A 15 Step Outline for a Community Visioning Initiative
(as advocated by The IPCR Initiative (at www.ipcri.net)

[from Section 8 of the "The IPCR Workshop Primer" (February, 2010) (425 pages) at
http://www.ipcri.net/The_IPCR_Workshop_Primer_Feb_2010.pdf (with only minor revisions)]

[For an overview of The IPCR Initiative "constellation of initiatives" approach to the critical challenges ahead, see "A Four Page Summary of The IPCR Initiative" (at
http://www.ipcri.net/A_Four_Page_Summary_of_The_IPCR_Initiative.pdf)

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Introduction

Since July, 2011, the main focus of The IPCR Initiative has been on the long-term project "IPCR Critical Challenges Assessment 2011-2012". The draft "Table of Contents" for the final project document is in Appendix A, and an IPCR webpage containing drafts of sections currently accessible is at http://www.ipcri.net/Critical-Challenges-Assessment.html . There are many difficult challenges ahead. Appendix C describes The IPCR Initiative's "constellation of initiatives" approach to these challenges. The IPCR Initiative believes that all of us have important responsibilities in the months and years ahead, as by the way we use our time, energy, and money, we create the larger economy (see Appendix D). There are many people who may not understand how much more they can do; and yet there are now "many danger signs flashing" associated with the critical challenges of our times. More and more people are coming to the realization that we will need problem solving on a scale most of us have never known before, to overcome such challenges. This 15 step outline, and Appendices E and F, will help readers to gain a more comprehensive understanding of how much more can be done, how they can contribute to promoting and carrying out Community Visioning Initiatives, and how all of us can do much more to encourage and support each others' efforts than we have in the past.

<u>I. A 15 Step Outline for a Community Visioning Initiative</u>
(of the kind advocated by The IPCR Initiative)

Approximate Time Required: 1 year and 6 months (18 months)

Approximate Cost: 3 million dollars (per initiative)

The 15 Steps
(use active bookmarks to go to corresponding section for more details)

Step 1—Steering Committee Selection, Administrative Assistant Selection (and Securing Volunteers
                for Advisory Board)
Step 2—Initial Preparation
Step 3—Preliminary Surveys
Step 4—Secondary Preparation
Step 5—Workshops, Meetings, and "Voting" associated with the question:

          What are the challenges which require our most immediate attention?
          (Or… What are the challenges with the greatest potential to de-stabilize
          economic systems, community life, and basic survival in community,
          regional, national, and international settings?).

Step 6—Workshops, Meetings, and "Voting" Associated with Prioritizing the List of Challenges Identified
                created in Step 5
Step 7—A Two Week Interval from the Publication of the Challenges Prioritized Summary List to the
                Beginning of Step 8
Step 8—Workshops, Meetings, and "Voting" to Brainstorm Solutions to the Challenges Prioritized
                Summary List
Step 9—Workshops, Meetings, and "Voting" Associated with Prioritizing the List of Solutions Identified
                created in Step 8
Step 10—Workshops, Meetings, and "Voting" Associated with Developing Action Plans to Implement
                Prioritizing Solutions
Step 11—A Six Week Interval for Completion of Lists to be Published and Completion of Summary
                Reports for Upcoming Presentations in Step 12
Step 12—Summary Presentations and Job Fairs
Step 13—Evaluating the Process
Step 14—An Eight Week interval for Compiling and Summarizing the Evaluation Surveys—and for
                Printing the Final CVI Summary Reports (pdf files accessible on websites will be the
                preferred form of sharing this report)
Step 15—Sharing the Lessons, Carrying the Lessons into the Future

II. The 15 Step Outline (with details)

Step 1   Steering Committee Selection, Administrative Assistant Selection
        (and Securing Volunteers for Advisory Board)

(Approximate Time Required: 8 weeks)

A. Goals

    1) Contracts with 5 people for steering committee
        at a salary of $80,000 for duration of CVI process
    2) Contracts with 5 people for administrative assistants
        at a salary of $40,000 for duration of CVI process
    3) Development of Advisory Board
        (50+ volunteers)

B. Suggestions

1. Identify 150 key leaders from a significant variety of fields of activity in the community
2. Prepare Executive Summary of approach to Community Visioning Initiative (CVI), and importance of CVI
3. Prepare "Steering Committee Selection" Questionnaire [for ideas, see IPCR Initiative document "39 Suggestions for Preliminary Survey Questions (in preparation for Community Visioning Initiatives)", at http://www.ipcri.net/39_Suggestions_for_Preliminary_Survey_Questions_2.pdf]

4. Send Executive Summary and "Steering Committee Selection" Questionnaire to 150 key leaders

    a) to increase awareness of intention to carry out CVI
    b) as way of identifying leaders with interest, understanding, and experience for
        Steering Committee
    c) as way of identifying possible volunteer Advisory Board members
    d) as way of gathering input and leading into Step 2 and Step 3

[Note: Recipients of the above package should be encouraged to save a copy of their responses, as many of these leaders may be asked to participate in the "Preliminary Survey" (see Step 3)]

5. People selected for the Steering Committee will carry out their own selection process for an administrative assistant

Step 2   Initial Preparation

(Approximate Time Required: 6 weeks)

A. Goals

    1) Identifying Volunteer Resources
    2) Establishing "Community Teaching and Learning Centers" (CTLC's)
    3) Outreach

4) Consulting
5) Etc.

Very Important Note: On Establishing a Sufficient Number of CTLC's

Establishing a sufficient number of "Community Teaching and Learning Centers" (CTLCs) is a critical prerequisite to going forward with Community Visioning Initiatives of the nature described in this proposal. The Community Visioning Initiative process outlined in this document has a critical need for somewhere near 20 public access buildings (per community area with a population of 50,000) which can function as described in Section B, Part 2 on the next page (p. 4) Special Note: Establishing many CTLCs—which can accommodate as many as 300 people per day coming in and out at different times for an extended period of time (possibly a year, or more) (with associated parking considerations) (and with, hopefully, no rent associated with it)—may narrow the available possibilities to a point that probable requires a sense of shared urgency among many members of the community. Unfortunately (or fortunately), such a sense of shared urgency may be approaching. In the time period preceding such urgency, word may get around about Community Visioning Initiative approaches (like the kind described in this document) through the efforts of people who believe that we can overcome the challenges ahead, and are ready to go forward with constructive and practical solutions. Such people may, by their efforts in advance, prepare the way for a sufficient number of CTLCs to be established on short notice. The importance of CTLCs is so critical that without a sufficient number of assurances relating to CTLCs as a prerequisite, there will be no advantage to proceeding any further in the 15 step Community Visioning Initiative process described in this document.

B. Suggestions

1. Partnership formation with volunteer service organizations, places of worship, educational institutions, etc.
   a) seeking volunteers for an extended amount of time for a variety of support positions
       i) <u>specifically seeking volunteers for CTLC coordinator positions</u>
               <u>(a very important role, which will require a careful selection process</u>)
       ii) specifically seeking volunteer secretaries and journalists to transcribe,
               report, and create "actions taken" logs, and overviews of the CVI
               process for the "Sharing the Lessons" element of the process (see Step 15)
       iii) specifically seeking volunteer journalists to document and verify the
               "voting" process (see Steps 5, 6, 8, 9, and 10)
       iv) specifically seeking volunteers for compiling and summarizing
               "voting" (responses) during Steps 5, 6, 8, 9, and 10
       v) specifically seeking volunteer website design for official CVI website

2. Establishing a sufficient number of CTLC's as local community points of entry

   which (hopefully) are donated building space (with sufficient parking) for the duration
           of the CVI process
   which are accessible to the public 7 days a week

and which can function as

    a) information centers, clearinghouses (on how residents can focus their time,
        energy, and money) and central locations for listings of employment opportunities
    b) locations for workshops on topics suggested by the "Preliminary Survey"
        (see Step 3), and as determined by the CTLC Coordinators
    c) community centers for meetings, both planned and informal
    d) locations for "Community Journals" (which are collections of formal and
        informal input—which may be contributed or accessed at all times)
        (Note: each CTLC may need to have 5 hard copies of these "Community Journals"….)
    e) locations for "Final Version Document" Notebooks associated with Steps
        5, 6, 7, 9, and 10   (Note: early submissions to these notebooks will help
        others with format and provide ideas for topics they might explore….)
    f) locations for "Summary of the CVI Process to Date" Notebooks, for
        latecomers, and as assistance to the media

3. Revised and updated "Executive Summary" of approach to CVI and importance of CVI offered to public through CTLC's and media, so residents can prepare and begin to participate—and so that more residents will be encouraged to "step up" and provide volunteer support

4. Neutral parties with sufficient experience and recognized authority (omsbudpersons, etc.) identified to oversee integrity of CVI process

5. Contacts—and lines of communication for community service announcements—established with local information services providers (newspapers, television, radio, service-oriented websites, etc.)

    a) CVI spokespersons identified as authorities to approach for critical information

6. With (hopefully) assistance from the organization "Teachers Without Borders", the development of "teacher-leaders" is initiated. (The training and apprenticeships of "teacher-leaders" will be ongoing.)

[As an example of the process of developing "teacher-leaders", see the "Mission and Vision" webpage at "Teachers Without Borders", at http://teacherswithoutborders.org/about-us/mission-and-vision]

The development of "teacher-leaders" will be critical, as it anticipates a time when

    a) additional teachers will be required to meet the needs for increasing the
        community's knowledge base, and for the introduction of new skill sets
    b) "ways of earning a living" will be created for these new teachers, so that
        they become a permanent addition to the community workforce

7. Consulting with questionnaire development experts

    a) for assistance with creating a "Preliminary Survey" (see Step 3)
    b) for assistance with creating an "Evaluation Survey" (see Step 13)

8. Preparation of a brochure titled "Suggestions for Making Best Use of the CVI Process" (see Appendix E for some suggestions)

Step 3   Preliminary Surveys

(Approximate Time Required: 6 weeks)

A. Goals

        1) Summary of responses to Preliminary Survey, to be published in
              newspapers, posted on official CVI website, and made accessible in CTLC's

B. Suggestions

1. Note: The IPCR Initiative document "39 Suggestions for Preliminary Survey Questions (in preparation for Community Visioning Initiatives)", provides many ideas for possible questions. See http://www.ipcri.net/39_Suggestions_for_Preliminary_Survey_Questions_2.pdf]

2. Send Preliminary Surveys to 150—or more—key leaders from a significant variety of fields of activity in the community

        a) selection of recipients will be decided by Steering Committee with input from
             Advisory Board Members and Partnerships established in Step 2

3. Responses and Summarized of Results from Preliminary Survey will provide

        a) evidence from local leaders of the need for a re-assessment of current priorities
        b) examples of local leaders stepping up in support of CVI
        c) starting points for public discourse about the importance of the CVI
        d) starting points for CTLC workshop content
        e) starting points for some participants as they develop "Final Version" decisions
             ("votes") on challenges, solutions, and action plans
        f) an aid to mobilizing a high level of interest in the CVI, and a high level of
             citizen participation
        g) an initial sense of support or non-support for the "sister community" element
             [an action plan which is advocated by the IPCR Initiative "1000Communities[2]" proposal
             (see Appendix C)]

Step 4   Secondary Preparation

(Approximate Time Required: 4 weeks)

A. Goals

        1) Additional CTLC's opened
        2) Announcements for workshops already scheduled
        3) Announcements for "voting" times already scheduled

B. Suggestions

1. Training and apprenticeships of "teacher-leaders" is ongoing (they continue to facilitate workshops and meetings….)

2. As awareness of the value of the CVI process increases, additional donations of appropriate building space will result in additional CTLC's in the community

3. Publications (available at CTLC's) and press releases announce workshops already scheduled (workshops which derive their content mostly from the results of the Preliminary Surveys) (Note: Additional workshops will result from input received by local CTLC Coordinators, and will vary according to specific needs perceived).

4. Publications (available at CTLC's) and press releases announce the "voting" times already scheduled (for Steps 5, 6, 8, 9, and 10)

Step 5   Workshops, Meetings, and "Voting" associated with the question:

What are the challenges which require our most immediate attention? (Or… What are the challenges with the greatest potential to de-stabilize economic systems, community life, and basic survival in community, regional, national, and international settings?)

(Approximate Time Required: 4 weeks)

A. Goal

    1) A List (compiled and summarized through a transparent, well-documented, and fair process) of all Challenges mentioned by participating residents, will be published in local newspapers, posted on the official CVI website, and many copies will be made available in CTLC's

        a) Challenges categories mentioned most often will include some examples of the different ways that challenge was described

        b) The summary list will begin with the challenges identified most often, and list the challenges in order from most often identified to least often identified

B. Suggestions

Note: For more information about "Verifying the Integrity of the Voting Process", see Section 8 in the IPCR Initiative document "1000Communities[2]", at http://www.ipcri.net/1000Communities2.pdf

1. Residents are encouraged to follow the "Suggestions for Making Best Use of the CVI Process" (see Appendix E)

2. Workshops, resources, informal meetings, etc. will be offered in the CTLC's to help residents sort through what could seem like an overwhelming and complex assessment process

3. Residents are encouraged to submit one (1) "Final Version" document for this step. The document for this step should include a list of 10-20 items, and must be limited to 4 well-organized and easily read pages (to help with the compilation and summary process). Examples will be provided, and copies of documents submitted during the early part of this step will be available for participants to consider as they prepare their "vote". Some evidence supporting the items mentioned, or some clarifying comments, may be included to help identify the challenges listed, but citing extensive evidence is unnecessary and discouraged. References to resources of any length can be suggested to local CTLC Coordinators—and entered into the CTLC "Community Journal".

4. Submitting "Final Version" Documents

      a) Such "Final Version" documents should be submitted to the local CTLC
            Coordinator during the days and hours designated for this part of the process.
      b) When submitting "Final Version" documents, residents will be required to
            provide some proof of residency.

5. The compilation and summarizing of all "challenges identified" "Final Version" documents will be carried out by thoroughly screened volunteers, supervised by local CTLC Coordinators, and independently reported on by volunteer journalists and neutral parties such as omsbudpersons (who will also observe the process to evaluate transparency, thoroughness of documentation, and fairness).

6. A Summary List of the Challenges Identified will then be published in local newspapers, posted on the CVI website, and many copies will be made accessible in the CTLC's.

a) The summary list will begin with the challenges identified most often, and list the challenges in order from most often identified to least often identified

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Important Note: This summary list will not be considered a list of challenges prioritized however, for the reason that there may be many participants who have not given much importance to a number of very important challenges, and who may change their mind once they see the content and order of the summary list from this step.

Step 6 Workshops, Meetings, and "Voting" Associated with Prioritizing the List of Challenges Identified created in Step 5

(Approximate Time Required: 3 weeks)

A. Goals
    1) The List of Challenges Identified (created in Step 5) is prioritized by participating residents
    2) Prioritized lists properly submitted by residents are compiled and summarized through a transparent, well-documented, and fair process; and the summary is published in local newspapers, posted on the CVI website—and many copies are made available in CTLC's.

        a) A "scoring system" common to this kind of "voting" will be applied, so that challenges which are prioritized as most important (first on the list) by some, and which are chosen by many residents as significant in some way, will receive more points than a challenge which is prioritized as most important by some, but not recognized at all by most residents

B. Suggestions

Note: For more information about "Verifying the Integrity of the Voting Process", see Section 8 in the IPCR Initiative document "1000Communities[2]", at http://www.ipcri.net/1000Communities2.pdf

1. Residents are encouraged to follow the "Suggestions for Making Best Use of the CVI Process" (see Appendix E)

2. Workshops, resources, informal meetings, etc. will be offered in the CTLC's to help residents discover tools and resources useful in prioritizing the list of identified challenges

3. Residents are encouraged to submit one (1) "Final Version" document for this step. The document for this step should include a list of 10-20 items, and must be limited to 4 well-organized and easily read pages (to help with the compilation and summary process). Examples will be provided, and copies of documents submitted during the early part of this step will be available for participants to consider as they prepare their "vote". Some evidence supporting the items mentioned, or some clarifying comments, may be included to help identify the challenges listed, but citing extensive evidence is unnecessary and discouraged. References to resources of any length can be suggested to local CTLC Coordinators—and entered into the CTLC "Community Journal".

4. Submitting "Final Version" Documents

    a) Such "Final Version" documents should be submitted to the local CTLC Coordinator during the days and hours designated for this part of the process.
    b) When submitting "Final Version" documents, residents will be required to provide some proof of residency.

5. A "scoring system" common to this kind of "voting" will be applied, so that challenges which are prioritized as most important (first on the list) by some, and which are chosen by many residents as significant in some way, will receive more points than a challenge which is prioritized as most important by some, but not recognized at all by most residents

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Special Commentary: Some residents may feel uneasy concerning the problem of residents who are less educated and less informed having as much of a say in the process as those who have spent years working on these issues. This is a fundamental problem, which is not confined to Community Visioning Initiative processes like this; as people who are not sufficiently informed about critical issues are everywhere, and they are investing their time, energy, and money— "voting"—all the time. If we are honest with ourselves about this issue, we must admit that there are very few people who have successfully aligned all of their investments of time, energy, and money with all of the values of the religious, spiritual, or moral tradition they feel closest to. This writer believes that there are many serious challenges before us now, and that we will need to invest our time, energy, and money very wisely to overcome these challenges. How can we do it? We must help each other. The Community Visioning Initiative outlined in this proposal is time-intensive so that we will have time to learn much more than we know now about how to encourage and support each other in community building processes like CVIs.

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6. The compilation and summarizing of all "challenges identified" "Final Version" documents will be carried out by thoroughly screened volunteers, supervised by local CTLC Coordinators, and independently reported on by volunteer journalists and neutral parties such as omsbudpersons (who will also observe the process to evaluate transparency, thoroughness of documentation, and fairness).

7. A Summary List of the Challenges Identified will then be published in local newspapers, posted on the CVI website, and many copies will be made accessible in the CTLC's.

Step 7 A Two Week Interval from the Publication of the Challenges Prioritized Summary List to the Beginning of Step 8

(Approximate Time Required: 2 weeks)

A. Goal

        1) To allow a time of public comment (in local newspapers, on websites,etc.)
        —and discussion—on the content of the Challenges Prioritized Summary List

Step 8   Workshops, Meetings, and "Voting" to brainstorm solutions to the Challenges Prioritized Summary List

(Approximate Time Required: 4 weeks)

A. Goals

> 1) A List (compiled and summarized through a transparent, well-documented, and fair process) of all the Solutions mentioned by participating residents (in response to the "Challenges Prioritized Summary List") will be published in local newspapers, posted on the CVI website—and many copies will be made available in local CTLC's
>
> > a) Solutions categories mentioned most often will include some examples of the different ways that solution was described
> > b) The summary list will begin with the solutions identified most often, and list the challenges in order from most often identified to least often identified
> > c) The listings will include, in the first line, a reference to the challenge, or challenges, targeted

B. Suggestions

Note: For more information about "Verifying the Integrity of the Voting Process", see Section 8 in the IPCR Initiative document "1000Communities[2]", at http://www.ipcri.net/1000Communities2.pdf

1. Residents are encouraged to follow the "Suggestions for Making Best Use of the CVI Process" (see Appendix E)

2. Workshops, resources, informal meetings, etc. will be offered in the CTLC's to help residents sort through what could seem like an overwhelming and complex assessment process

3. Residents are encouraged to submit one (1) "Final Version" document for this step. The document for this step should include a list of 10-20 items, and must be limited to 4 well-organized and easily read pages (to help with the compilation and summary process). Examples will be provided, and copies of documents submitted during the early part of this step will be available for participants to consider as they prepare their "vote". Some evidence supporting the items mentioned, or some clarifying comments, may be included to help identify the solutions listed, but citing extensive evidence is unnecessary and discouraged. References to resources of any length can be suggested to local CTLC Coordinators—and entered into the CTLC "Community Journal".

Important Note: If the "sister community" idea is being identified as a possible solution, it will enter into formal consideration if it is submitted by even one (1) resident during this step of the process. Naturally, if the "sister community" idea, or any other idea proposed as a solution to one or more challenges, is among the top five or ten solutions mentioned by many residents, it will receive more attention in workshops, formal and informal meetings, resources available through the CTLC's—and in public discourse in local newspapers, in websites, etc.

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a) Such "Final Version" documents should be submitted to the local CTLC
Coordinator during the days and hours designated for this part of the process.
b) When submitting "Final Version" documents, residents will be required to
provide some proof of residency.

5. The compilation and summarizing of all "solutions identified" "Final Version" documents will be carried out by thoroughly screened volunteers, supervised by local CTLC Coordinators, and independently reported on by volunteer journalists and neutral parties such as omsbudpersons (who will also observe the process to evaluate transparency, thoroughness of documentation, and fairness).

6. A Summary List of the Solutions Identified will then be published in local newspapers, posted on the CVI website, and many copies will be made accessible in the CTLC's.

a) The summary list will begin with the solutions identified most often, and list
the solutions in order from most often identified to least often identified
b) The listings will include, in the first line, a reference to the challenge, or
challenges, targeted.

Important Note: This summary list will not be considered a list of solutions prioritized however, for the reason that there may be many participants who have not given much importance to a number of very important solutions, and who may change their mind once they see the content and order of the summary list from this step.

Step 9 Workshops, Meetings, and "Voting" Associated with Prioritizing the List of Solutions Identified created in Step 8

(Approximate Time Required: 3 weeks)

A. Goals
1) The List of Solutions Identified (created in Step 8) is prioritized
by participating residents
2) Prioritized lists properly submitted by residents are compiled
and summarized through a transparent, well-documented,
and fair process; and the summary is published in local newspapers, posted on
the CVI website—and many copies are made available in CTLC's.
a) A "scoring system" common to this kind of "voting"
will be applied, so that solutions which are prioritized as most important
(first on the list) by some, and which are chosen by many residents as
significant in some way, will receive more points than a solution which is
prioritized as most important by some, but not recognized at all by most
residents

B. Suggestions

Note: For more information about "Verifying the Integrity of the Voting Process", see Section 8 in the IPCR Initiative document "1000Communities[2]", at http://www.ipcri.net/1000Communities2.pdf

1. Residents are encouraged to follow the "Suggestions for Making Best Use of the CVI Process" (see Appendix E)

2. Workshops, resources, informal meetings, etc. will be offered in the CTLC's to help residents discover tools and resources useful in prioritizing the list of identified solutions

3. Residents are encouraged to submit one (1) "Final Version" document for this step. The document for this step should include a list of 10-20 items, and must be limited to 4 well-organized and easily read pages (to help with the compilation and summary process). Examples will be provided, and copies of documents submitted during the early part of this step will be available for participants to consider as they prepare their "vote". Some evidence supporting the items mentioned, or some clarifying comments, may be included to help identify the solutions listed, but citing extensive evidence is unnecessary and discouraged. References to resources of any length can be suggested to local CTLC Coordinators—and entered into the CTLC "Community Journal".

4. Submitting "Final Version" Documents

    a) Such "Final Version" documents should be submitted to the local CTLC
            Coordinator during the days and hours designated for this part of the process.
    b) When submitting "Final Version" documents, residents will be required to
            provide some proof of residency.

5. A "scoring system" common to this kind of "voting" will be applied, so that solutions which are prioritized as most important (first on the list) by some, and which are chosen by many residents as significant in some way, will receive more points than a solution which is prioritized as most important by some, but not recognized at all by most residents

(Note: The following Special Commentary is repeated, from an earlier section of this proposal, for emphasis)

Special Commentary: Some residents may feel uneasy concerning the problem of residents who are less educated and less informed having as much of a say in the process as those who have spent years working on these issues. This is a fundamental problem, which is not confined to Community Visioning Initiative processes like this; as people who are not sufficiently informed about critical issues are everywhere, and they are investing their time, energy, and money— "voting"—all the time. If we are honest with ourselves about this issue, we must admit that there are very few people who have successfully aligned all of their investments of time, energy, and money with all of the values of the religious, spiritual, or moral tradition they feel closest to. This writer believes that there are many serious challenges before us now, and that we will need to invest our time, energy, and money very wisely to overcome these challenges. How can we do it? We must help each other. The Community Visioning Initiative outlined in this proposal is time-intensive so that we will have time to learn much more than we know now about how to encourage and support each other in community building processes like CVIs.

6. The compilation and summarizing of all "solutions identified" "Final Version" documents will be carried out by thoroughly screened volunteers, supervised by local CTLC Coordinators, and independently reported on by volunteer journalists and neutral parties such as omsbudpersons (who will also observe the process to evaluate transparency, thoroughness of documentation, and fairness).

7. A Summary List of the Solutions Identified will then be published in local newspapers, posted on the CVI website, and many copies will be made accessible in the CTLC's.

Step 10   Workshops, Meetings, and "Voting" Associated with Developing Action Plans to Implement Prioritizing Solutions

(Approximate Time Required: 6 weeks)

A. Goal

> 1) Specific outlines of relevant, practical and doable steps for implementing prioritized solutions, so that as many residents as possible can understand how to use their time, energy, and money in ways that will resolve the challenges of our times

B. Suggestions

1. Residents are encouraged to follow "Suggestions for Making Best Use of the CVI Process" (see Appendix E)

2. Residents are encouraged to work at home, in informal groups, and/or through meetings, workshops etc. at the CTLCs, to arrive at point by point answers to the following questions

> a) Who would they like to see as the lead organization, agency, institution,, etc. for implementing which solutions?
> b) How would they like that organization, etc. to proceed?
> c) What are the most practical and doable steps in such an action plan, and how can they be clearly stated so that they can be understood by as many people as possible?
> d) How will the general public know if the desired results are being achieved?

Important Note: This is where "accountability indicators" will be identified. They are an important part of the evaluation process—but are only a part of that process. [For more on evaluation, see Section 13 "Some Thoughts About Evaluation" in "The IPCR Workshop Primer" for specific suggestions (at http://www.ipcri.net/The_IPCR_Workshop_Primer_Feb_2010.pdf)]

3. Workshops, resources, informal meetings, etc. will be offered in the CTLC's to help residents discover tools and resources useful to developing these kind of action plans

4. Residents are encouraged to submit one (1) "Final Version" document for this step. The document for this step should include a list of 10-20 items, and must be limited to 8 well-organized and easily read pages (to help with the compilation and summary process). Examples will be provided, and copies of documents submitted during the early part of this step will be available for participants to consider as they prepare their "vote". Some evidence supporting the items mentioned, or some clarifying comments, may be included to help identify the action plans listed, but citing extensive evidence is unnecessary and discouraged. References to resources of any length can be suggested to local CTLC Coordinators—and entered into the CTLC "Community Journal".

5. Submitting "Final Version" Documents

  a) Such "Final Version" documents should be submitted to the local CTLC
      Coordinator during the days and hours designated for this part of the process.
  b) When submitting "Final Version" documents, residents will be required to
      provide some proof of residency.

6. The compilation and summarizing of all "action plans" "Final Version" documents will be carried out by thoroughly screened volunteers, supervised by local CTLC Coordinators, and independently reported on by volunteer journalists and neutral parties such as omsbudpersons (who will also observe the process to evaluate transparency, thoroughness of documentation, and fairness).

Special Commentary

1. While there may be much in the way of action plans suggestions which relate to supplementing work already in progress by existing organizations, agencies, etc.—there will also be a significant amount of suggestions which require the creation of new organizations and partnerships.

2.   It is inevitable that some or many of the action plans will require involvement from organizations, agencies, etc. which are outside the community. Actions plans will need to be creative to avoid being stagnated by overdependence on complex global interdependencies. There can be no doubt that steady, consistent efforts over a long period of time will be necessary to bring about solutions to some of the more difficult challenges. This is exactly why it is so important to emphasize that efforts are needed from as many communities of people as possible. ("1000Communities^2")

C. **An Important Note About Community Building**

This kind of time-intensive Community Visioning Initiative is community building in a most comprehensive and deliberate form. Many of us will have experienced community building in a comprehensive and deliberate form in the past. Ideas about what would assist us in realizing our visions about quality of life were brought forward—and some attracted the time, energy, and money of many people, and some not.

What is different here is that although the "developed" countries in the world are very complex, it is possible for participants in these kind of intensive Community Visioning Initiatives to become keenly aware of how each and every one of the residents in their community has—by their "investments" of

time, energy, and money—funded what has come before… and how each resident is a fundamental and critical part of the funding for the action plans and doable steps which will determine what will come next.

Participants will surely wish to increase their awareness of

      a) what patterns of investment they would like to move away from
      b) what patterns of investment they would like to affirm or continue to affirm and
      c) how cooperation with other residents in their community will help them do both.

Step 11 A Six Week Interval for Completion of Lists to be Published and Completion of Summary Reports for Upcoming Presentations in Step 12

(Approximate Time Required: 6 weeks)

A. Goals
      1) This extra time may be needed for the process of compiling and summarizing the action plans.
      2) This extra time will also allow those people chosen to make presentations in Step 12 to complete their summary reports.

Step 12 Summary Presentations and Job Fairs

(Approximate Time Required: 4 weeks)

A. Goals

      1) Steering Committee members (with help from volunteer Advisory Board members, etc.) will summarize the Community Visioning Initiative process
      2) Steering Committee members-- and key community leaders who were very much involved in the CVI process—will make presentations based on the summaries

      3) Specifically, information will be provided on how residents can deliberately focus their time, energy, and money so that their actions
        a) can have positive repercussions on many fields of activity relating to solutions
        b) can result in an increase in the "ways of earning a living" which are related to solutions and action plans

4) Job Fairs will provide a forum for organizations and businesses working in solution oriented fields of activity to describe employment opportunities and future prospects, to discover local talent, to hire qualified prospects, and to build knowledge bases and skill sets for the future

B. Suggestions

1. Although a final published summary of the CVI process (with overall statistics and evaluation survey results) will not yet be available, input on challenges priorities, solution priorities, and action plan summaries will be sufficient for

a) Steering Committee members-- and key community leaders who were very much involved in the CVI process—to make presentations based on the preliminary summaries

b) Booths in local auditoriums to be allocated to businesses and organizations for very practical and informative job fairs

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Special Commentary: By now, there will have been sufficient public discourse for those people with understanding about high level shifts in investment portfolios to have learned something about what directions future shifts will be leaning towards. The job fairs which come at the end of the CVI process provide opportunities for all key stakeholders in the community (businesses, organizations, institutions, government, etc.) to demonstrate their upgraded awareness—and their interest in the welfare of the community—by offering and facilitating new employment opportunities… and thus helping with a just transition from patterns of investment which in only limited ways represent solutions to prioritized challenges to patterns of investment which in many ways represent solutions to prioritized challenges.

One possible element of this just transition can be that people who do deliberately focus their investments of time, energy, and money towards solutions identified by the Community Visioning Initiative being carried out in their community may receive, as encouragement, local currency. *And then such local currency can, in its turn, be redeemed in ways which will be particularly helpful to people transitioning from less solution-oriented employment to more solution-oriented employment.*

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2. People who want CVI processes of this nature to truthfully reflect the challenges before us-- and the solutions which will help us overcome those challenges—will provide resources and supporting evidence at the appropriate steps in the process which is worthy of that kind of conclusion.

Step 13   Evaluating the Process

(Approximate Time Required: 3 weeks)

A. Goal

> 1) Provide evaluation surveys for as many residents as possible and encourage residents to answer as many questions in the survey as possible, with as much careful attention to detail as possible

B. Suggestions

[Special Note: See Section 13 "Some Thoughts About Evaluation" in "The IPCR Workshop Primer" for specific suggestions (at http://www.ipcri.net/The_IPCR_Workshop_Primer_Feb_2010.pdf]

[Here, in this document, suggestions will related to the actual administration of the evaluation surveys]

1. Developing a well-designed evaluation survey will be most helpful to the process of sharing the lessons learned with other communities. Therefore, careful attention should be given to compensating the specialists and consultants who will help create the evaluation surveys. (See Step 2 "Initial Preparation")

2. Announcements will be made in advance detailing designated days and hours when Evaluation Survey Workshops will be scheduled—workshops which will provide assistance for residents filling out the surveys, and which will encourage fellowship and mutual support in the process.

3. Residents can also come to a CTLC, pick up an evaluation survey, fill it out at their convenience, and return it to a local CTLC Coordinator before the deadline.

Step 14   An 8 week interval for compiling and summarizing the evaluation surveys—and for printing the Final CVI Summary Reports (pdf files accessible on websites will be the preferred form of sharing this report)

(Approximate Time Required: 8 weeks)

Step 15   <u>Sharing the Lessons, Carrying the Lessons into the Future</u>

A. Goals

1) Final CVI Summary Reports are made available to residents through hard copies at CTLC's, and pdfs on the CVI website, and made accessible to other communities through pdf's on the CVI website, and other CVI clearinghouse websites

Note: There will be a section in the Summary Report which will identify the Action Plans most relevant to carrying the lessons into the future

B. Suggestions

1. Final CVI Summary Reports will include (and incorporate)

a) notes and reporting which make up an "actions taken" log summary
b) Steering Committee Selection questionnaire
c) Progress Reports Summary
d) Preliminary Surveys (and summary of responses)
e) Examples of "Final Version" documents (residents "votes") from each step which requested a vote
f) A Description of the process used to verify the integrity of the "Voting" process (including summaries from volunteer journalists who reported on the process, omsbudpersons who observed and reported on the process, local CTLC Coordinators, and Steering Committee members
g) Summaries of Challenges Identified, Challenges Prioritized, Solutions Identified, Solutions Prioritized, and Summaries of Priority Action Plans (including preferred lead organizations and doable steps)
h) Impact Analysis including relevant statistics from job fairs, accountability indicators, employment statistics, investment statistics, etc.
i) Steering Committee Summaries
j) Evaluation Summaries [which will include excerpts from "Community Journals" (see Section 14 "Evaluating the Process")]

2. Copies of these Final CVI Summary Reports will be accessible at CTLC's, and pdf's accessible by way of the CVI website

Important Note: Special emphasis will be given to making copies of this Final CVI Summary Report accessible to other communities through pdf's on the CVI website, and on other CVI clearinghouse websites

3. Action Plans associated with

a) CTLC's
b) ongoing CTLC workshops
c) re-evaluation of knowledge base and skill set needs

d) re-evaluation of nature of educational institutions (see questions in
Preliminary Survey and Evaluation Survey)
e) possible "sister community" relationships
f) other and etc.

will provide some of the many building blocks for carrying the lessons into the future

4. This kind of CVI process may be repeated at intervals into the future until new patterns of responding to the challenges of our times become such a natural part of everyday community life that the transition to an economically stable, environmentally sustainable and peaceful way of life featuring widespread compassion for our fellow human beings seems to be near completion…

or until the transition to "the kind of future a majority of the residents in any particular community prefers" seems to be near completion.

Appendix A

Draft "Table of Contents" for "IPCR Critical Challenges Assessment 2011-2012"

Introduction

1. Global warming and reducing carbon emissions

2. "Cultures" of violence, greed, corruption, and overindulgence—which have become so common that many of us accept such as inevitable; which are a significant part of the current crises of confidence in financial markets; *and which are in many ways slowing the restructuring of investment priorities needed to respond to an increasing number of other critical challenges*

3. The end of the era of "cheap energy" (particularly in reference to "peak oil")

4. The increasing world population and its implications relating to widespread resource depletion (with special focus on the increasing number of people who are consuming material goods and ecological resources *indiscriminately)*

5. Current trends indicate that we are creating more and more "urban agglomerations" (cities with a population of more than 1 million people—more than 400), which require more and more complex and energy intensive infrastructures, where it is more and more difficult to trace the consequences of our individuals investments of time, energy, and money—and which are the least appropriate models when it comes to implementing resolutions to many of the other challenges in this ten point assessment

6. "The U.S. and many other countries will enter the next 15 to 20 years burdened by substantial public debt…."

7. A marginalization of the treasured wisdom associated with religious, spiritual, and moral traditions

8. Global inequities and the tragic cycles of malnutrition, disease, and death

9. **Community building associated with responding to the above eight challenges may or may not be accompanied by an exponential increase in compassion for our fellow human beings.** In such circumstances, shortages of goodwill in times of unprecedented transition could tilt already precarious systems into further disarray, and thus erode established systems in even the most stable communities and regions

10. Sorting out what are real challenges and what are sound and practical solutions is becoming more and more difficult, as there are now, in most communities of the world, *a multitude of ideas of all kinds coming to the fore in personal, family, community, and cultural life—all at the same time*

Concluding Comments

Appendix B

From "A Summary of the Key Points" section of "The IPCR Initiative:
Creating a Multiplier Effect of a Positive Nature"
[in "The IPCR Journal/Newsletter (Winter 2010-2011 issue) (at
http://www.ipcri.net/The_IPCR_Journal_Newsletter_Winter_2010_2011.pdf)]

In 1984, the non-profit organization Chattanooga Venture [Chattanooga, Tennessee (USA)] organized a Community Visioning Initiative that attracted more than 1,700 participants, and produced 40 community goals—which resulted in the implementation of 223 projects and programs, the creation of 1,300 permanent jobs, and a total financial investment of 793 million dollars.[1]

More and more people are coming to the realization that overcoming the challenges of our times will require problem solving on a scale most of us have never known before—and that there is an urgent need to restructure our economic systems and our education systems to respond to these challenges. However, even with increasing awareness on some issues, there is—from this writer's vantage point— an alarming absence of commentary identifying "cultures" of violence, greed, corruption, and overindulgence as a critical part of the multiple crises we are now facing. And even if there was sufficient public discourse identifying such challenges, there is also much difficult work that needs to be accomplished before communities with much religious and spiritual diversity can reverse the marginalization of the wisdom and compassion associated with religious, spiritual, and moral traditions. How many of us believe that this difficult work will be accomplished, and the application of such wisdom and compassion will become a commonplace and appropriately appreciated feature in the everyday circumstances of community life?

The IPCR Initiative is developing tools and resources with the belief that *it must somehow be possible* for people from many diverse religious, spiritual, moral, and cultural traditions to come together in such a way as to not only encourage, but participate in, a high percentage of constructive thinking and constructive action in response to the difficult challenges ahead… and that—as a result of *that* being possible—it will also be possible for many people to achieve highly advanced forms of wisdom and compassion through genuine instruction and sincere effort.

A central focus of The IPCR Initiative is its advocacy for a combination Community Visioning Initiatives, "Community Teaching and Learning Centers" with ongoing workshops, and "sister community" relationships as a way of generating an exponential increase in our collective capacity to overcome the challenges of our times. A combination of Community Visioning Initiatives, "Community Teaching and Learning Centers" and "sister community" relationships can bring to light the many truly inspiring contributions of genuine goodwill in your community and region, and contribute much to the building of "close-knit" communities of people… communities with a healthy appreciation for each others strengths, communities with a well-developed capacity to resolve even the most difficult challenges— and communities which demonstrate a high level of compassion for their fellow human beings.

1. There are many sources for these statistics, and references are made to many of these sources on p. 36 of "The IPCR Workshop Primer" (February, 2010), at http://www.ipcri.net/The_IPCR_Workshop_Primer_Feb_2010.pdf .

Appendix C

The "1000Communities^2" Proposal

The IPCR Initiative advocates (see IPCR document "1000Communities^2"—and also "The IPCR Journal/Newsletter (Winter 2010-2011 issue)" organizing and implementing Community Visioning Initiatives in 1000 communities (communities—or segments of rural areas, towns, or cities—with populations of 50,000 or less) around the world

1) which are time-intensive, lasting even as much as 1½ years (18 months), so as to give as much importance to developing a close-knit community as it does to

a) accumulating and integrating the knowledge and skill sets necessary for the highest percentage of people to act wisely in response to challenges identified as priority challenges
b) helping people to deliberately channel their time, energy, and money into the creation of "ways of earning a living" which are directly related to resolving high priority challenges
c) assisting with outreach, partnership formation, and development of service capacity for a significant number of already existing (or forming) organizations, businesses, institutions, and government agencies
d) helping to build a high level of consensus for specific action plans, which will help inspire additional support from people, businesses, organizations, institutions, and government agencies with significant resources

2) which expand on the concept of "Community Teaching and Learning Centers" (created by the "Teachers Without Borders" organization) so that such local community points of entry function as information clearinghouses, meeting locations, educational centers for ongoing workshops (on a broad range of topics related to the Community Visioning Process, and building the local knowledge base), practice sites for developing "teacher-leaders", a location for an ongoing "informal" "Community Journal", a location for listing employment opportunities—and provide a means of responding quickly (by changing the emphasis of workshop content) to new urgencies as they arise

3) and which suggest—as a way of emphasizing the need for an exponential increase in compassion for our fellow human beings—that communities (with the resources to do so) enter into "sister community" relationships with communities in other countries where there has been well documented calls for assistance with basic human needs.

Appendix D

A List of 17 Propositions and Premises which are at the Foundation of The IPCR Initiative

1) There are countless numbers of "things people can do in the everyday circumstances of their lives" which will contribute to peacebuilding, community revitalization, and ecological sustainability efforts, in their own communities and regions—and in other parts of the world. [As one example of the countless numbers of things people can do, consider the list of "117 Related Fields of Activity", located at the website of The IPCR Initiative at http://ipcri.net/related-fields.html]

2) Even now, as you are reading this, truly inspiring contributions of genuine goodwill are being generated in a variety of ways—and in a variety of circumstances—by countless numbers of people in communities around the world.

3) "There can be no culture without contact with relevant problems." (J.C. Kumarappa)

4) The challenges of our times are not something the experts will resolve while the rest of us are doing something else.

5) Everyone is involved when it comes to determining the markets which supply the "ways of earning a living".

6) All of us have important responsibilities associated with resolving a significant number of very serious challenges in the months and years ahead.

7) Human morality is not a constant—it is not something which is the same throughout the centuries of human existence; human morality is something which can become degraded or raised up, depending on the leanings of human aspirations.

8) The ways we "invest" our time, energy, and money have a direct impact on the "ways of earning a living" that are available.

9) People can, one by one, decide to deliberately focus the way they spend their time, energy, and money so that their actions have positive repercussions on many or all of the action plans which emerge from Community Visioning Initiatives.

10) The investments of time, energy, and money that each of us make in our everyday circumstances becomes the larger economy.

11) Communities of people can deliberately create countless "ways of earning a living" which contribute to the peacebuilding, community revitalization, and ecological sustainability efforts necessary to overcome the challenges of our times.

12) The IPCR Initiative is an accumulation of documents, resources, and observations brought together to support the propositions that we-- collectively-- have both the need, and the potential, to be

> a) much more organized and deliberate about "... bringing to the fore what is often hidden: how many good people there are, how many ways there are to do good, and how much happiness comes to those who extend help, as well as to those who receive it."
> b) much more multi-faceted and participation-friendly in our approaches to peacebuilding, community revitalization, and ecological sustainability
> c) much more resourceful in the use of the storehouses of accumulated wisdom and "embodied energy" which are now accessible to us

13) Confidence will be dimmed by a lack of clarity until there is truthful public discourse on the full dimensions of the critical challenges ahead.

14) Confidence will be built up when people believe that the efforts of everyone working together is a greater force than the challenges they are facing.

15) Faith helps move from "it hardly seems possible" to "it must be possible" (since faith believes love will prevail).

16) The most advanced societies are the ones which are successful at integrating spiritual wisdom into the everyday circumstances of community life.

17) "The function of work should be to practice our ideal of life." (J. C. Kumarappa)

Appendix E

Suggestions for Making Best Use of the Community Visioning Initiative (CVI) Process

A. Residents in communities carrying out Community Visioning Initiative's are encouraged to learn about the resources available in the "Community Teaching and Learning Centers" (CTLC) closest to their home, and to use the resources as much as possible to become an informed and active participant in the CVI process.

Resources at local CTLC's will include:

1) information, in the form of flyers, brochures, progress reports, etc. about the
    CVI process in general, and about workshops, meetings, and "voting" times in particular
2) workshops and meetings which are based initially on needs suggested by
    Preliminary Survey results (see Step 3 in the 15 step outline)—and which then vary in
    accordance with the steps of the CVI process, and suggestions proposed to (and needs
    perceived by) the local CTLC Coordinator
3) the Preliminary Survey results (a survey sent to key leaders from a significant
    variety of fields of activity in the community) (see Step 3 in the 15 step outline), which
    will provide insight into the challenges perceived and solutions envisioned by
    community leaders
4) "Final Versions Received" Notebooks—which will provide access to copies of
    residents "votes" on challenges perceived, solutions envisioned, etc. Such access will
    also provide insight and information for residents who have not yet submitted their
    "votes"
5) "Community Journals"—which will contain handwritten and signed or printed
    and signed entries/contributions on any aspect of the CVI process, the issues being
    explored by the CVI process, and/or any subject of interest to a resident of the
    community where the "Community Journal" is located. Entries may be categorized
    according to topics, and may include comments, questions, suggestions, resource
    recommendations, links, etc. There may be as many as 5 copies of a "Community
    Journal" in each CTLC. [Note: Entries in the "Community Journal" may be used as part
    of the evaluation process (see "Evaluating the Process", Section 14).
6) "Clearinghouse" information (which will accumulate) on "things people can do
    in the everyday circumstances of their lives" to deliberately channel time, energy, and
    money so that such input contributes, in every way possible, to resolving the challenges
    identified as priority challenges
7) Listings of employment opportunities in the local community

B. Residents are encouraged to participate in as many steps or parts of the CVI process as possible, and in as many ways as possible (as active participants, as volunteers, as observers, in a variety of support roles, etc.) as every positive and constructive effort will

1) contribute to accumulating and integrating the knowledge and skill sets
    necessary for the highest percentage of people to act wisely in response to challenges
    identified as priority challenges

2) help people to deliberately channel their time, energy, and money into the
      creation of "ways of earning a living" which are directly related to resolving high priority
      challenges
3) assist with outreach, partnership formation, and development of service
      capacity for a significant number of already existing (or forming) organizations and
      businesses
4) help to build a high level of consensus for specific action plans, which will
      help inspire additional support from people, businesses, and organizations with
      significant resources

C. Residents are urged to encourage and support each other (and advocate for the welfare of the entire community) by making positive and constructive contributions to public discourse, workshop and meeting discussions, informal discussions—to any other elements of the CVI process—and to any other elements of everyday community life which may increase the greater good of the whole.

D. Residents are specifically encouraged to "vote" ("voice their views") submit one (1) "Final Version" document for Steps 5, 6, 7, 9, and 10. The document should be submitted to the CTLC Coordinator during the days and hours designated for this part of the process, to facilitate the compilation and summary process. Deadlines for such "votes" will be posted well in advance, and the compilation and summary process will be closely monitored to ensure that the process is transparent, well-documented, and fair. (For more information about how the "voting" process will be monitored, see Section 8 "Verifying the Integrity of the 'Voting' Process", in "The IPCR Workshop Primer", at http://www.ipcri.net/The_IPCR_Workshop_Primer_Feb_2010.pdf).

E. Residents are specifically encouraged (by this proposal) to carefully consider the additional concept of creating a "sister community" relationship with a community in another country where there has been well-documented calls for assistance with basic human needs. Having a "sister community" relationship of this nature as an ongoing project in a community can do much to bring compassion for our fellow human beings to the forefront, as a critical part of resolving the challenges of our times.

F. Concluding Comments

Hopefully

1) by providing a well-organized CVI process, CTLC's and ongoing workshops   and
2) by encouraging formal and informal meetings between people in the
      neighborhoods and local communities (for discussion, information
      sharing, mutual support and encouragement, fellowship and friendship, etc.)

the results will include the building of a close-knit community of people

      with a healthy appreciation for each others strengths
and   with a well developed capacity to resolve even the most difficult challenges
         of our times

Appendix F

The IPCR Initiative "Constellation of Initiatives" Approach to
Accelerating Solution-Oriented Activity—4 Descriptions

1) "The Potential of Community Visioning Initiatives (in 305 Words)"

An essential question is how to address the uncertainty which is causing much hesitation at a time many may regard as one of the most critical crossroads in history.

Community Visioning Initiatives can be described as a series of community meetings designed to facilitate the process of brainstorming ideas, organizing the ideas into goals, prioritizing the goals, and identifying doable steps. One of the main goals of Community Visioning Initiatives is to maximize citizen participation in identifying challenges, and in solution-oriented activity.

The job fairs which come at the end of the Community Visioning Initiative process provide opportunities for all key stakeholders in the community (businesses, organizations, institutions, government, etc) to demonstrate their upgraded awareness—and their interest in the welfare of the community—by offering and facilitating new employment opportunities.

One possible addition to this kind of citizen participation approach can be that people (especially unemployed people) who deliberately direct their investments of time, energy, and money towards assisting the Community Visioning process—and supporting and sustaining the solutions identified by the Community Visioning Initiative—could receive, as encouragement, local currency. Such local currency can, in its turn, be spent in ways which are particularly helpful to building stable and sustainable local economies.

This approach emphasizes "asking for ideas", giving people an opportunity to become actively involved in a solution-charged environment, and providing a means for unemployed people to earn a living—and is especially appropriate to the goals of creating large numbers of solution-oriented and sustainable jobs, reducing future-oriented uncertainty, minimizing the risk of "transformation unemployment", and reducing the likelihood of future debt crises.

1000 time-intensive Community Visioning Initiatives, in communities around the world, would create an exponential increase in solution-oriented investment, an exponential increase in solution-oriented employment, and an exponential increase in our collective capacity to overcome the challenges of our times.

2) "The IPCR Initiative: Creating a Multiplier Effect of a Positive Nature" (11 pages)
        From "The IPCR Journal/Newsletter (Winter 2010-2011 issue)
        (at http://www.ipcri.net/The_IPCR_Journal_Newsletter_Winter_2010_2011.pdf)

3) "A Four Page Summary of The IPCR Initiative" (4 pages)
        From "IPCR Outreach 2011"
        (at http://www.ipcri.net/A_Four_Page_Summary_of_The_IPCR_Initiative.pdf)

4) "Draft Critical Challenges Assessment Section #7 ('Commentary') A Marginalization of the Treasured Wisdom of Religious, Spiritual, and Moral Traditions"
        From the "IPCR Critical Challenges Assessment 2011" Project
        (at http://www.ipcri.net/Critical-Challenges-Assessment.html)
        (see http://www.ipcri.net/Draft_Section__7_Commentary_Marginalization_of_Wisdom.pdf)