cultivation of the Arts and Culture	Youth Crime	Few People Attracted Teaching Profession	
Developing Diversified High-Tech Industry	Declining Volunteerism	Elders Care and Role	Environment	Burdensome Tax System	Agricultural Research and Development	Adequate Housing for Low Incomes	Over- Regulation of Social Services	Overpowering Influence of Media			
Re-develop- ing Downtown Areas	Single- Issue Involvement	High Divorce Rate	Transporta- tion	Effective Operation of Local Government	Modern Farm Management						
Basic Neighborhood Business	Explosion of Litigation	Abused Children & Battered Women									
Declining Productivity	Race Relations										
Re-evaluate Role of Unions											
Maximizing Employee Involvement											

Peoria Metro: Selected Comments

Union agreements won't allow the housing authority to organize project tenants to paint the playground swings or to pick up trash in the court yards. Sometimes you wonder if your hands aren't tied at every turn. --public administrator

Management is the name of the game in farming today. The modern farmer has got to have sophisticated equipment to keep him up to date. I know one farmer who listened to the quotations in the morning and then went out to plow his field. By the time he sold his crop at lunchtime he had lost twenty thousand dollars. Farmers are learning that their time may be more valuable making decisions than driving a tractor. --farm bureau

The poor have been with us always but never before have they seen the affluence denied them over the television. Third world expectations have been raised and they won't be satisfied until they have a piece of the action and we had better realize that. --merchandise retailer

We need to give more attention to the rights of the victim instead of so much to the rights of the criminal. --university professor

With poor salaries and little respect, it is difficult to attract quality teachers. --school administrator

People aim for the short term results because that is the way they are judged. When you are evaluated by accomplishments you don't risk doing something that doesn't guarantee success. Though no one says so outright, research isn't considered productive or valuable anymore. To be engaged in it is to set yourself up for the 'golden fleece award.' --regional planner

One company even pays a bonus to those who come to work on time. I think you ought to fire people who show up late. We have everything backwards these days. --sales manager

There are too many people who figure the world owes them a living. Unions, politicians, all of us -- tell people too much what they want to hear instead of laying it on the line. --union leader

Men traditionally lent their names and then left the work to be done by the 'grunts.' Now women have moved into the work force leaving a lot of volunteer work undone. --new employee

With both parents working it's a lot easier for some of them to give the kid five dollars than to deal with the problem. Over 50% of our small crime is committed by people under seventeen. --mayor

It's a great shock for many retired couples to find that the security they assumed they had through home ownership has simply evaporated. With skyrocketing inflation, high energy bills, appreciating land values, and higher taxes chipping away at their fixed incomes, these people are finding that they can no longer afford to live in the home they paid for many years ago. --banker

100 Interviews from the public, private, voluntary, and local sectors in  
THE CHAMPAIGN-URBANA METRO VOICED CONCERN ABOUT:

Developing ECONOMIC STRENGTH	Supporting FAMILY CONFIGURATNS	Re-Organiz'g SOCIAL SERVICES	Building YOUTH PARTICIPAT'N	Managing RISING COSTS	Developing COHESIVE COMMUNITY	Supporting RESPONSIVE EDUCATION	Broadening INTER-CUL- TURAL RELATION- SHIPS	Insuring FARMING GROWTH	Providing ELDER CARE	Enabling EFFECTIVE GOVERNMENT
Declining Business	Disintegra- ting Family Stability	Decreasing Funding to Services	Rejecting Community Involvement	Increasing Inflation	Collapsing Community Care	Declining Educational Excellence	Rising Internation- al Tensions	Encouraging Successful Agri- Business	Growing Retirement Population	Escalating Taxation & Management
Changing Economic Structures	Shifting Roles and Models	Declining Volunteer Base	Rising Drug and Alcohol Use	Spiraling Living Costs	Declining Church Influence	Cutting "Frills" Curricula	Retreating into National Parochialism	Controlling Pollution & Chemical Dangers	Ensuring Economic Security	Cutting Back Government Control
Rising Unemployment	Changing Structures and Respon- sibility	Cutting Poverty Support	Rising Crime Rehabilita- tion	Resisting Necessary Changes	Changing Moral Standards	Desegregate Schools	Growing Racism	Passing Land/Laws & Farm Preservation	Supporting Programs and Opportunity	
Revitalizing Public Transporta- tion	Increasing Child Neglect & Crime	Developing Self-Help Programs	Re-channel- ing Aggressive Initiative	Using Money Creatively	Linking New Configura- tions	Funding Innovative Education	Relating Population Shifts			
Utilizing Expertise and Training	Rising Family Fear & Violence	Increasing Professional Expertise	Creating Responsible Alternatives	Developing New Life Styles	Building Core Groups	Emphasizing Practical Training				
Forming Research Partner- ships	Re-building Foundational Support	Coordinating Social Services	Collapsing Disciplinary Controls							

Champaign-Urbana Metro: Selected Comments

- The demand for skills on farmers and operating on borrowed money is inhumanly demanding. --farmer
- It is projected that by the early 90's more people will be retired than are in the work force. --insurance agent
- The influx in the rural of Spanish speaking people is increasing conflicts with established residents and creating a need for bi-lingual education in the schools. --county board member
- We're experiencing complicated family configurations now. If burdens of shame are laid on these complicated forms, communication and cooperation will become more difficult. --social worker
- We must have a balanced health service system with joint participation of community and accredited hospital people. --hospital administrator
- Energy and food are the most critical resources and because nutrition will be hard to maintain, we will move to more use of raw products and growing gardens instead of using prepared food. --farmer
- We must have incentives for profit and capital investments for entrepreneurs to reinvest in business. --banker
- There are groups meeting in the church for socializing and study but they don't know how to hook up with other groups to solve problems of the world. --clergy
- There is a need for an Industrial Research Park to work with the university in their research. --corporation president
- There is an all out effort in this county to pull together the school and hospital personnel, parents, school bus drivers, health and family service organizations to present a united front in fighting drug invasion that is reaching 5th and 6th graders. Two dogs have been purchased for use by county and city police in locating the source of drug distribution. --education administrator
- In the 80's, families will be strengthened through program offerings for family survival skills, financial management and inter-personal relations. --social worker
- Only those who can afford to volunteer are doing it. --teacher
- The primary mental health problem is racism. --social work professor

400 Interviews from the public, private, voluntary, and local sectors in  
THE CHICAGO METRO VOICED CONCERN ABOUT:

Stabilizing	Shifting	Changing	Eliminating	Defining	Strengthen'g	Improving	Insuring	Providing	Financing
ECONOMIC FOUNDATIONS	GOVERNMENT ROLE	BASIC SOCIETAL ROLES	MINORITIES DISCRIMINATION	SOCIAL VALUES	COMMUNITY RESPONSIBILITY	SOCIAL SERVICES	EDUCATIONAL EXCELLENCE	ADEQUATE AFFORDABLE HOUSING	PUBLIC TRANSPORTATION
Effects of Inflation	Constraining Government Regulations	Increased Domestic Violence	Continuing Strides of Black Community	Decline of Ethical Standards of Conduct	More Vocal Local and Ethnic Groups	Effectiveness of Service Delivery	Quality of Education	Quantity & Quality of Affordable Housing	Re-educate the public of Transportat'n Needs
Increasing Unemployment	Ineffective Government Social Programs	More Women in the Work Force	Growing Influence of Latino Population	The "I am Entitled" Mindset	Increase Number of Non-Profit Groups	Judicial System Not Working	New Approaches to Education	Available Mortgage Financing	Costs of Building & Maintaining System
Struggle for Basic Survival	Dependent Welfare System	New Roles of Men and Women	Building Econ. Base in Minority Communities	Re-articulation of American Dream	Redefining Role of Volunteerism	Increase of Street Violence	High Cost of Education	Deteriorat'n of Housing Stock	
Erosion of Industrial Base	Diminishing Tax Base	Parenting & Raising Kids Responsibly	Continuing Neighborhood Deteriorat'n	Decreasing Significance of Work	Localization of Systems and Structures	Ensuring Quality of Health Care	Re-organize the School System	Discourag'g Bldg. Code Regulations	
Strengthening of Small Businesses	Political Abuse of Power	Desire for Supportive Social Groups	Fear of Violent Racial Backlash	Role of the Church	Linking Groups to Work Together	Funding of Necessary Services			
Corporate Social Responsibility	Imbalance in Planned Development Schemes	Despairing Youth	Trapped Permanent Underclass	Shift to Conserve Energy Life-style	Stronger Local Leadership Needed				
Need for Job Training	Poor Resource Allocation	Elders Isolation							
Declining Rate of Productivity									

Chicago Metro: Selected Comments

We are experiencing the death of "liberalism." We are becoming more realistic about what can be done, and discovered that self-respect is what is important and that it is being crushed by our welfare aid system.

--company employee

We need a new 'get tough' policy in our schools, on the job, and in our national leadership. Discipline is almost unheard of in schools. Employers stifle productivity and initiative by allowing sloppy work habits. What's happening in Iran and Afghanistan is due to weak national leadership in the Western nations.

--agency employee

Most people have come to terms with the fact we live in an era of limits.

--university instructor

Small business is the key to unemployment. It's the key to more productivity and innovation in this country.

--government agency rep.

Government has the responsibility to be a partner with the private and local sectors in developing housing. We need to develop an approach that makes sense for government to be in the housing business. I think that the role in the 80's needs to be catalytic.

public agency employee

We have not dealt with the core problems of the central city -- health, education, housing and jobs -- in a massive fashion. There has been no systemic change.

--foundation director

The elderly woman alone -- it is a very silent pain. Proud people are not accustomed to getting a handout.

--family services exec.

Affluence has taken away appreciation for anything. Youth have no mission. They are aware of the world but they are not out to save it.

youth agency director

We have experienced the evolution of the American Dream into an American Nightmare -- the rules for success and happiness from the 40's and 50's no longer work. We have accepted the corruption in government which nullifies any longing for justice. There is an inability of the family to protect its members from social decay.

--Hispanic agency exec.

Some services for the schools should be centralized such as financial services. But there should be neighborhood school districts with their own school board.

--corporation executive

In the last 10 years, people have seen a collapse in all dimensions of social life which has raised the question of where does one stand. Humanity has to think long-term about the planet earth.

--banker

There is a sickness in our society that is called 'entitlement.' People feel as if they are entitled to things, that they are owed something.

--public affairs employee

## B. CHICAGO REGION SYMPOSIUM

### Introduction

On March 18-19, 1981, one-hundred and fourteen persons representing the four sectors from Northern and Central Illinois and Southern Wisconsin gathered in the Conference Center of the University of Chicago, in Chicago, Illinois to participate in "Symposium I: Human Development in the 80's," sponsored and organized by The Institute of Cultural Affairs (ICA). During the two days of research, participants studied current articles and excerpts from interviews conducted across the region, engaged in dialogue with guest speakers and panelists and met in a series of workshops and plenary sessions. Participants examined the trends, the issues, the Mandates and the implications facing those concerned with human development in the Chicago Region. A detailed schedule of the Symposium appears on the following page and the roster of Symposium participants appears in the Appendix on pages 25-30.

The Mandates were the primary product of the Symposium and were defined as major arenas of activity where attention must be brought to bear in the next ten years in order to effectively deal with the underlying issues facing the region. The word, "underlying", is particularly important in this definition. Attempting to look beyond the immediate issues, participants in the Symposium identified nine groupings of underlying issues. Of those nine, four were related to values; two were related to conditions of the economy; one was related to decision-making; one to education; and one to significant citizen involvement. The proposed responses to these issues, drawing upon the benefit of the professional and personal experience of the Symposium participants, resulted in the naming of fifteen major Mandates for the future that were far different from the simple flip of obvious issues into goals. The Mandates written by the participants were not attempts to respond to every issue; but they represented the key arenas for resolving underlying issues as seen by representatives of the public, private, voluntary and local sectors at the Symposium. A chart of the Mandates and the Mandate statements appear on pages 36 through 40.

Following the Symposium, six teams returned to the metropolitan research interview areas for further field work. During these "metro laboratories" the teams met with representatives of the four sectors. One-hundred thirty-seven conversations were conducted during the five days, March 23 to 27, 1981. The intent of this research was to focus the Mandates and to give them grounding with practical illustrations from the work of the four sectors. Each conversation asked four questions:

- 1) Where were the Mandates on target?
- 2) What were other Mandate arenas they might add?
- 3) Where were things already happening to realize any of the Mandates?
- 4) Where did they experience being "up-against it" as they attempted to work in any of the Mandate arenas?

At the end of the metro labs the six teams gathered together, shared the data from their conversations and, for the sake of clarity, polished the Mandate statements incorporating the results of the field research.

## Agenda

### SYMPOSIUM I: HUMAN DEVELOPMENT IN THE 80's Shaping a New Consensus for Social and Economic Revitalization

Wednesday, March 18, 1981

#### SESSION I

Address: Revitalizing American Society:  
The Courage to Create a New Consensus

David P. Wood, Jr.  
Attorney at Law  
Partner  
McDermot, Will and Emery  
Miami, Florida

Workshop: Global, National, Regional Trends  
Affecting Development in the 80's

Plenary Session

Working Lunch: Community Leadership Panel  
(the Local Sector)

Moderator: H. Sam McGrier  
Former Executive Vice President  
Chicago Economic Development Corp.  
Chicago, Illinois

Panelists: Maureen Arcand  
Public Service Employee Analyst  
Wisconsin Division of Employment &  
Training  
Madison, Wisconsin

Bruce Condill  
Illinois Farm Bureau of Moultrie Co.  
Arthur, Illinois

Lela Mosley  
President  
Fifth City: Chicago Reformulation  
Corporation  
Chicago, Illinois

William Zayas  
Director of Communications  
Latino Institute  
Chicago, Illinois

#### SESSION II

Workshop: Analysis of Key Issues and Underlying  
Contradictions Facing the Region

Plenary Session

Film: "The World of Human Development"

Refreshments and informal conversation

Thursday, March 19, 1981

#### SESSION III

Address: Citizen Responsibility:  
Those Who Serve Society

Ruth D. Wilson  
Director  
Governor's Office of Voluntary  
Citizen Participation  
Office of the Governor  
State of Mississippi

Workshop: Economic and Social Mandates for  
the Region

Plenary Session

Working Lunch: Three Sectors Leadership Panel  
(Public, Private and Voluntary)

Moderator: Woodie Key  
Executive Vice President  
Funding Investment Development  
Enterprises, Ltd.  
Chicago, Illinois

Panelists: Irving Horwitz  
Director  
Federal Regional Council  
Region V  
Chicago, Illinois

Richard Shealey  
Vice President and Assistant General  
Manager  
Continental Bank  
Chicago, Illinois

Mary Eleanor Wall  
President  
Illinois State Division  
American Association of University Women  
Chicago, Illinois

#### SESSION IV

Workshop: Regional Directions and Implications  
for the Four Sectors

Plenary Session

Address: The Future Task: Regional Implications  
for Development

Cynthia Vance  
Regional Program Director  
The Institute of Cultural Affairs  
Chicago, Illinois

MANDATES FOR THE 80's

EXTENDED RESOURCE DEVELOPMENT		REBUILDING SOCIAL FABRIC	STRENGTHENED SOCIAL BASE	
ENGAGED TECHNOLOGICAL & COMMERCIAL DYNAMICS	EMPOWERED HUMAN WISDOM		REFURBISHED POLITY DESIGN	INTERLOCKED CARE FORCES
1. HUMANE TECHNOLOGY DEVELOPMENT	4. LIFE-LONG EDUCATION SCHEMES	6. NEW AMERICAN ETHIC	11. INTENSIFIED CONSENSUS FORMATION	13. EFFECTIVE NETWORK LINKAGES
		7. EFFECTIVE LOCAL LEADERSHIP		
2. EXPANDING EMPLOYMENT ALTERNATIVES		8. 21st CENTURY COMMUNITY BUILDING		14. HUMAN ACCOUNTABILITY STRUCTURES
3. REVITALIZED COMMUNITY ECONOMY	5. APPROPRIATE EDUCATIONAL SYSTEMS	9. QUALITY AFFORDABLE HOUSING	12. FOUR-SECTOR INFORMATION EXCHANGE	
		10. SUPPORTIVE FAMILY STRUCTURES		

## MANDATES FOR THE CHICAGO REGION

The fifteen Mandates for the 80's created by participants at the Symposium are arranged in a chart that has three major groups. Located in the center of the chart is the column entitled, Rebuilding the Social Fabric, and includes those arenas of social life most affected by rapidly changing community structures. These five Mandates are numbered 6 through 10. The five Mandates on the left side of the chart, numbered 1 through 5, are grouped under the title, Extended Resource Development, and are directed to the physical support systems providing channels and programs for developing and delivering resources to communities. On the right side of the chart are five Mandates, numbered 11 through 15, under the title of, Strengthened Social Base, and are concerned with providing opportunities for greater community involvement in resolving regional issues. Below are the fifteen Mandate statements.

### 1. HUMANE TECHNOLOGY DEVELOPMENT

Human Development in the 80's requires bold technological developments that address the major contradictions in society while considering carefully the impact on the human environment.

### 2. EXPANDING EMPLOYMENT ALTERNATIVES

Human Development in the 80's requires training and employment opportunities that prepare people to meet the shifting needs of the economy.

### 3. REVITALIZED COMMUNITY ECONOMY

Human Development in the 80's requires effective local practices and broad-based legislative policies that encourage and generate a strong local economic base.

### 4. LIFE-LONG EDUCATION SCHEMES

Human Development in the 80's requires aggressive policies and innovative structures that support the "cradle-to-grave" concept of learning.

### 5. APPROPRIATE EDUCATIONAL SYSTEMS

Human Development in the 80's requires strong yet flexible teaching methods, organizational structures and community support systems which enable students to develop the ability to think critically, analyze situations and make well-informed decisions.

6. NEW AMERICAN ETHIC

Human Development in the 80's requires the articulation of values that provide a framework for living authentically and effectively in the coming century.

7. EFFECTIVE LOCAL LEADERSHIP

Human Development in the 80's requires local people who can look comprehensively at the issues of their community and be able to work within the political and social systems to effect change.

8. 21st CENTURY COMMUNITY BUILDING

Human Development in the 80's requires among citizens a new sense of belonging to a community and taking responsibility for its structures of care.

9. QUALITY AFFORDABLE HOUSING

Human Development in the 80's requires supportive structures that foster quality affordable housing to stabilize communities, stimulate economic growth and improve the quality of life.

10. SUPPORTIVE FAMILY STRUCTURES

Human Development in the 80's requires supportive structures that underscore the significance and purpose of the family as well as provide it with enabling services.

11. INTENSIFIED CONSENSUS FORMATION

Human Development in the 80's requires increased numbers of public forums that provide the opportunity for communities and groups to identify common concerns, as well as options for acting on them.

12. FOUR SECTOR INFORMATION EXCHANGE

Human Development in the 80's requires that the different perspectives and experiences of the public, private, volunteer and local sectors be focused on the broad issues facing society.

13. EFFECTIVE NETWORK LINKAGES

Human Development in the 80's requires the networking of groups with common concerns to focus their efforts and eliminate overlap through information and resource sharing and cooperative planning.

14. HUMAN ACCOUNTABILITY STRUCTURES

Human Development in the 80's requires methods by which local constituencies can affect the quality and content of the media, social services and government programs.

15. MOBILIZED MASSIVE VOLUNTEER EFFORTS

Human Development in the 80's requires systems for identifying, training, and coordinating human resources to serve the needs of community development.

C. APPENDIX TO PART I

Participants' Reflections on the Symposium

Participants at the Symposium were requested by the ICA to make written reflections and evaluations about their two day experience. Representative comments from those statements are found below. Following those evaluations is an excerpt from an article written about the Symposium that appeared in The Chicago Journal.

"A sense of community is hard to come by in an urban setting - a real sense of interrelatedness - my perspective in my organization seems isolated in comparison. The amazing thing is that it provides a perspective which might take years to develop in the isolation of one's own organization. Diversity of backgrounds of participants is a plus. The experience allows for this diversity yet brings us together, showing us what we do indeed have in common. It is a very humanizing experience. The presence and participation of more business people would have been helpful."

"A helpful arena for building consensus among diverse groups representing various sectors in the region. The most significant component was the work done in the first phase of the mandate session and the panel perspectives. Major struggle was stopping at the mandate level.. Excellent use of time and maintaining creative involvement of new people in methods."

"Drew no particular conclusions on the world, or our region's problems. Merely discussed well known problems, and saw which problems are of particular interest to certain people."

"The Symposium was extremely stimulating. New roles that our organization has been grappling with became much clearer. Initiation of these roles became more of a reality. A real feeling that we can make a difference seemed to prevail among the participants."

"The Symposium engendered many thoughts regarding community directions and as a city planner, I intend to spread this approach and methodology to my co-workers."

"An interesting process. I am not sure what was accomplished or how valuable it was. I have a lot of thoughts that cannot be condensed on a card."

"I found the methodology helpful. The results leave me somehow up in the air. However, I am sure they feel more concrete in particular situations."

"Very positive tone to entire proceedings. Pace was very fast and appropriate."

Excerpted from The Chicago Journal, Volume 5 Number 29, April 8, 1981:

One participant, Miriam Apter, criticized the ICA approach as "game playing...I'd rather talk straight." Yet when it came to defending the intent of the ICA, she said it was "admirable."

So when people complained that the ICA symposium was too globally oriented, Apter, a member of the South Shore Commission executive board, retorted, "There is nothing in conflict about being global is your thinking, but also be grass roots by turning that global outlook back to local considerations and giving satisfaction to the individual."

Although the ICA symposium may have appeared vague and far reaching with little practical information, the organization has been involved on a grass roots level.

It has been involved in projects closer to home--like the revitalization of Fifth City, a 40-block area west of the Loop--which exemplify both urban and rural experimentation on a large scale by one organization.

This is why a program like the ICA symposium serves two functions: the organizer/consultant collects data-information it applies to its own projects; but also important to local development are the insights which participants (take back) to their home communities.

SYMPOSIUM ROSTER

Chuck Adam  
Human Relations Consultant  
Glendale, WI

Morris Adams  
Fifth City Business Association  
Chicago, IL

Robert Adams  
Director, Community Research  
and Development  
United Way of Metropolitan Chicago  
Chicago, IL

Rosemary Albright  
Shift Supervisor  
Michael Reese Hospital  
Chicago, IL

Sharon Allen  
Receptionist  
Fifth City Industrial Promotion  
Chicago, IL

Ders Anderson  
Hoffman Estates, IL

Miriam Apter  
South Shore Commission  
Chicago, IL

Maureen Arcand  
Madison, WI

Audrey Ayres  
Consultant  
Fifth City Preschool  
Naperville, IL

Morita Bailey  
Asst. Professor Social Science  
Oakton Community College  
Des Plaines, IL

Bettye Ratcliff Baker  
President  
Cook County Recipient Advisory Council  
Rosemoor Community  
Chicago, IL

Pamela Bergdall  
Economic Consultant  
Fifth City Industrial Promotion  
Chicago, IL

Terry D. Bergdall  
Project Director  
Institute of Cultural Affairs  
Chicago, IL

Martin J. Bernard, III  
Center for Transportation Research  
Argonne National Laboratory  
Evanston, IL

Richard W. Biek, M.D., M.P.H.  
Medical Director  
Blood Pressure Program  
Milwaukee Health Department  
Milwaukee, WI

David Blanchard  
University of Wisconsin  
Oshkosh, WI

Marilie Blanchard  
Volunteer  
Institute of Cultural Affairs  
Oshkosh, WI

Sharon Bold  
Psychiatric Social Worker and  
Management Trainer  
The People Center  
Rolling Meadows, IL

William Bonnell  
Operations Office  
Institute of Cultural Affairs  
Chicago, IL

Robert Booher  
Symposium Facilitator  
Institute of Cultural Affairs  
Chicago, IL

Diane Brooks  
Associate Director, Community Services  
Tri-county Urban League  
Peoria, IL

Rene Calderon  
Director of Outreach  
Bethany and Betania United  
Presbyterian Churches  
Chicago, IL

Jack Callum  
Teacher  
Hales Franciscan High School  
Chicago, IL

Colin T. Campbell  
Manager, Community Relations  
Sears, Roebuck and Co.  
Chicago, IL

Mary Carr  
Leadership Training Chairman  
Junior League of Chicago  
Chicago, IL

Ruth Carter  
Director  
Fifth City Preschool  
Chicago, IL

Brenda Cole  
Student  
The Berkshire School  
Lake Forest, IL

Kitty Cole  
Community Consultant  
Institute of Cultural Affairs  
Chicago, IL

Ato Coleman  
Student  
De Paul University  
Chicago, IL

Leila Collins  
Executive Board Member  
Bay View Community Center  
Milwaukee, WI

Bruce Condill  
Farmer  
Farm Bureau of Moultrie County  
Arthur, IL

Viola Dickens  
Fifth City Elders Action Center  
Chicago, IL

Christine Dixon  
Neighborhood Organizer  
VISTA  
Omaha, NE

Burt Dyson  
Board Member  
Elder Power  
Springfield, IL

Paul B. Evans  
U.S. Army, Retired  
Milwaukee, WI

Mark Finger  
Landscape Architect  
Hickory Hills, IL

Joyce Forsman  
Chief Planner  
DuPage CETA  
Wheaton, IL

Lillie Fox  
Board Member  
Fifth City Business Association  
Chicago, IL

Edward Francies  
Teacher  
St. Mary's High School  
Chicago, IL

Rich Frink  
Administrator  
MEMO  
Milwaukee, WI

Maureen Gallagher  
Chicago Department of Housing  
Chicago, IL

Lois Greenberg  
Young Artists Studio  
School of the Art Institute  
Chicago, IL

Charles F. Hahn  
Management Office  
The Institute of Cultural Affairs  
Chicago, IL

Rosalie Harris  
Manager, Public Communications  
Motorola, Inc.  
Schaumburg, IL

Mary F. Harvey  
Regional Director  
Institute of Cultural Affairs  
St. Louis, MO

Carolyn R. Houpt  
Economic Advisor  
Institute of Cultural Affairs  
Chicago, IL

Irving Horwitz  
Staff Director  
U.S. Federal Region Council, Region V  
Chicago, IL

William Howard  
Director of Continuing Education  
Harper College  
Hoffman Estates, IL

Leroy Jefferies  
Body and Fender Manager  
Fifth City Auto-Body Shop  
Chicago, IL

Sr. Cathy Katoski  
Social Concerns Office  
Joliet Catholic Diocese  
Romeoville, IL

Woodie Key  
Executive Vice President  
Funding Investment Development  
Chicago, IL

Kenneth Keller  
Pastor  
First United Methodist Church  
Green Bay, WI

Karen Kivimaki  
Metro Program Coordinator  
Institute of Cultural Affairs  
Chicago, IL

Nancy Knowlton  
Secretary  
University of Illinois D.S.C.C.  
Oak Park, IL

Kit Krauss  
Director  
Lorimor Human Development Project  
Lorimor, IA

Scott Krupkin  
The Chicago Journal  
Chicago, IL

Amy Kummerow  
Member  
Champaign County Board  
Urbana, IL

Thomas Knudtson  
City Planner  
Department of Planning  
Chicago, IL

Sharry Lachman  
Symposium Facilitator  
Institute of Cultural Affairs  
Chicago, IL

Velma Lois Landry  
Cabrini Green Building Council  
Chicago, IL

Sue Laxdal  
Development Director  
Institute of Cultural Affairs  
Minneapolis, MN

Joseph M. Lyons  
Regional Affairs Officer-Chicago  
Regional Transportation Authority  
Chicago, IL

Ashley Maentz  
First Vice President  
Chicago Junior League  
Chicago, IL

Azell Mancer  
Mancer Enterprises  
Chicago, IL

Mary M. Mays  
Accounters Community Center  
Chicago, IL

Georgianna McBurney  
Community Program Consultant  
Institute of Cultural Affairs  
Chicago, IL

John McBurney  
Student  
Choate-Rosemary Hall  
Wilmette, IL

David McClesky  
Symposium Facilitator  
Institute of Cultural Affairs  
Chicago, IL

H. Sam McGrier  
Former Executive Vice President  
Chicago Economic Development Corp.  
Chicago, IL

Joseph McLennan  
Instructor and Program Coordinator  
Joliet Junior College  
Joliet, IL

Rufford Milton  
President  
West Garfield Planning Council  
Chicago, IL

Mary Warren Moffett  
Public Affairs Office  
Institute of Cultural Affairs  
Chicago, IL

Tim Moran  
Mundelein, IL

Lela Mosley  
President  
Fifth City Chicago Reformulation Corp.  
Chicago, IL

Shirley Mueller  
Fifth City Business Careers  
Chicago, IL

Theo Mueller  
Fifth City Business Careers  
Chicago, IL

Pam Murdock  
Community Research Coordinator  
Junior League of Chicago  
Chicago, IL

Kenneth O'Hare  
Workplace Corporation  
Chicago, IL

Marilyn O'Kelly  
Illinois Housing Development Authority  
Chicago, IL

Jan Otto  
Montpelier, VE

Anthony Paul  
Lorimor Human Development Project  
Lorimor, IA

James E. Phillips  
Public Affairs Office  
Institute of Cultural Affairs  
Chicago, IL

LaVerne Phillips  
Public Affairs Office  
Institute of Cultural Affairs  
Chicago, IL

Eunice B. Poethig  
Presbytery of Chicago  
Chicago, IL

Barbara Price  
Voluntary Action Center  
DeKalb, IL

Don Richards  
Pastor, Hispanic-Anglo Ministry  
St. Patrick Church  
Racine, WI

Christian Reuter, OFM  
Principal  
Hales Franciscan High School  
Chicago, IL

Ellen Rissky  
Assistant Unit Director  
Chicago-Read Mental Health Center  
Chicago, IL

Tish Robinson  
Chairman, Civic & Urban Affairs  
Junior League of Chicago, IL

James H. Scanlon  
Racine, WI

Kathleen Sloan  
City Planner  
Chicago Planning Dept.  
Chicago, IL

Mattie Simpson  
Fifth City Chicago Reformulation Corp.  
Chicago, IL

Richard Shealy  
Vice President & Assistant Operating  
General Manager, Continental Bank  
Chicago, IL

Carroll Smith  
Development Office  
Institute of Cultural Affairs  
Chicago, IL

Leyden Thorpe  
Director of Family Counseling  
Swedish Covenant Hospital  
Chicago, IL

Kay Townley  
Development Office  
Institute of Cultural Affairs  
Chicago, IL

Verdell Trice  
President  
Fifth City Business Association  
Chicago, IL

William Townsend  
President  
Fifth City Men's Club  
Chicago, IL

Karen Troxel  
Instructor  
Fifth City Business Careers  
Chicago, IL

James Troxel  
Economic Consultant  
Industrial Promotion Corp.  
Chicago, IL

Cynthia Vance  
Regional Director  
Institute of Cultural Affairs  
Chicago, IL

Robert Vance  
Regional Director  
Institute of Cultural Affairs  
Chicago, IL

Bettie Veal  
Management Team  
Fifth City Preschool  
Chicago, IL

Jailu Vergara  
Management Office  
Institute of Cultural Affairs  
Chicago, IL

Brenda Walsh  
Vice President  
Sisters of St. Dominic  
Racine, WI

Mary Eleanor Wall  
Illinois State President  
American Association of University Women  
Elmhurst, IL

Joseph Watson  
Administrator Assistant  
Chicago Department of Housing  
Chicago, IL

Vern Willers  
Placement Specialist  
State of Wisconsin  
Dept. of Vocational Rehabilitation  
Milwaukee, WI

Ruth Wilson  
Director  
Governor's Office of Voluntary Citizen  
Participation, Office of the Governor  
State of Mississippi

Rod Wilson  
Manager-Automotive Operations  
Santa Fe Railway  
Chicago, IL

Ruth Yost  
Regional Director  
Institute of Cultural Affairs  
Ottawa, Canada

David Wood  
Attorney at Law  
McDermott, Will and Emery  
Miami, FL

William Zayas  
Director of Communications  
Latino Institute  
Chicago, IL

Alice Wright  
Symposium Facilitator  
Institute of Cultural Affairs  
Chicago, IL

#### Regional Interview Names

The following list includes the names of those who were interviewed in preparation for the Symposium. A few people chose not to have their names included. The ICA apologizes for any name inadvertently omitted.

VINITA ABBINGTON  
JOHN ABLE  
MILDRED ABRAMSON  
DAVID ACE  
CHUCK ADAM  
JERRY ADELMANN  
LARRY AGGERS  
ROSEMARY ALBRIGHT  
LUELLA AMES  
JANICE AMES  
RICHARD AMICK  
ANNABELLE ANDERSON  
BRENDA ANDERSON  
BYRON ANDERSON  
JANET ANDERSON  
SCOTT ANDERSON  
WILLIAM M. ANDERSON  
BOB ANSELMO  
MAUREEN ARCAND  
ZENaida ARMAS  
KATIE ARTZER  
LAWRENCE A. ASARO  
MARIAN L. ASCOLI

A. ERNEST AUSTIN  
IDENTA M. AUSTIN  
ANN AVERY  
DESMOND AVERY  
AUDREY AYRES  
JOE AYRES  
LIONESS AYRES  
PETER AYRES  
TIM BACON  
MARGO BADONI  
BERNARD BAHLING  
TRACY BAILEY  
DOROTHY BAINES  
JAMES E.S. BAKER  
NICK BALLAS  
JIM BARKER  
RICHARD BARKER  
DONALD E. BARKLEY  
VERNON L. BARKSTALL  
DARIN BAVERY  
MINNIE LEE BASLEY  
R. JAMES BATEMAN  
RICHARD A. BATT

PAUL W. BATTY  
ALICE BAUMBACH  
ELMER BEARD  
LINNIE E. BECK  
MICHAEL BECKER  
CASSANDRA BECKMAN  
ROBERT BECKMAN  
BRIAN BEHNKE  
CLARICE M. BEHRENS  
CHRIS BELNAVIS  
HARRY BENDLIN  
JEAN BENSEN  
CAROLYN W. BERGAN  
PAMELA BERGDALL  
TERRY BERGDALL  
STEVE P. BERGER  
ROBERT B. BERGGREN  
LINDA BERNHARDT  
KATHERINE BIDDLE  
RIC BIEK  
MARY BILLS  
ELMER BINFORD  
LES E. BIRKMEIER

SALLY BIRKMEIER  
WILLARD BIRKMEIER  
RICHARD M. BISHOP  
FRANK L. BIXBY  
VIOLET BLACK  
CAROLYN BLASSINGAME  
HELENE BLOCK  
ANDRE M. BOHANNON  
JERRY BOHN  
SHARON BOLD  
ROBERT BOOHER  
ROSEANNE BOONE  
KATIE BOOTH  
LEON E. BOOTHE  
ROSE MARY BONBELA  
JAMES BORTELL  
LOUIS BOUDRO  
LISA BOURE  
VALERIE BOWMAN  
FRANKIE BOYLAN  
HAZEL MARIE BOYLE  
W. DURLEY BOYLE  
THOMAS L. BRADLEY

BOBBI BRADSHAW  
LESTER W. BRANN, JR.  
JULIE BRAUN  
LINDA BRINKMAN  
DON BRITT  
SUSAN BRITTON  
MARJORIE BRANCH  
FRANK BROOKS  
FANE BROTEN  
LYNN BROUGHTON  
MARY BROUGHTON  
C.D. BROWN  
CHARLES S. BROWN  
GAIL BROWN  
IRENE BROWN  
JOAN BROWN  
JOHN P. BROWN  
TED BRYZSKI  
RICHARD BUCHMAN  
UTE BUCHMAN  
DAVID L. BULTEMEIER  
DARWIN BURKE  
AUDREY BURNS

SHIRLEY BURTON  
BETTY BURTON  
RICHARD H. BURWASH  
CLIFFORD E. BURY  
DALE BUSH  
SANSY BUSHAW  
JULIE BUSHORN  
DOROTHY G. BUTLER  
MILDRED BUTLER  
REUBEN W. BUTLER  
DALE E. BUTZ  
PAT CAINE  
JERRY CALDWELL -  
JACK CALLUM  
COLIN T. CAMPBELL  
FRANK CAMPBELL  
LINDA CARDARELLI  
DICK CARLSON  
PHILIP L. CARLSON  
WILLIAM CAROTHERS  
PAT CARPER  
VIRGINIA S. CARPER  
MELISSA CARRELL  
CHARLENE CARTER  
M. BLOUKE CARUS  
RAYMOND S. CARUSO  
PEG CASBARRO  
TONY CATONESE  
JIM CHAMPAGNE  
GEORGE E. CHARLES  
DOROTHY CHECOTAH  
DORIS CHIAZEKI  
ALLAN CHONG  
KARLA CHRISTENSEN  
CONNA CLARK  
JUNIOR CLARK  
RICHARD C. CLARK  
THOMAS L. CLARK  
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## PART II: IMPLICATIONS FOR THE ICA

### Introduction

Following the Symposium, the ICA began thinking through implications that the research of the interviews and Symposium held for its work in the next ten years. This work was begun at the Regional Assembly, March 27-29, 1981, where the ICA staff and volunteers created new responses to the issues and Mandates while building on the advantages of the Institute's experience and history. Part II of this document is divided into four sections: 1) a brief description of the ICA's history, 2) an organizational chart of the future directions seen by the ICA for its work in the region with short paragraphs on each arena of activity, 3) a listing of programs offered by the ICA, and 4) a representative listing of contributors to the ICA and its projects.

## The Background of the Institute of Cultural Affairs

The Institute of Cultural Affairs is a global service organization whose purpose is to motivate cooperative action for social development among community groups, public agencies, business enterprises and the many service organizations concerned for human development and quality life care.

In the late 60's the ICA operated as a program arm of the Ecumenical Institute and developed socio-economic models of community renewal in Chicago's West Side community known as Fifth City. The Chicago Regional office of the ICA continues to be located in Fifth City. As in-resident consultants since 1962, the ICA has assisted Fifth City to establish commercial services, business training, industrial development, housing redevelopment and community programs. The ICA has also worked throughout Northern Illinois and Southern Wisconsin in the Chicago Region, dividing the region into six geographic areas or metros: Milwaukee, Madison, Rockford, Peoria, Champaign-Urbana and Chicago.

The ICA has developed many programs and worked with numerous organizations. Programs include: "Town Meeting", done across the counties of Illinois and Wisconsin and "Chicago Communities: Standing Tall for the 80's", a series of one-day forums done in 42 neighborhoods in Chicago. A signal program design using methods of the ICA is Training, Inc., a 13 week business skills course which has received critical acclaim for its long term effectivity. The most frequently requested seminar of the ICA is LENS, Leadership Effectiveness and New Strategies, a participatory planning and decision making construct which has been conducted with companies, agencies and other organizations all across the world.

Presently the ICA offers a wide variety of programs in over 40 nations with offices in 107 locations. ICA programs seek to address the underlying causes blocking solutions to critical social issues, be they a part of corporation development, government services delivery or local community self determination.

The Ecumenical Institute seeks to help religious groups broaden their training in educational outreach and services to the world. It offers week-end seminars in Imaginal Education and Religious Studies, a three-week International Training Institute for clergy and lay people and an eight-week Global Academy.

The Order: Ecumenical provides the full time, self-supporting staff for the activities of The Institute of Cultural Affairs and The Ecumenical Institute. The members are from many different national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.

FUTURE DIRECTIONS OF THE ICA

I. DECLARING THE ETHICAL RESPONSIBILITY FOR SOCIETY

II. REBUILDING THE INSTITUTIONAL FOUNDATIONS OF COMMUNITY LIFE

III. SIGNALING MANIFESTATIONS OF THE RENEWED HUMAN REGION

A.

B.

C.

D.

E.

**1.**  
EXTENDING CONSENSUS METHODS  
Impacting company participatory management policy  
Releasing agency service delivery  
Catalyzing service groups effectivity  
Empowering local community effectiveness

**2.**  
DEVELOPING COMMUNITY LEADERSHIP  
Facilitating in community problem-solving  
Providing 2-3 day motivational seminars  
Conducting long-term training programs  
Doing on-site methods training

**3.**  
EMPOWERING LOCAL ECONOMY  
Training in effective financial services utilization  
Building effective management services  
Consulting with business associations  
Catalyzing long-range business planning

**4.**  
DRAMATIZING COMMUNITY SIGNS IN URBAN GEOGRAPHY  
Demonstrating community polity structure  
Catalyzing responsible youth involvement  
Initiating innovative housing strategy  
Ensuring small business development

**5.**  
DEVELOPING MODEL REGIONAL LINKAGES  
Implementing regular interchange events  
Developing program financial support  
Publishing signal program accomplishm'ts  
Cultivating strong program authorization

**6.**  
SIGNALING EXPERIMENTS IN SOCIETAL STRUCTURES  
Expanding effective employment training  
Motivating life-long educat'n experim't'n  
Increasing corporation participatory mgt.  
Developing management training curriculum

**7.**  
RE-IMAGING VOLUNTARY SERVICES  
Initiating women's network conferences  
Assisting denominational missional planning  
Encouraging elder's voluntary engagement  
Visioning with disabled-persons agencies

**8.**  
ENHANCING THE EDUCATIONAL PROCESS  
Offering imaginal educational seminars  
Re-creating the comprehensive curriculum  
Establishing university engagement programs  
Setting up regional speaker's bureau

**9.**  
SUSTAINING INDIVIDUAL COMMITMENT  
Intensifying in-residence depth training  
Sponsoring family building programs  
Constructing collegial events calendar  
Sustaining regional volunteer planning

## FUTURE DIRECTIONS

Nine Future Directions have been discerned for ICA activity in the next four years in this region. These nine directions can be organized into three Master Strategies: (I) Declaring the Ethical Responsibility for Society; (II) Rebuilding the Institutional Foundations of Community Life; and (III) Signalling Manifestations of the Renewed Human Region.

Declaring the Ethical Responsibility for Society will be approached by the ICA from two directions. In Column A the ICA proposes to work with the four sectors of society to extend the use of consensus building methods throughout all levels of their structures, (#1). Column E deals with the events and structures necessary to sustain individual commitment to a life of service, (#9).

Rebuilding the Institutional Foundations of Community Life, Columns B and D, focuses a strategic direction on each of the four sectors of society. Training for expanded community leadership expertise is focused on the local sector (#2). Providing consultative services to small business and increasing management training and business planning is focused on the private sector (#3). Providing forums and conferences to bring vocational significance to voluntary service is focused on the voluntary sector (#7). Establishing curriculum offerings to meet specific needs not presently met is focusing on the public sector (#8).

Signaling Manifestations of the Renewed Human Region, the center column, describes the ICA's desire to: create signs in urban geography that demonstrate success in very difficult situations, (#4); develop models for linking different dimensions of society together for increased effectiveness, (#5); and to create signal experiments in the organization, planning, and operations of particular corporations and agencies, organizations and institutions (#6).

Following is a description of each of the nine Strategic Directions.

### 1. EXTENDING CONSENSUS METHODS

Extending consensus methods is necessary because of the need for objective ways for groups to respond to the complex issues they commonly face in contemporary life. Therefore, during the next 4 years the ICA intends to make available its work in effective community and group consensus methods to the four sectors of society. First, the ICA hopes to work with the management of interested companies in the Chicago region as a demonstration of the possibility and practicality of forms of participatory management. Second, the ICA hopes to work with selected public sector agencies toward the more effective delivery of service to individuals and communities. Third, the ICA plans to make available its methods to those service groups that are seeking to more relevantly and effectively work with their communities. Finally, the ICA desires to work with selected towns, communities, and neighborhoods that are seeking methods for broader based participation and responsibility.

### 2. DEVELOPING COMMUNITY LEADERSHIP

Developing community leadership is necessary because social forces today are requiring each local entity to become better equipped at being self-reliant in handling their own problems and using their own resources. Therefore, during the next four years, the ICA intends to do extensive work with community leadership in selected communities. First, the ICA hopes to facilitate problem-solving

sessions with local community leaders on specific contradictions that were previously identified in some larger, comprehensive community event like a town meeting. Second, the ICA desires to offer on-site consultation sessions with community leaders who want to expand their own skills in methods of effective leadership such as planning meetings and leading workshops. Third, the ICA plans to sponsor occasional motivational seminars or contemporary retreats for leaders from numerous communities in order to promote distancing on their immediate situations and to reflect upon the significance of their community responsibilities. Finally, the ICA plans to make available long-term, in-depth training programs lasting 3 to 8 weeks for community leaders who are seeking intensive training in effective leadership.

### 3. EMPOWERING LOCAL ECONOMY

Empowering local economy is necessary because of the need for new viable small businesses throughout the region and the need for an effective strategy for expanding employment opportunities. Therefore, during the next four years, the ICA intends to bring together the learnings from its 15 year experience of developing small business on the west side of Chicago and to share those practical insights with other communities that are attempting to empower their own local economy. First, the ICA plans to create a training program for effective management that teaches practical management skills like accounting and securing loans, along with viewing the operation of one's business in the perspective of one's whole life; this would take the insights from Training, Inc. and put them in the context of management training. Second, the ICA plans to develop consultancy programs and offer them to communities seeking assistance in their planning for economic growth. These consultancy programs would be focused in three key arenas: 1) training in effective utilization of the resources of financial institutions in developing and expanding businesses; 2) catalyzing long range business planning so that communities can look beyond their immediate, short term objectives; and 3) consulting with business associations in ways that bring together the totality of not only the business people but the entire community for the creation of a fertile business environment.

### 4. DRAMATIZING SIGNS IN URBAN GEOGRAPHY

Dramatizing signs in urban geography is necessary so that replicable models are available for reconstruction and for possible action in the central cities of our nation. Therefore, during the next four years, the ICA intends to assist in creating dramatic signs of hope in urban geography. First, the ICA plans to continue to work with Fifth City to catalyze an effective community polity structure which will demonstrate how urban neighborhoods can responsibly organize and orchestrate their own development, encourage grass roots participation, and effectively work with city structures. Second, the ICA plans to assist in forming models of responsible youth involvement which will result in local youth building plans for their social responsibility and catalyzing their schools to care for their neighborhoods. Third, the ICA plans to work with both Fifth City and other Westside entities to create a housing strategy that will allow a cross sector approach to the building of new housing and the rehab of existing housing. Finally, the ICA plans to assist Fifth City in its work with small business development. This includes the construction of an Automotive Service Center and the expansion of existing businesses.

## 5. DEVELOPING MODEL REGIONAL LINKAGES

Developing model regional linkages is necessary because of the general isolation most organizations experience as they operate in the complexity of today's world. Therefore, during the next four years the ICA intends to create and highlight examples of effective interaction that take place on a regional scale between individuals and organizations from the public, private, voluntary, and local sectors. First, the ICA plans to initiate practical mechanisms for the exchange of creative approaches, experiences, and hard-won insights among organizations and local communities that are addressing critical contradictions in society. Second, the ICA plans to demonstrate through its own financial development and acquisition of technical assistance how voluntary organizations can successfully attract and orchestrate available resources from the public and private sectors, and concerned individuals. Third, the ICA plans to document and publish signal program accomplishments from groups with which it works in order to make more broadly known instances of successful organizational linkages within the region. Finally, the ICA plans to seek broader relationships and develop selected partnerships with those individuals, institutions, and corporations that are actively assuming responsibility for assisting society's move into the twenty-first century.

## 6. SIGNALING EXPERIMENTS IN SOCIETAL STRUCTURES

Signaling experiments in societal structures is necessary because many societal structures are at the point of rethinking and rebuilding basic components of their work. Therefore, during the next four years the ICA intends to support, expand, and begin experiments within societal structures which would signify the kind of creativity and effectivity needed in the 80's. First, the ICA plans to expand the Training, Inc. experiment in order to demonstrate its ability to be incorporated into any employment training structure such as those training medical secretaries, mechanics, or disabled persons. Second, within the field of education, the ICA hopes to draw together and share learnings from local educational experiments - e.g. the signal school experimentation going on in the Fifth City area. Third, relative to private corporations, the ICA plans to continue to develop practical demonstrations of participatory management within corporate settings. Finally, in light of the fact that management training has been sighted as one of the two major contradictions which cause small businesses to fail, the ICA plans to experiment in developing a new motivational training curriculum for simple, practical management techniques.

## 7. RE-IMAGING VOLUNTARY SERVICE

Re-imagining voluntary service is necessary because of the broad popular misconception that voluntary activity, while accomplishing some good, merely consists of isolated menial tasks of no particular urgency. Therefore, during the next four years, the ICA intends to consult with selected voluntary organizations in order to re-image the nature of voluntary service. First, the ICA plans to initiate women's conferences to bring together networks of women's organizations that are struggling with edge issues and are attempting to build new voluntary programs. Second, the ICA hopes to assist church denominations in their missional planning so that they might more effectively serve the totality of local communities. Third, the ICA plans to encourage the involvement of elders in voluntary activity so that this huge reservoir of human resource is not squandered. Finally, the ICA desires to consult with those agencies that are working with

disabled persons in order to assist them in clarifying the needs of the people they serve and creating networking relationships (inter-agency) to most effectively serve those clients.

#### 8. ENHANCING THE EDUCATIONAL PROCESS

Enhancing the educational process is necessary because of the limited preparation people have obtained through their formal education for dealing with changing patterns of contemporary life. Therefore, during the next four years, the ICA intends to experiment within the educational process in order to give people images and skills to act effectively in their communities over their entire lifetime. First, the ICA plans to offer short term, 1 to 3-day training programs in the concepts and methods of imaginal education which deals comprehensively with students' lives rather than teaching isolated subjects. Second, the ICA plans to update and redesign its own comprehensive curriculum that has served as a model of wholistic education for over 25 years. Third, the ICA plans to establish extended work/study programs of 2 to 3 weeks for university students that will provide practical opportunities for them to work with people in the totality of local community concerns. Finally, the ICA plans to establish a regional speakers' bureau that will make available short term presentations on current issues facing the region and potential strategies for human development in the 80's.

#### 9. SUSTAINING INDIVIDUAL COMMITMENT

Sustaining individual commitment is necessary because the collapse of many traditional family, community, and church structures makes it difficult for persons today to see the significance of either their work or the personal aspects of their lives. Therefore, in the next four years, the ICA plans to sponsor family building programs that deal effectively with the questions of family purpose, roles and structures. Second, the ICA plans to expand the opportunities for volunteers to participate in short term in-residence programs that emphasize in-depth training through participation in all facets of ICA programs. Third, the ICA plans to publish a regular schedule of events being offered by the Institute and metro groups, i.e. guest nights and celebrations. Fourth, the ICA plans to provide regular quarterly opportunities for its staff and volunteers to meet, reflect on past programs, and think through future plans.

PROGRAM OFFERINGS      INSTITUTE OF CULTURAL AFFAIRS

Course Name	Description	Audience
<u>BASIC METHODS SEMINARS</u>		
LEADERSHIP EFFECTIVENESS AND NEW STRATEGIES (LENS)	FOCUSES ON: Participatory management planning processes using problem-solving, cross-department tactical planning and executive/team participatory management. Emphasis on long-range vision, contradictional analysis, one-year direction, tactical planning and a 90-day timed action plan. Successfully used in total market approaches, board planning, and human resource development. (5 sessions)	Corporations Business, State Agencies Gov't Departments Educational Institutions Voluntary Organizations
IMAGINAL EDUCATION	FOCUSES ON: Practical methods for team teaching, content design, media usage and communication skills that features methods for conversations, talks, workshops and labs on roles of image makers. (5 sessions)	Teachers Community Developers Individuals Educational Administrators
GLOBAL WOMENS FORUM	FOCUSES ON: The changing roles of women across the globe, seeing personal concerns in a world-wide perspective and priority issues workshops developed within the vision of the participants. (2 sessions)	Concerned Women Groups
COMMUNITY YOUTH FORUM	FOCUSES ON: The issues of youth involvement and self-determination in community affairs using imaginal workshop methods for reflection, conversations and planning; vocational dreams, communication skills development, creative commitment to build local plans.	Youth and Youth Groups
THE INDIVIDUAL AND THE FAMILY	FOCUSES ON: The family in crisis, meaning of covenants, community mission and the dependence of the family on structures and symbols. Creative dialogues, seminars and workshops illumine methods for communication and family decision-making. (5 sessions)	Individuals and Families

PROGRAM OFFERINGS      INSTITUTE OF CULTURAL AFFAIRS

Course Name	Description	Audience
	<u>SPECIAL ISSUE CONFERENCES</u>	
CONFERENCE WORKSHOP FACILITATION	FOCUSES ON: Demonstrating problem solving methods designed to release group wisdom through forming consensus, articulating contradictions and challenges and experiencing practical planning activities.	Professionals Organizations, Agencies Networks
	<u>SPECIAL CONSULTATIVE ARRANGEMENTS</u>	
PROBLEM- SOLVING UNITS	FOCUSES ON: Similar methods for Special Issues Conferences but designed for exceptional issues more specifically related to societal needs.	Corporations Public Agencies High Schools Disabled
	<u>EXTENDED SKILLS TRAINING</u>	
TRAINING, INC.	The Training, Inc. program involves the four sectors in a unique alliance. Developed under the sponsorship of the YMCA, the program receives job orders, voluntary expertise, and funding from local corporations; receives major funding and support services of CETA offices; receives program design and curricula development from the ICA. Aimed at the unemployed or underemployed who wish to upgrade their office skills and enhance their self confidence. Schools are in Oak Brook and Chicago's Loop. (13 weeks)	Low Income and Welfare Recipients who Qualify for CETA Funding
LEADERSHIP METHODS	FOCUSES ON: Basic leadership training including: analyzing community needs, securing community support, motivating groups and individuals, leading a meeting, building teamwork, conducting workshops, creating group consensus and timelines. (8 sessions)	Individuals Interested in Effective Community Leadership Methods

PROGRAM OFFERINGS      INSTITUTE OF CULTURAL AFFAIRS

Course Name	Description	Audience
<u>SHORT-TERM IN-RESIDENT TRAINING</u>		
UNIVERSITY IN MISSION	<p>FOCUSES ON: Students and faculty in search of practical field work in comprehensive community development or professional skill application. a rich variety of well-established projects in urban and rural settings. The ICA has internships and training designs negotiable for periods of one month to one year.</p>	<p>University Undergraduates, Graduates, Faculty</p>
SOJOURN PROGRAM	<p>FOCUSES ON: On-going training with the ICA staff in motivational methods skills related to serious volunteer engagement or vocational research in new forms of lay mission. Residential program. (1-3 months)</p>	<p>Individuals who desire in-resident service training</p>
THE ACADEMY (Ecumenical Institute)	<p>FOCUSES ON: A design to bring into focus the religious and cultural disciplines demanded for vocational decision-making in the 80's. Espouses no doctrine but illumines the common humanness of our world as diverse cultures, customs and religious voids erode old foundations. (8 weeks)</p>	<p>Individuals of all Faiths and Cultures</p>
RELIGIOUS STUDIES I (Ecumenical Institute)	<p>FOCUSES ON: A 20th century Christian experience of God, Christ, Holy Spirit and Church as expressed in the writings of contemporary theologians and demonstrated in workshops, arts, seminars revealing human limits, possibility, life style and conviction. (5 sessions)</p>	<p>Individuals and Church Groups</p>

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rue Berckmans Straat 71  
1060 Brussels, Belgium  
tel. 322/538-5892

P.O. Box 660  
Bombay, India 400001  
tel. 37-3741

7 Lorong 5/19B, Petaling Jaya  
Selangor, Malaysia  
tel. 568-038

31 Whitfield Rd., 1/F. No. 1  
Causeway Bay, Hong Kong  
tel. 5/786-566

4750 N. Sheridan Road  
Chicago, Illinois 60640  
tel. 312/769-6363