

# ISI Conversations

Newsletter of the **Asilomar Design Conversation Community**,  
an affiliate of the **International Systems Institute**.

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## *ISI MISSION STATEMENT*

*The International Systems Institute is a non-profit, public benefit, scientific and educational agency. Organized as a community of scholars and practitioners and a network of institutions, ISI aims to apply systems and design thinking: [1] to create models and methods for the design of educational and other human activity systems, [2] to develop resources for systems and design learning, and [3] to design models and methods for social and societal systems.*

**CONFERENCE BULLETIN**  
**FOR THE FIFTEENTH INTERNATIONAL CONVERSATION**  
**ON THE DESIGN OF SOCIAL SYSTEMS**  
**AT THE ASILOMAR CONFERENCE CENTER**  
**SUNDAY, NOVEMBER 14 THROUGH FRIDAY, NOVEMBER 19.**

Greetings,

The week in November for our next Conversation is quickly approaching. This year will give us an opportunity to try a few new things as we meet on a slightly different schedule. Our teams look exciting as we continue to explore some issues but also add new topics. We are continuing to define ourselves as a community and hope that each of you will share your vision of what we may become. We face tremendous challenges in our nation and the world. Our group, the Asilomar Conversation Community, affords us an opportunity to join together to take steps toward a peaceful and sustainable future. Good people with great vision and great commitment can truly design the future. I look forward to our time together this fall with both the energy of our conversations and the strength and comfort of our caring community.

In Service,

Peggy Gill  
Conversation Coordinator and Facilitator

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## A GUIDE TO OUR YEAR 'ROUND PROCESS

by Bela H. Banathy and Sue McCormick

### PHASE ONE: PROGRAM ANNOUNCEMENT AND TEAM IDENTIFICATION/SELECTION

Mid- to late March: Research Team Topics are announced in the newsletter/ bulletin. Participants respond using the attached registration form. This form serves two purposes: (1) It gives the Conference Planning Team information related to expressed interest in research topics so teams can begin to coalesce; and (2) It provides critical information related to reserving a block of rooms at the Asilomar Conference Center.

Late March to Mid- April: The Conversation Planning Team, using input from conference registrants and others expressing interest, begins to clarify research teams and connect registrants with team coordinators.

April: Team Coordinators send to all interested members an elaboration of the topic/theme that includes a brief history of the team's work from previous conversations year' round inquiry, as well as a list of recommended readings. This list will include earlier topic-relevant summary reports.

### PHASE TWO: PREPARATION

The preparation phase of the research conversation serves a critically important purpose. Preparation enables participants to explore topic-relevant knowledge bases, and in so doing, come to the Conversation with a rich set of core ideas. Preparation also gives team members a chance to interact with one another, sharing background experiences and current systems design research interests. This early interaction is usually electronically mediated.

From Conversation experiences of the past 20 some years, we have learned that the success of the program greatly depends upon the team's generation of a substantive knowledge base prior to being together for the week. We are also learning that team interaction during the preparation phase has some positive effects on the quality of the conversation during the week we are together at the conference.

We strongly urge participants new to the design conversation process to identify a team early in the year, and begin the preparation phase with that team. If during the preparation phase, research interests change, it is always possible to change teams, assuming the team of interest is open to new members.

April-September: Participants (1) Explore the knowledge base of the research topic; (2) Prepare a "think paper" that (a) presents a brief personal introduction, (b) specifies personal interest in and previous work on the topic, (c) summarizes knowledge base findings, (d) states core ideas about the topic, and (e) states expectations for the learning and work of the team; (3) Mail copies of the input "think paper" to all members of their research team.

Mid September -Mid October: Team coordinators develop a preliminary, proposed agenda of their team's "theme," based on a synthesis of the input papers and mail it to the members of the team. Members of the team continue to explore current knowledge sources and generate ideas that they will bring to the group work during the conversation week.

**PHASE THREE: THE CONVERSATION**

During the first sessions of the Conversation, teams review their agenda and develop triggering questions that guide the conversation. The teams are encouraged to use generative and strategic dialogue methods. Periodically throughout the week, research teams report on their progress, and those interested in inter-team learning and dialogue may pursue that experience in the evenings. Another option for inter-team learning emerged at our conference in the late nineties, and this is a daily Round Table conversation, held before breakfast at an announced location.

In the final team sessions of the week, each team decides whether members wish to continue to work on the theme, modify the topic or select a new area of focus. On the final evening of the conference, participants present their work and findings to the large group. They also announce whether or not the team plans to continue their research into another Year 'Round Conversation Cycle. On the final morning of the conference, participants engage in a preliminary design and planning session for the following year's conference and for the projects that may involve inter-team collaboration. Participants are asked during this last session to formulate their "valuations" of the Conversation experience.

**PHASE FOUR: FOLLOW-UP**

Mid November - Early March: Teams develop (1) A Summary report of their learning and substantive findings, (2) A summary description of program recommendations for the Asilomar Conversation for the upcoming year, and (3) A final formative evaluation of the overall conversation experience.

Mid January - Mid March: Individuals develop and submit scholarly papers based on their work with the topic. The papers will be published as a compendium of proceedings and selected papers will be included in special issues of international systems journals.

Mid March on: We initiate the beginning phase of the Asilomar Year 'Round Conversation cycle for the upcoming year.

**RESEARCH TEAMS FOR 2004** by Team Leaders

(For photos of our 2003 Conversation, see  
[http://www.networkeddemocracy.com/photogallery/ACC2003/acc\\_2003\\_photo\\_gallery.htm](http://www.networkeddemocracy.com/photogallery/ACC2003/acc_2003_photo_gallery.htm))

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**RESEARCH TEAM A: Positive Social Action System (PSAS),**  
Doug Walton, [doug@networkeddemocracy.com](mailto:doug@networkeddemocracy.com)

The Current Challenge

Contemporary global society is beset by numerous, pressing predicaments. Many of these predicaments are structural and systemic in nature: the world's resources are being depleted with abandon while unrestrained economic growth is the rallying call of the developing world; billions of dollars are spent on pornography and entertainment while children starve all over the world; the war on terrorism appears to be fanning the embers that fueled it rather than putting out the flame.

Whether or not one agrees which position should prevail, there is no authentic forum for socially conscious

businesses, individuals, government organizations, non-profit organizations, spiritual/religious organizations, and other entities to conduct effective discourse about defining pressing societal challenges and how to best approach them. Although innumerable well-meaning charitable organizations and individuals exist, it seems that their efforts are often uncoordinated and narrowly focused on band-aid solutions. In the majority of cases, the available money, time or other resources are spent to pursue a foregone conclusion or worse, an implicit assumption. The members of Research Team A contend that this is resulting in the sub-optimal application of resources meant to do "good" in the world due to lack of a discourse that nurtures and sustains a unified vision for the future.

#### Our Assumptions

- To solve societal problems that are structural and systemic in nature, people must participatively redesign them.
- The efforts of diverse social initiatives must be integrated
- Our values include equality, diversity, open-mindedness, harmony, justice, and the right of all persons to be involved in the design of the community that they inhabit

#### Our Goal

Research Team A intends to explore the creation of an enabling system (community) for socially aware organizations and individuals to engage in dialogue, design, and implementation of new societal systems. This enabling system will support dialogue and coordinated, intentional action by multiple, dispersed communities. Some of our guiding ideas include

- How can we work through, not against, existing organizations and institutions, such as for-profit concerns and governmental agencies?
- How can players at all levels of society be facilitated to create their own, shared image of the future?
- How can the work in creating, implementing, and operating this system be partitioned so that large numbers of people can be included without having to participate in every detail of such a complex system?
- What kind of a system could concerned parties (organizations as well as individuals) use as a tool to generate effective discourse to identify available resources and determine how to best apply those resources toward the betterment of some aspect of society?
- How could this system use multimodal communications in the sense of effectively and dynamically employing face-to-face and computer-mediated communication?

#### Who Benefits?

This work should benefit any individual or organization that truly wants to improve society. The resulting system will provide the methodological, organizational, communications, and technical arena for authentic participation where the parties involved can reach shared agreement about the best alternatives to pursue.

#### How Will the Research Be Conducted?

Our team is in place now and beginning to explore initial issues, using evolutionary systems design as the general methodology. Some general next steps may include

- What are the guiding philosophy, theory, and methodology for such a system?
- Who are the relevant stakeholders?
- How could this system be piloted?
- Who should be the designers?
- What are the specifications of this system?
- What is the guiding model of this system?

The primary means of communication for the next few months will be phone, email, and a team discussion board space.

#### Who Are We?

- Doug Walton
- Jed Jones

- Dinesh Chandra
- David Gutzwiller

Who Can Join Us?

Membership is by invitation. Invitees are expected to agree to the following criteria:

- High participation year-round, both online and face to face
- Deep alignment with the values and assumptions
- Willingness to equip yourself with, learn, and use some fundamental collaboration technology (e.g., broadband lines, instant messaging, webcam, etc.)
- Submission of preliminary input paper on why you want to participate and what key questions you are exploring in this area (minimum of 500 to maximum of 1500 words)

If you have an interest in this topic and believe that you can make a contribution, send your input paper to [doug@networkeddemocracy.com](mailto:doug@networkeddemocracy.com). It will be reviewed by the current core team. The upper limit for the team is 12 members.

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**RESEARCH TEAM B: The Fire & Flame of ISI**  
 Christine Wailand Harrison, [cwailand@cybertrails.com](mailto:cwailand@cybertrails.com)  
 Judith Bach, [elkephant@earthlink.com](mailto:elkephant@earthlink.com)

This research group, as the Design Team, will formulate ideas around the evolution of ISI. There is a strong sense that the time has come for us to renew the core of ACC.

The format of our inquiry is a Future Search conference during ACC '04. By reflecting on where we have been, we may be able to take responsibility of where we would like to go.

Following is a draft of our schedule:

Day 1 (Sunday 11/14) Afternoon	* Focus on the Past (coord.w/Historian)
Day 2 (Monday)	* Focus on Present, External Trends
	* Continue – Trends
	* Focus on Present, Owning our Actions
	* Ideal Future Scenarios
Day 3 (Tuesday)	* Identify Common Ground
	* Continued – Confirm Common Ground
	* Action Planning
Day 4 (Wednesday)	* Action Planning (coord. w/Kernel Design)
	* Preparation for Presentation
Thursday/Friday	* Group presentations
	* Follow up actions

Suggested reading: Any of Bela H. Banathy's works on the Design Process and *Future Search, An Action Guide to Finding Common Ground in Organizations & Communities* (Weisbord & Janoff)

As the initiation of the beginning phase of the Asilomar Conversation cycle we ask participants for an input paper. This paper could describe your experiences at previous ACC conferences related to Bela's concept of Systems Service and/or any of the ways that you have implemented what you have gained from these conversations into your own community or workplace. If you are new to the Asilomar Conversation Community, please write about what you envision in this context. ISI's mission, core values, a proposed manifesto, stewardship definitions, the Year- round Process and other related foundational work for ACC is available.

For those not familiar with the Future Search format, it is a value-based, action-oriented process to find common ground for a shared vision and take responsibility for our future. We look for creativity, to expand possibilities and to enable constructive action.

We propose to do all this to help us grow into the space that Bela has opened up for us.

We look forward to engage as many participants as possible.

Please feel free to contact the coordinators with any questions, concerns or suggestions.

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**RESEARCH TEAM C: The Thread of ISI**  
Coordinator: Diana Ryan; dianafryan@msn.com

As everyone on the mailing list is aware, Diana Ryan, as ISI Historian, is gathering documents and artifacts of ISI history. These are threads that bind ISI as an organization and a culture. The data will be of value to the re-design process and, therefore, if you are interested in contributing to the creation of our story, please join Diana in the tedious and the sublime. The intention is to put the survey outcome into useable and interesting form (minimally, documents could be indexed, for example and stories simply listed) and to weave the thread of the story around the Kernel, Fire and Flame that are the heart of the ISI fabric.

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**RESEARCH TEAM D: Evolutionary Development -Sponsored by Syntony Quest**  
Alexander Laszlo, Ph.D., Kathia C. Laszlo, Ph.D.<alexander@syntonyquest.org>

We'd like to announce the rekindling of our group, originally founded in 1993 as an offspring of the Design Culture research team. Over the years, our team has gone from being Group D - The Design Culture team, to D-Gang, to the ELC team (Evolutionary Learning Community), to the HAC/ELC team (Healthy & Authentic Community and ELC), to a time when we explored Agoras as a form of ELC, to what we would like to propose now: the Evolutionary Development team. We see Evolutionary Development as the process focus for which ELC is but one type of vehicle (and where the Agora is but one type of ELC). Inquiry in the area of Evolutionary Development involves revision of development notions and strategies from a systemic and evolutionary perspective in order to integrate the often isolated areas of human, economic, social, and sustainable development.

Doing more with less, promoting living simply and meaningfully, and creating a sustainable economy where present and future human needs can be met without compromising the natural environment are some of the concrete objectives of Evolutionary Development. Evolutionary Learning Communities, as learning environments where people can learn together about the interconnected nature of our world, the ecological impact of our individual and collective choices, and the joy of finding a meaningful way to contribute to the emergence of sustainable and evolutionary futures, are the social units where Evolutionary Development can be set in motion for the ongoing self-organization of human societies in syntony with the planetary life support systems upon which they depend.

This research team will be explicitly related to the action-research conducted by our organization, Syntony Quest. We will do our best to announce and promote the conversation event as a project of Syntony Quest, and by doing so, we hope to bring people to ISI/ACC events who are either theoreticians or practitioners in areas closely related to evolutionary development. Anyone who has any interest in any of the following types of topics is very welcome to join our team at Asilomar:

- Human, social, and natural capital
- Self-directed sustainable development

- Community empowerment and participatory/anticipatory democracy
- Socio-ecological competence and the evolution of consciousness
- Design of ELCs as evolutionary guidance systems
- Evolutionary Systems Design as praxis
- Syntony as an organizing force in societal evolution

We intend our team to represent an opportunity to do much more than simply share ideas. It will also explicitly cultivate relationship. The emphasis on pattern and process in understanding both the 'what' and the 'why' of the systems we are, makes ISI events rich and rewarding.

Of course, if there is anything we can help clarify for you with respect to any of the above, please do get in touch with us.

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**RESEARCH TEAM E: Organizational Solutions**  
Sherryl Stalinski (s2@auroranow.org)

Traditional applications of systems thinking in organizations have emphasized focus on complex feedback loops and "adaptive" systems. The idea of evolutionary systems, and the design of systems that evolve over time, introduced by Bela H. Banathy, Alexander Laszlo and Kathia Laszlo, however further adds the wisdom that systems, including our human and organizational systems, don't just "adapt" to changing environments, they also can co-evolve with their environment.

Organizations are starting to understand that change is not simply an event to "manage" and "get through" but an opportunity to guide transformation and create long-term viability. How can the traditional and "popular" applications of systems thinking be integrated with new applications from an evolutionary systems perspective to create innovative solutions in the organizational setting? This new team will specifically address concrete, viable solutions for organizational applications of evolutionary systems thinking. The team will also explore how these new solutions can be differentiated from, and integrated with, more widely used complex and adaptive systems processes.

If you are interested in participating on this research team, contact Sherryl Stalinski. (phone: 520-578-2801, e-mail: s2@auroranow.org)-- Sherryl Stalinski

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**RESEARCH TEAM F: Co-operated Roundtables for Schools, Workplaces,  
and Other Organizations or Communities**  
Sue Gabriele (sgabriele@gemslearning.com), Ted Ferguson (tedferguson@gemslearning.com),  
Diana Ryan (dianafryan@msn.com)

The Roundtable Research team met for the first time as an ACC Research Team at Asilomar in 2001. Building on Sue's dissertation research, the team was to create a rich picture of opportunities for future Roundtable research and development. We wanted a flexible design/master plan to help us [1] to continue to locate opportunities for Roundtables; [2] to create Roundtable guides, workbooks, and/or starter kits for interested and potential users; [3] to create promotional pieces for the buyer; and [4] to continue developing the "Roundtable Program" in general and at specific sites.

Our research team goals in 2004:

We continue the formal Roundtable Research Team. This year again, members of the team will take turns facilitating. In this way, we aim to accomplish two goals at once. First, each of us will be able to develop our own rationales, uses, and materials according to our own purposes. Second, we will come together with some unifying principles, texts, ideas, and team report. If you are interested, please contact Sue, or all three of us.

OTHER ACTIVITIES DURING ACC 2004

**MORNING ROUNDTABLE**

Sue Gabriele (sgabriele@gemslearning.com), Ted Ferguson (tedferguson@gemslearning.com), Diana Ryan (dianafryan@msn.com)

We will again be offering a daily morning forty-five minute co-operated Roundtable at 7:30am every morning. In our format, we spend 5 minutes on scripts or readings to guide and inspire us. We then spend 40 minutes on comments or learning reports, time distributed equally among all present. The morning Roundtable is open to all attending the conference--not only those interested in becoming Roundtable facilitators, continuing their current Roundtables, or helping with the Roundtable Program, but also for those who simply want a morning opportunity to connect and reflect in this way.

If this appeals to you or you are an early bird, we hope to see you there! You are welcome to come every day or to drop in when you like. Please contact Sue, Ted or Diana with questions or comments.

**EVENING EVENTS**

Evening conversations / events are currently being planned and/or will emerge. The meetings are scheduled from 7:30-9:30 p.m. Thursday Night will be the Final Team Reports to the Community.

**LOGISTICS**

***THE MONTEREY PENINSULA***

The beauty of the Monterey Peninsula is hard to capture in words. The Pacific Ocean tells its own story, in sounds and colors, in textures and smells. The coast pine and cypress forests that meet the dunes and beaches are a unique ecosystem in the world. Watch and listen for playful sea mammals feeding in the breaking surf close to shore, back lit with a spectacular sunrise or sunset. Throughout the day, watch the graceful white tail deer nibbling meadow grasses and low-hanging cypress needles. The natural beauty of the Monterey Peninsula, to be appreciated, must be experienced. The weather in November is most likely to be cool, but it is unpredictable in that it could be rainy or clear; the climate of the Peninsula is temperate. Daytime temperatures are likely to be in the 60's and maybe 70's (Fahrenheit), while temperatures at night may dip into the 40's or even 30's. Plan to dress casually and comfortably. Layers are a very good idea! Sturdy walking shoes, a necessity.

***EARLY ARRIVAL / LATE DEPARTURE***

If you are planning to arrive a day or two early, you may want to stay at either the Bay Park Hotel or the San Carlos Inn.

The Bay Park Hotel is located at 1425 Munras Avenue, Monterey, CA 99349; Phone 831-649-1020/ Fax 831-373-4258. It is located close to a mall with several good restaurant choices, and it is within a "healthy walking distance" or a short cab ride to Monterey's Fisherman's Wharf. The existing rate is \$85/night. Check-in time at the Bay Park is 4:00 PM.

The San Carlos Inn, a decent motel several blocks from the Bay Park is located at 850 Abrego, Monterey, CA 93940. It is walking distance to downtown Monterey. It has rooms available at \$79/ night. Contact them at 831-649-6332, or Fax 831-649-6353.

If you plan to stay on the Monterey Peninsula after the conference ends, you will need to make your own arrangements for accommodations. You will probably not be able to stay at the Asilomar Conference Center, although you should check with the registration desk; sometimes the facility has extra rooms available. You may want to contact the Chamber of Commerce in Monterey, Pacific Grove or Carmel for a listing of bed and breakfast inns or other local hotels.

### ***THE ASILOMAR CONFERENCE CENTER***

Asilomar means "refuge by the sea." The conference grounds occupy 105 secluded acres of coast pine and cypress forests and dunes, and all of these acres are dedicated to a natural ecological environment. There are many lodges and meeting rooms located throughout the grounds. Forested paths link the guest facilities and other buildings on the grounds. Plan to walk a lot, and please respect the natural environment by walking only on paved walkways. The dunes are particularly fragile, so please use the boardwalks for walking to the beach. If walking is not an option for you, there are "Jitney Buses" that can transport you from building to building on the conference grounds.

What follows is a list of Conference Center amenities:

- Meals - We have our meals together in a large dining hall. Vegetarian meals are available upon advance request (Let us know at registration). Anyone with other special dietary needs should contact Bela Antal by the end of September so that he can make arrangements with the conference center food services.
- Rooms - Our rooms are assigned by the conference center. In the past we have had blocks of rooms assigned together. At least one of the assigned blocks is near the large meeting room.
- Phones, Faxes and Messages - Asilomar's phone number is 831-372-8016. There are no phones in the rooms, but there are house phones in each building on the grounds, for on-grounds calls only. There are public phones at the administration building. Incoming phone messages are received at the front desk and delivered periodically to guests' rooms. Fax services are available at the front desk for a nominal charge.
- Photocopy facilities - There are no facilities available on the Asilomar grounds. There is at least one print/copy shop in Pacific Grove.

### ***GETTING TO ASILOMAR***

**If you are flying to the San Francisco or San Jose airport**, and planning to use public transportation, there is SHUTTLE BUS SERVICE from both airports to the Monterey Peninsula. Schedule and fare information can be obtained from "Monterey/Salinas Airbus" by phone at 831-883-2871 or by Internet at [www.montereyairbus.com](http://www.montereyairbus.com).

**If you're renting a car** at one of the nearby airports, or if you're driving your own car from home, here are directions that should help get you to the Asilomar Conference Center (800 Asilomar Blvd., Pacific Grove, CA.)

- From San Jose/San Francisco: Hwy. 101 S, from San Jose to the Prunedale area. Take Hwy. 156 W (sign will read: To the Monterey Peninsula), being cautious of traffic when merging into the right hand turn lane. Continue on 156 W to Hwy. 1 S toward Carmel. Exit at 68 W off-ramp to Pacific Grove. Stay on 68 W which becomes Forest Avenue. Stay in the right hand lane all the way to Sinex. Turn left onto Sinex. This brings you to the Asilomar gate at Asilomar Blvd. and Sinex.
- From Los Angeles: Hwy 101 N (or I-5 N to Hwy 46 W to Hwy. 101 N). You may then do one of two things: Stay on 101 N into Salinas where you will take Hwy. 68 W to Monterey or, between Spreckles and Salinas, exit at Spreckles off ramp, turn left on Harris and follow the road through the little sugar mill town of Spreckles. At the end of the long row of trees on the main street, take 68 W to Monterey.

Continue on 68 W to Hwy. 1 S toward Carmel. Stay on 68 W which becomes Forest Avenue. Stay in the right hand lane all the way to Sinex. Turn left onto Sinex. This brings you to the Asilomar gate at Asilomar Blvd. and Sinex.

- From Sacramento: Take I-5 S to Hwy 152 W to Hwy. 101 S to Prunedale area. Take Hwy. 156 W (sign will read: To the Monterey Peninsula), being cautious of traffic when merging into the right hand turn lane. Continue on 156 W to Hwy. 1 S toward Carmel. Exit at 68 W off-ramp to Pacific Grove. Stay on 68 W which becomes Forest Avenue. Stay in the right hand lane all the way to Sinex. Turn left onto Sinex. This brings you to the Asilomar gate at Asilomar Blvd. and Sinex.

**CONFERENCE-AT-A-GLANCE**

SUNDAY, NOVEMBER 14 THROUGH FRIDAY, NOVEMBER 19.

A conference schedule is provided for you on the next pages. For reference during the conference, please bring this bulletin with you!

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**Schedule for First Day--Sunday, November 14**

When you arrive at the Asilomar Conference Center, whether coming from the Bay Park hotel or from one of the airports, enter through the Main Entrance (off Asilomar Blvd. and Sinex Ave.). Follow signs through the conference grounds to the Administration/ Registration building where, if you're driving your own vehicle, a parking attendant will direct you to the nearest available lot. If you arrive at Asilomar early, you are free to enjoy the registration building (a charming lodge, complete with rustic fireplace), as well as the surrounding conference grounds and nearby beach.

2:00 p.m. Check-in and register at the ISI/ACC Conference table. Receive a packet of materials, a name tag, and a receipt for your conference fees which include your yearly ISI Fellows contributions.

3:00 p.m. Check in at the Asilomar Conference Registration desk, located in the same administration building, to receive your room assignment and room key (a minimal refundable deposit for the key may be required by the conference center at the time of room registration). Take luggage to your room.

4:00 p.m. Everyone convenes in a large meeting room assigned to our ISI/ACC conference group. When you register, we will be able to tell you the location of this large room as it is assigned to us the day we arrive.

It is very important that you plan to attend this first large group meeting, for it is here that we officially launch the conference! We introduce ourselves, begin to build our community, and share important logistical information.

6:00 p.m. Dinner in the dining hall.

7:30 p.m. Plenary session focused on introducing the research teams, their topics, and the preparation work done to date. Following the large group session, research teams hold their first meetings and launch their conversations.

**Daily Schedule--Monday through Thursday**

- 7:30 a.m. 45-minute ACC Daily Roundtable - Open to all conference participants. Location TBA.
- 7:30 - 9:00. Breakfast in the dining hall from 7:30 - 9:00 a.m.
- 9:00 a.m. Research teams meet in their assigned conversation rooms.
- 12:00 noon Lunch in the dining hall.
- 1:30 p.m. Research teams reconvene in their meeting rooms.
- SUNSET-- It is our custom to pause each day and enjoy the magnificence of the sunset. Teams generally decide early in the week what form their sunset "ritual" will take: walks to the beach, along the boardwalk, or to a special place with views west to the Pacific Ocean.
- 6:00 p.m. Dinner in the dining hall

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**Evening Schedule-- Monday through Thursday 7:30 p.m.**

- Monday-
- Tuesday-
- Wednesday-
- Thursday- Final Team Reports to the Community.

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**Schedule for Final Day--Friday, November 19**

- 7:30 a.m. ACC Daily Roundtable.
- 7:30 - 9:00. Breakfast in the dining hall.
- 9:00 a.m. Plenary session to reflect back and envision forward. We plan to devote this session to the on-going needs of the community, to reflecting on the purposes that guide us, to plan for the future.
- 12:00 noon. Must be checked out of rooms by noon. Lunch in the dining hall. Box lunches are available to take with you if requests are made at the registration desk at least 24 hours in advance