

Date: January 19, 1960

To: Armstrong, Reynolds and ICA participants

cc: Larson, Griswold, Kesler, Cunningham, Stevens, Moldstad, Farris, Curi, Pfaff, Frye, Koontz, Rowe, Black, Skinner

From: Ted Cobun

On Thursday, January 14, 1960, Jim Armstrong, Jim Reynolds and I held a mutual campaign meeting with Mr. Taylor of Flanner House and with Mr. Yoho, Mr. Mason, and Mr. Patton and Mr. Calli of the State Board of Health and Crossroads Rehabilitation Center.

We spent the morning with Mr. Taylor of Flanner House, who kindly introduced us to members of his staff namely Mr. Bynum and Mr. Fox. Mr. Taylor explained to us the history of Flanner House and its development and its development throughout the years since 1943. He discussed with us the role played by Flanner House as a social agency, particularly in census tract #20. He further clarified the nature of the clientele of Flanner House and discussed with us some of the kinds of problems which appeared to be the ongoing daily work of that social agency.

Mr. Taylor pointed out that there were several possibilities for campaigns which would be valuable for the experience of the ICA participants as well as to the client institution. One of these problems was the interpretation of the Flanner House program both to the public in general as well as to sponsoring agencies such as the United Fund. He pointed out that it was necessary to continually present a clear picture of the ongoing functions of Flanner House to many kinds of groups and if this picture could be structured by the ICA group and presented in a way which would facilitate the diffusion of this message it would help Flanner House considerably as well as to provide an experience of some quality for the ICA group.

Another program which would lend itself well to a campaign is the program of housing which is carried out by Flanner House. This is a program in which the clientele of Flanner House is able to develop their own improved housing by participating in self-help activities. He pointed out that more than 100 houses have been built under this program and that at present it is a relatively simple matter to secure monies for financing such housing, providing that the person seeking such a mortgage fulfills the requirement of the program.

A third possibility is a campaign which would express to the public in general and interested groups in specific the needs for assistance for Flanner House clientele who are forced into relatively early "retirement". This problem arises from the need of relatively unskilled persons in the Flanner House area who find themselves involved in a high rate of turn-over in jobs, as well as in being unable to maintain the youthful vigor required of personnel involved in their kind of laborious work.

Along with Mr. Bynum, Mr. Fox and Mr. Taylor we had lunch at Flanner House and were able to discuss further some of the ramifications of the prospected campaign subjects.

After leaving Flanner House we continued our visit to the State Board of Health, where we met Mr. Mason. Mr. Mason took us to the office of Mr. Yoho and introduced us. We spent some time in the office of Mr. Yoho, discussing the possibilities and adequacy of conducting a campaign with the Crossroads Rehabilitation Center in Indianapolis. Mr. Yoho expressed his enthusiasm of undertaking such a project and after informing us of some of the work which the Rehabilitation Center is doing, called Mr. Patton, the Director of Crossroads Rehabilitation Center, and arranged for us to visit there that afternoon. Mr. Mason transported us to the Center where we were introduced to Mr. Patton and to Mr. Calli, who is Mr. Patton's associate. Mr. Patton was very enthusiastic about the possibilities for a campaign being conducted in cooperation with his Center.

Some of the possibilities for campaigns with the Crossroads Rehabilitation Center were pointed out by Mr. Patton as being the interpretation of the Crossroads program to the public in general and to sponsoring agencies as the United Fund.

He also suggested that a campaign might be undertaken with such athletic activities as the wheelchair basketball program and other forms of sports in which rehabilitating persons have been involved.

A third kind of program was interpretation presented as being the interpretation of a building program designed to increase the facilities of Crossroads Center.

Mr. Patton touched briefly on the subject of physical restoration as the mission of Crossroads Center and suggested that this might develop into a campaign project.

After leaving Crossroads Center we discussed the opportunities offered to us by Mr. Patton to Mr. Mason. We then returned to Bloomington.

On Wednesday, January 20, 1960, Mr. Taylor, Mr. Bynum and Mr. Fox of Flanner House, as well as Mr. Mason, Mr. Calli, and Mr. Yoho of the State Board of Health, will be coming to the Audio-Visual Center. At that time, they will be presenting the basic organization of their respective institution to the ICA participants. There will be time allotted for presentation by our guests, and discussion by ICA participants. The meeting will be held from 1:30 P.M. till approximately 5:00 P.M., in classroom between building I and J. Those who wish to attend may be there at 1:30 P.M.

File: Etr-109-110
Meeting of all ICA Participants
with Campaign Clients

~~Date: January 20, 1960~~

To: Cunningham, Griswold, Kesler, Koontz, Larson, Moldstad, Pfaff, Porter,
cc: Black, Callahan, Curl, Frye, Guss, Knapp, Knowlton, Marfleet, Patron,
Reynolds, Rowe, Ritchie, Stevens
From: Ted C. Cobun

On January 20, 1960 at the Audio-Visual Center in classroom I-J the campaign clients made their initial presentations to the ICA participants regarding the fundamental organization and purposes of their respective institutions. In addition to all of the ICA participants there were present Mr. Malcolm Mason, of the State Board of Health, Indianapolis, Indiana, as well as Mr. Calli of the Crossroads Rehabilitation Center, Indianapolis, Indiana. From Flanner House were Dr. Joseph Taylor, Program Director of Flanner House as well as Mr. Bynum and Mr. Fox.

Previous to the meeting the visiting clients had lunch at Rogers Center Dining Hall with the ICA participants. We all sat around in small groups and there was a pleasant conversation which ensued. The client had during this meeting a small opportunity to become acquainted with some of the ICA participants in a more personal manner.

At 1:30 P.M. the meeting opened with an explanation by Mr. Malcolm Mason, State Board of Health, Indianapolis, Indiana, structure and organization of the State Board of Health. He explained in some detail the specific function of the bureaus of the board. He elaborated in more detail regarding the Bureau Health Education, Records, and Statistics. He explained the need of the state of Indiana for records of birth, communicable diseases, and deaths. He also spoke of the free service which the State Board of Health offers from a film library. He explained that the film library makes use of many kinds of films which are secured from sources both commercial and educational. Mr. Mason's talk generated many good questions from the group at large and it appears that each of the questions were answered satisfactorily.

Mr. Al Calli was introduced by Mr. Mason and it was pointed out that Mr. Calli is the Associate Director of Crossroads Rehabilitation Center. Mr. Calli explained the Crossroads Rehabilitation Center as being a private voluntary institution connected with the State Board of Health in a cooperative manner. Mr. Calli showed a film on the Crossroads Rehabilitation Center which was entitled "Crossroads". This film surveyed several case studies and showed in the process several kinds of rehabilitation activities taking place with different kinds of personnel such as a paralysis case caused by a spine tumor, a paralysis caused by a brain injury, the substitution of a prosthetic

device for an arm absent from birth on a small child, and the use of prosthetic hands and arms by an ex-telephone lineman who had been the victim of severe electrical shock. After Mr. Calli made his talk many questions were asked regarding funds, budgets and like matters. Mr. Calli explained how the plan of fees operated on a sliding scale. He also explained that monies came into Crossroads in many different fashions such as by means of wills, outright gifts and endowments. He explained that patients came to Crossroads on the recommendation of physicians and he described and discussed the reasons why the recommendation of physicians were necessary. He elaborated to some extent that patients at Crossroads Rehabilitation Center were always under the surveillance and prescription of a medical doctor, and that the personnel of Crossroads Rehabilitation Center carried out the doctor's prescription in the treatment of the patient.

Mr. Calli explained that the name Crossroads was given to the Rehabilitation Center because of two things. First, Indianapolis, Indiana is referred to as the crossroads of America, also he said that people who come to Crossroads Rehabilitation Center are at a kind of crossroads in their life period. In that they must make a complete rehabilitation from their previous pattern of living. Mr. Calli explained aspects of the total process of rehabilitation period. At this point Mr. Mason interjected with the fact that nine percent of all of the children borned in any one year are expected to be in the exceptional category, that is to say they would have nervous disorders, hearing disorders, visual disorders, etc., He discussed the rehabilitation of the aged, particularly people who have had stroke conditions, and said that in previous years many of these patients would simply remain in bed until they died. With the help of Crossroads Rehabilitation Center these same people became able to again live rich full lives. He discussed upon question the role of the state at Crossroads Rehabilitation Center. He discussed rehabilitation and recreation. And at last he pointed out several of the possibilities for the campaign group.

At the close of Mr. Calli's talk we had a short break. The meeting opened again at about 3:30 when Dr. Joseph Taylor, the Director of the program at Flanner House began to explain the nature, purposes and functions of Flanner House. He opened his address by explaining the nature of a settlement house. It was pointed out that ninety percent of the Flanner House clientele are negroes. This means that they have been confronted in the past and are yet in the presence concerned with the problems of the shift from the rural to the urban existence. One of the main activities of Flanner House is to prepare the clientele of that area for competition within an urban environment.

Dr. Taylor pointed out that the Flanner House program is fourfold. There are programs of social service, vocational aid, housing, and health.

One of the main problems in the social service area is the problem of unsupervised children of working parents. He pointed out that many clientele of the area had

to go to work at such an early hour in the morning that their children were left unsupervised over long periods. Even if they were school age. For this reason they have established a nursery school. Pre-school age children are brought to the nursery school where they are participants in a full program of activities for the entire day. While at the nursery school they are given a physical check daily and a more extensive one over longer periods of time. They receive daily fruit juice, vitamins and have a hot lunch. They are given training of various kinds with their age peers. He pointed out that even children of school age are brought to the Flanner House area where they are able to remain until time for school. Sometimes this is a period of an hour and a half or two hours, during which they can participate in wholesome activities involving either recreation or involving a tutoring service where they are helped with their school work. Dr. Taylor also pointed out that because of the hard work which most of the clientele of the area are forced to do, and because of a lack of training opportunity after the clientele have reached a certain age they are often forced into a kind of "retirement" and at an age which is earlier than most other people retire. This makes another one of the big services of the Flanner House institution a kind of old age assistance program.

The housing program of Flanner House is known nationally and internationally. Dr. Taylor pointed out that because of restrictions to minority groups and because of focusing effects of like people seeking like people there had been in the past a large amount of doubling up in available housing. This causes, of course, a deterioration of available housing. Most of this housing either was or has since become sub-standard housing because of the overcrowded conditions. Flanner House excepted as a problem to find a means for low income groups to use self-help to improve their housing. This program has been carried out by Flanner House since about 1950 and since that time they have built more than 200 houses. The program involves that the individuals who wishes to get a mortgage for his house, works sufficiently to enable himself to build up a \$3,500 more or less equity. When he has completed his work period he is given a mortgage on his own home and then becomes the owner. Dr. Taylor pointed out that the people who have occupied the Flanner housing projects - houses - have been found to be exceptionally good risks, as a matter of fact they are twelve times better risks than groups which are comparable mortgagees. He further pointed out that instead of the property depreciating as was predicted by many people, the property has appreciated which is indicated by the rise in tax valuation.

Flanner House also maintains a health education program. Dr. Taylor pointed out that one of the biggest problems in the health education program was to motivate the consumer. It is the most difficult process to establish a consumer awareness and understanding, and then to motivate him to take advantage of the services which are offered to him. Within the program of health education there is a gardening program, which operated within any available vacant area in

the city. A large plot or a small plot of land is contracted for and then cleared. The clientele which use this lot in a gardening program pay a small fee which helps to defray the cost of the land being cleared and then proceed in the gardening program, sometimes under a cooperative effort. Coupled with the gardening program is a large cannery capable of putting out several jars of canned foods per day. This canning equipment was donated to the Flanner House project by the Ball Cannery Company.

Mr. Jim Fox of the Flanner House staff, projected some colored slides. Dr. Taylor explained that the name Flanner came from the name of the proprietor and manager of the Flanner Mortuary Corp. He explained that Flanner House was actually built from reclaimed bricks and other materials which were present on the lot now occupied by Flanner House and in the form of an abandoned tile works. We saw pictures of the recreational and sports program of Flanner House. We saw an upholstering class in action and saw how the Flanner House clientele could bring to Flanner House, pieces of old furniture and structure them into suitable furniture for use in home.

An extensive series of slides were shown which covered the impoverished areas near by Flanner House. Dr. Taylor discussed some of the social implications involved in such areas and then showed how at least in one area, land was cleared and new housing was developed through self-help. He pointed out that a lot help is derived from colleges in the area and that many students of adult education participate in their programs at Flanner House in order to increase their understanding of the clientele as well as to see the functions of some of the problems. Some of the slides showed the various stages of house building in the self-help program and we also saw interior scenes of new housing.

We saw slides of the Morgan Health Center and Dental Clinic showing various of the clientele receiving service from both medical doctors and from volunteer personnel. Pictures were shown of food demonstrations being made to various womens groups and other slides showed the staff workshop which is an annual feature of the Flanner House program. Some pictures of past campaigns were showed by Dr. Taylor and other slides showed international groups of various kinds participating in the four programs of Flanner House. A question and answer session ensued after Dr. Taylor's talk and a large amount of interest was displayed by the ICA participants. At the close of the meeting the clients left for their respective agencies saying that they had had a good time and they expected to have some fruitful campaigns from our interested of participants.

File: ETR 109-110
Re-section of ICA Students

Date: January 22, 1960

To: ICA Students

cc: Larson, Black, Callahan, Curl, Cunningham, Frye, Griswold, Armstrong, Guss, Kesler, Knapp, Knowlton, Koontz, Moldsstad, Marfleet, Patron, Pett, Pfaff, Porter, Reynolds, Ritchie, Rowe, Stevens, Metcalf, Shoemaker

From: Bobun

For purpose of scheduling and the evolvement of campaign groups, the present ICA Participants are herewith divided into two groups as follows and will be known as Group C and Group E, respectively.

Group C

(Communications Media Leadership)

Abbas, Husny
Assedri, John
David, Marlene
Do, Le Ba
Effendie, Anwar
Olouch, Justus
Ortiz, Zacarais
Saeed, El Tayib
Saleem, Muhammad
Santosoy, Rachmat
Shadare, Festus
Yang, Han Sok

Group E

(Audio-Visual Education Leadership)

Frota, Maria Jose
Hmud, Nicola
Kumut, Pruang
* Kahng, Kum Yer
* Jo, Weon Suk
* Kim, Sang Hyun
* Kim, Soo Bai
* Kong, Yoon Tack
Orkweha, Sudat
* Pak, In Shil
Poomipark, Chom
Rehder, Susie
Shoomuangpak, Chantra
* Wee, Chong Heum
* Yoo, Tae Young

*Combination Group. This means that they will function primarily as audio-visual education media leadership participants but will, at an appropriate point in their campaign experience, make a short 16mm motion picture film.

File: ETR-109-110
Meeting of all ICA Participants with
Campaign Clients

Date: January 22, 1960

To: Cunningham, Griswold, Kesler, Koontz, Larson, Moldstad, Pfaff, Porter

cc: Black, Callahan, Curl, Frye, Guss, Knapp, Knowlton, Marfleet, Patron,
Reynolds, Rowe, Ritchie, Stevens, Armstrong

From: Ted Cobun

On Friday, January 22, 1960, all ICA participants went to Flanner House at Indianapolis, Indiana.

On arrival at Flanner House we were met by Dr. Joseph Taylor, Program Director, and by his associates, Mr. Alvin Bynum. From this point the group was conducted on a tour of Flanner House. We saw the nursery school in action, as well as the shop in which parts for the housing project were built. In the shop the director of the shop explained to us the use of jigs in construction of the parts of the kinds of houses used in the project. He explained that the housing project was organized on an assembly line basis. The group asked a number of questions regarding materials and methods of assembling. After leaving the shop we went to the cannery. Since the canning period is only three months long, the cannery at Flanner House is utilized for other kinds of activity during the remaining nine months period. It is at present being used for projects in furniture reconstruction and upholstering. Mr. Bynum who was guiding the group at this time explained the equipment of the cannery in detail and answered several questions asked him by the group. Questions were also asked regarding the upholstering classes and their functions in vocational help.

The next building we visited was the Morgan Health Center, which is also part of the Flanner House operation. At Morgan Center we saw a food demonstration unit and some of the clinics in action. The director of the Center explained to the group that Morgan Health Center was not a competitive enterprise with the doctors of the neighborhood. It was, instead, a cooperative enterprise since all medicines and treatments which are given at Morgan Health Center are done only with the permission of attending physician.

After leaving Morgan Health Center we returned to Flanner House proper and had a very excellent lunch prepared for us by the Flanner House kitchen staff. After the meal a question and answer question-session was conducted by Dr. Taylor.

After dinner we were conducted on a tour of the finished houses of the Flanner House program. The director of the tour very wisely guided our cars through the Flanner housing area as well as some of the adjacent poorer areas. After this tour the group stopped for a short time at a shopping center near Crispus Attucks. After a short while at the center we continued on to the new area where Flanner housing projects are building a number of new homes. In these homes the ICA participants had an opportunity to discuss the process of building, as well as the materials used and the techniques of using them. This was done with the men who were actually doing the work and who were later to occupy the houses. One of the more interesting items which the group was able to see was a nail driver which is capable of driving nails into concrete because it used an explosive charge. The explosive charge is about .22 caliber. After we had finished with the visit to the housing project we were guided back to the area of the Flanner House and then returned home.

File: ETR-109-110
Calvin Workshop Trip
Kansas City, Missouri

Date: January 25, 1960

60 - 310

To: ICA Participants

cc: Larson, Metcalf, Shoemaker, Griswold, Kesler, Marfleet, Moldstad, Faris, Skinner, Kapost, Reynolds, Frye, Koontz, Howe, Stevens, Pett, Black, Curl, Armstrong, Hassouna, Patron

From: Ted Cobun

Under the guidance of Mr. David Curl, all ICA participants will attend the Calvin Workshop at Kansas City, Missouri from 31 January, 1960 through 4 February, 1960.

The bus will be ready to load participants at 8:30 A.M. at the Graduate Residence Center Dining Hall on Sunday, January 31, 1960. The bus will depart at 9:00 A.M.

Reservations have been made at the Senator Hotel in Kansas City and will be ready for participants upon arrival. Registrations have also been prepared at Calvin Productions, Inc.

File: EMA-109-110
Meeting of all ICA Participants
with Campaign Clients- State Board
of Health and Crossroads Rehabilitation
Center

Date: January 26, 1960

To: Cunningham, Griswold, Kesler, Koontz, Larson, Moldstad, Pfaff, Porter
cc: Black, Curl, Frye, Guss, Knapp, Knowlton, Marfilet, Patron, Keynolds,
Rowe, Hitchie, Stevens, Armstrong
From: Ted Cobun

On Tuesday, January 26, 1960, all ICA participants visited the State Board of Health Headquarters building at Indianapolis, Indiana and the Crossroads Rehabilitation Center in the same city.

On arrival at the State Board of Health we were met by Misses Betty Jones and Martha VanMeter. Both of these ladies are health educators who assist Mr. Malcolm Mason at the State Board of Health. We were taken to the auditorium where we were shown slides on the various activities and aspects of the program of the State Board of Health. The ICA participants were given the opportunity to ask questions and discuss the various pictures which they had seen.

All of the ICA participants had lunch at the Union Building at the Medical Center.

After lunch we returned to the State Board of Health where the Misses Betty Jones and Martha VanMeter divided the groups into two groups and conducted a tour through the various laboratories and departments of the State Board of Health. We saw the I.B.M. computing and tabulation departments, the department of vital records, the laboratories in which water analysis and controls are conducted, the food and drug laboratory, and the pathological laboratory. In most of the laboratories demonstrations and exhibits were made available for the ICA students. Many questions were asked and answered by the people in the laboratories and in the record and computing rooms.

At about 2:30 we left for the Crossroads Rehabilitation Center. At the Center we were received by Mr. Al Calli who had provided coffee for us. The Director of Crossroads Rehabilitation Center, Mr. Roy E. Patton stopped in to say hello to the group and to be introduced. Also with us was Miss Joan Davis, the public relations director of the Center.

Mr. Calli showed a chart and explained all the Crossroads services to the group. He pointed that the Crossroads services consisted of medical services, social services, psychological services, vocational services, educational services, and general services. The general services consist of such things as recreation, dormitory, transportation, volunteers, and funds.

After hearing the services which are provided by Crossroads Rehabilitation Center we toured the Center itself. Mr. Calli demonstrated the type of wheelchair which is used for the wheelchair basketball team, pointing out that it had a heavier type of wheel, axle and spoke. It is, however, a light chair which is easily transported. The first of the Crossroads clinics which we toured was the physical therapy clinic. Here, we saw the parallel bars which are equipped with a mirror by means of which the patients are enabled to learn to walk after they have had some kind of impediment to this process. We saw the hot paraffin bath tanks, the circulating bath tanks, the various weights and devices for attaching them to the anatomy of the individuals involved, and various kinds of rehabilitation tables. From this lab we went to the occupational therapy room in which there were demonstrated various kinds of tools and devices which the Center uses for strengthening muscles. We were also privileged to see the vocational therapy laboratory and the speech therapy laboratory. Questions were asked by members of the group and after a most profitable tour we returned to Bloomington.

File: LTR-109-110

Campaign participants for Flanner House
and Crossroads Rehabilitation Center

Date: February 1, 1960

To: Armstrong, Black, Curl, Cunningham, Frye, Faris, Griswold, Guss, Kesler,
Knapp, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pfaff, Porter,
Reynolds, Ritchie, Howe, Vianna

From: Cobun

The following people are on the Flanner House and Crossroads campaigns:

Flanner House

Zac Ortiz
Marlene David
Yang Han Suk
Saleem
John Assedri
Saeed

Crossroads rehabilitation Center

Anwar Effendie
Justus Olouch
Festus Shadare
Husny Abbas
Le Ba Do
Santoso

File: ETR-109-110
New Arrivals, ICA Programs

Date: February 1, 1960

To: Armstrong, Black, Curl, Cunningham, Frye, Griswold, Guss, Kesler, Knapp,
Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pfaff, Porter,
Reynolds, Ritchie, Howe, Vianna, Faris
cc: Metcalf, Shoemaker, Clark
From: Ted Cobun

We expect several new arrivals to enroll in our ICA programs. These will be enrolled in the following programs:

Iran-----Capt. Mohamad Bassery- special
Iraq-----Abdul Mehrous - Communications Leadership Program
Iraq-----Adnan Al-Moniey - Ed. Media Leadership
West Indies-----Thomas A.J. Lee - special

The above named persons arrived January 29, 1960 at about noon.

The following will arrive on Sunday, January 31, 1960, at 11:28 A.M. :

Iran-----Mohamad Razeghpanah -uncertain

File: ETR 109-110
Proficiency Tests

Date: February 3, 1960

To: ICA Students

cc: Armstrong, Black, Callahan, Curl, Cunningham, Frye, Griswold,
Guss, Kesler, Knapp, Knowlton, Koontz, Larson, Moldstad,
Marfleet, Patron, Pfaff, Porter, Reynolds, Ritchie, Rowe,
Silberman

From: Cobun

All students will take the Ann Arbor English Proficiency Examinations on Saturday, February 6. Please report promptly at 8:00 A.M. in Room 135, Education Building. Mrs. Pomeroy of the Bureau of Measurements will give the exams at exactly 8:00 A.M.

File: ETR 109-110
Campaigns
Responsibilities,
Roles of Participants

Date: February 5, 1960

To: Abbas, Assedri, David, Do, Effendie, Oluoch, Ortiz, Saeed, Saleem, Santoso, Shadare, Yang, Frota, Hmud, Kumut, Kahng, Jo, Kim, Kim (Soo Bai), Kong, Orkweha, Pak, Poomipark, Rehder, Shoomuangpak, Wee, Yoo, Armstrong, Faris, Larson, Moldstad, Reynolds

cc: Black, Callahan, Curl, Cunningham, Griswold, Guss, Frye, Kesler, Koontz, Knowlton, Marfleet, Patron, Porter, Rowe, Taylor, Bynum, Fox, Calli, Patton, Mason, Yoho

From: Ted Cobun

The following is a description of the roles of responsibilities through which each of the members of the campaign groups might move and in which they might function as a part of the leadership training, as well as the facilitation of progress in the campaigns.

Chairman - Presides at all meetings. Attempts to keep the progress of the group in motion by inviting suggestion and analytical comment from the other members of the group. Clarifies and summarizes when appropriate. Seeks to delegate responsibilities to the other members of the group. Attempts, mentally, to reconnoiter the ground ahead in an effort to guide the group to areas of fertile production through persuasion.

Recorder - Keeps record of all group meetings. Prepares written report according to proper form. Highlights all proposals accepted by the group, as well as decisions made by them. Keeps records of all pertinent names, addresses, and phone numbers. Maintains a file of all correspondence and orders.

Administrative Executive - Becomes familiar with costs of materials and budget availability. Keeps records of all expenditures. Knows how much material is on hand. Helps group to maintain a balance between funds, expenditure, and production.

Photographer - Makes complete documentation of all significant group activities. Maintains a carefully edited negative file, one negative per envelop, labeled with the campaign identification number and the number of the negative, e.g. 109-K #1.

Makes 4x5 inch print of each good negative envelop. Makes two 8x10 inch prints, with four 4x5 inch prints to the sheet, and gives these to Jessie Patron. Submits a record of expended materials to the Administrative Executive.

Equipment Manager - Consults with all campaign members regarding their equipment needs presently and in the future. Reserves and checks out all such equipment. Assists in loading equipment into transportation when appropriate. Assists in setting up and using equipment. Returns all equipment to its source after use.

Coordinator - Attempts to help in any way needed during the operations of the campaign. Assists photographer. Assists equipment manager. Assists recorder. Attempts to make the operations of the group as effective and smooth as possible by being alert to developing needs and filing these needs as they arise.

All leadership roles involve that some must lead while others must follow. The good leader is one who by quiet example and gentle persuasion keeps the group in motion toward the common objective. All members of the group will have opportunity to serve in all roles. It is hoped that cooperation will be the keynote of every group. Group morale is developed by cheerful activity by all of the group, and the knowledge that each does his best toward the ultimate accomplishment of the desired needs.

Date: February 5, 1960

To: ICA Participants,

cc: Armstrong, Black, Callahan, Cunningham, Curl, Griswold, Guss, Frye, Kesler,
Knapp, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pfaff, Porter,
Reynolds, Ritchie, Rows

From: Ted C. Cobun

On February 5, 1960 at 10:00 A.M. we were privileged to hear a talk by Mr. Adrian Ter Louw, Education Consultant, Eastman Kodak Company, Rochester, New York. The following are highlights of Mr. Ter Louw's address.

Mr. Ter Louw assumed that the ICA participants might be wondering why that a company like Eastman Kodak was concerned with a group such as the ICA group, or why they would be concerned with educational communicators in general. He pointed out that the Kodak Company assumed as a moral obligation in a democratic society that their role was to keep their consumers as informed as possible regarding the most effective uses of communications materials in general and of Eastman Kodak products in specific. One of the most valuable assets that Kodak Company has is the feedback which they get from the consumers. This feedback helps them to improve and otherwise modify their products to more satisfactorily meet the needs of the consumers. In the interplay between the consumer and Kodak Company the major concern of the Educational Consultant office is to help to improve understanding amongst people. In this role from the consumer is greatly welcomed. One of the more important jobs which Kodak Company has is to trouble shoot to help to solve the consumers problems.

The office of the Education Consultant at Eastman Kodak takes as one of its basic precepts that the work of any one person depends on how well he enables others to do more. This office is continually attempting to eliminate the indispensable man. A system is developed which is self-perpetuating. In order to develop a communications system which helps to develop the consumers use of communications materials a good staff is not developed by means of a formal class education. This is due to the individual differences in the members of the staff. A more important feature of the Education Consultant's office is the open-door policy. The Education Consultant is always available for advise, facilities and help both to his staff and consumers of Kodak's goods.

Mr. Ter Louw pointed out that one of the emphatic efforts undertaken by his office while helping and training members of the staff is to teach these members to analyze their audience. This they call determining WHO. This involves finding out the age, sex, status, background, previous related experiences, the technical and aggression vocabulary to include both hate and love words used by the audience, as well as how long, how soon, and where the audience is to be contacted. Mr. Ter Louw claims that too many communicators are only subject matter specialists.

Another point of emphasis is, what is the effect or PAYOFF which is expected. In this regard the communicator must determine what he is trying to do. Attitude change by the Consultant's office is assumed to be changing values by means of which judgements and decisions are made. The communicator might also be attempting to improve performance or skill. The skill can be an intellectual or a motor skill. Knowledge itself is only an incidental tool, but comprehension, the visualization of relationships, and a determination of status is more effectively attained by analyzing responses to contrived situations. In such a way more information is obtained than by asking questions. At this point Mr. Ter Louw stated that a man can be educated to be a leader. This is done not by telling him what to do -- but by contriving a set of experiences within which he can function to his capacity of effectiveness. A leader does not delegate work -- he delegates responsibility.

Another important role of the Consultant's office is to enable his staff members to make decisions. In order to make decisions data is required, but the reliability of the data is most important. The determination of the reliability of the data is an aspect of training of the leader.

A good communicator is in constant research of his audience. Speaking of research, Mr. Ter Louw pointed out that one of the areas of need of research is in giving more adequate direction to performance. For example, in making a how-to-do-it set of directions, one needs to determine whether the directions to performance should be sequential or cyclic and at which point amplification and repetition is required.

One of our needs in our society is to provide a common experience so that a more effective language of communications can be developed.

Mr. Ter Louw pointed out that as in military science, the process of communications is beset with the need for strategy. One needs to consider how to combat competitive influences, how to infiltrate into the minds of the message receivers and how to control their activities in constructive direction.

In closing his address Mr. Ter Louw pointed out that his office is actually engaged in what they like to speak of as communications engineering. In the process of communications engineering the following points are undertaken as needs for effective problem solvers.

1. Analyze the problem
2. Analyze the audience
3. Form a strategy
4. Provide materials
5. Organize presentations

File: ETR 109
Campaign K -First Meeting
February 9, 1960

Date: February 16, 1960

To: Abbas, Effendie, Oluoch, Shadare, Santoso, Reynolds,
Cobun, Mason, Yoho, Calli, Patton

cc: Armstrong, Black, Callahan, Curl, Cunningham, Griswold,
Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson,
Moldstad, Marfleet, Patron, Porter, Ritchie, Rowe

From: Is Ba Do, Recorder

Morning - 9:00-12:00

The group reviewed past campaign films, sound filmstrips, silkscreen posters, brochures, etc. After that, the group decided to set up the schedule of different jobs for members, and the following schedule was drawn up and accepted by the group.

Period	Weeks	Chairman	Recorder	Photographer	Adm. Officer
1st Period	Feb. 7 to Feb. 27	Oluoch	Do	Effendie	Husny
2nd Period	Feb. 28 to March 19	Do	Effendie	Husny	Shadare
3rd Period	Mar. 20 to April 9	Effendie	Husny	Shadare	Santoso
4th Period	April 10 to April 30	Husny	Shadare	Santoso	Oluoch
5th Period	May 1st to May 21	Shadare	Santoso	Oluoch	Do
6th Period	May 22 to June 11	Santoso	Oluoch	Do	Effendie

Afternoon - 1:30-5:00

The photographer and Administrative Officer checked out a camera, sheet film, flash gun, bulbs, printing paper, from the stockroom. In order to have a nice and good picture of the group to introduce the campaign group to Crossroads, all of us wore white shirts, ties and coats. Two shots were taken with the help of Mr. Pfaff for the formal pose. Two other shots were taken by the Photographer, Mr. Effendie, while the group was in discussion. After the discussion, the group temporarily approved the following questions to be brought up at the next meeting with Crossroads people on Thursday afternoon, February 11, at Indianapolis.

1. What are the problem areas?
2. What kind of audience do you want to reach? 1 or 2 types?
3. What have you done previously?
4. What kind of AV materials would you want to use?
5. How large an area should the campaign reach?
6. What change would you want to bring about in your audience?
7. What is the present attitude of your audience?
8. What are the most common newspapers your audience reads?
9. What is the political inclination of the audience? Do we have to have a survey?
10. How will the materials be used? And what date will be available to use these materials once completed?
11. What media can we prepare for you?
12. What contacts do you have with TV facilities, etc?
13. Will the film be shown to the general public and to social clubs, etc.

Before adjournment, Effendie returned with the processed negatives for the group's approval. He was congratulated for the good shots he made and the quick job of developing the negatives.