



Institute for Cultural Evolution

**Nonprofit
Business Plan**

July, 2013

***“Evolving Culture,
Transforming Politics”***



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Nonprofit Business Plan

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1. Executive Summary

The Institute for Cultural Evolution ("ICE") is a nonprofit social policy foundation or "think tank," which is now forming to apply new insights in the understanding of how human society evolves and develops. ICE seeks funding to work on the root of many of the cultural and political problems philanthropists seek to address, beginning with the difficult problems of climate change and political polarization.

ICE's "essential value proposition" is found in its unique strategies for producing "cultural evolution." Cultural evolution occurs when people broaden their perspectives and enter into new agreements about what is valuable. As described in this Business Plan, and as further demonstrated in the attached Campaign Plans for the amelioration of climate change (the "Climate Plan") and political polarization (the "Polarization Plan"), many of America's political problems stem from deep-seated conflicts at the level of values and worldviews. Thus, in response to the cultural dimension of these problems, ICE seeks to use the new insights of "integral philosophy" to produce meaningful and measurable results. Integral philosophy creates a new "evolutionary perspective"—an enlarged understanding of how human consciousness itself evolves—and this opens new opportunities for political progress.

ICE's principals consist of four Founding Partners who are each leaders and authors pioneering this new way of understanding culture. Organized as a nonprofit think tank, these principals will work to change public opinion and influence the marketplace of ideas to achieve measurable goals on specific political issues. These goals will be achieved in general by reducing social polarization and by helping to bring peace (or at least a functional truce) to America's culture war.

This Business Plan outlines the vision, mission, and competitive advantages of ICE, the credentials and qualifications of its Founding Partners, its internal governance and structure, its strategy and tactics, and its sources and uses of funds. This Business Plan also includes an assessment of risks and potentially competitive nonprofit organizations. As projected in section 5 of this Business Plan, ICE is seeking funding of \$1.5 million from institutional philanthropists for its first two years of operation. These funds will be used primarily to fund its Campaign Plans and for the salaries of the Founding Partners.

Unlike more traditional think tanks, ICE will not lobby public officials or seek to enact specific forms of legislation. Rather, ICE will work directly to influence public opinion within targeted segments of the electorate where measurable political progress can be achieved. From the beginning, the U.S. government has been set up to "follow the people" and thus it cannot "lead" until the majority of the electorate is favorably disposed toward the wisdom of a given policy. While there currently exists a large and experienced industry of political consultants, advertising agencies, partisan media pundits, and think tanks actively working to persuade the electorate in various ways, none of these advocates are using the insights of integral philosophy to defuse the underlying cultural conflicts and impact the electorate. By contrast, ICE's evolutionary perspective introduces a form of "expanded depth perception" that provides a new

level of understanding which can be effectively employed to change public opinion and build political will in unprecedented ways.

ICE's mission to intentionally and strategically produce cultural evolution is connected to the larger goal of facilitating the development of human society and the improvement of the human condition. Indeed, it is primarily through the evolution of culture—socially, economically, technologically, ethically, and politically—that humanity's conditions have been improved from the beginning. And now by using the insights of the emerging evolutionary perspective to change minds and elevate values, significant cultural progress can be achieved more effectively than ever before.

2. Cultural Evolution and the Rise of a New Evolutionary Perspective

2.1 Culture wars and the costs of political gridlock

ICE understands that the current political stagnation that is preventing meaningful government action on issues such as climate change and sustainable energy, regulation of the financial industry, immigration reform, tax reform, and many other pressing concerns is actually resulting from the evolution of culture itself. Although it may seem like America is regressing, it is in fact America's developmental progress that has caused the current state of polarization. Thus, a better understanding of the processes of cultural evolution that have led to the present situation can provide timely guidance on how to move beyond America's current state of political gridlock.

To understand what cultural evolution means or what it is, one has to understand the evolution of humanity's shared values, and how worldviews develop over time. Just as human beings develop over their individual lifespan, certain cultures have also developed and matured over time resulting in more inclusive moral perspectives and a more accurate understanding of the world. In other words, over the course of history new forms of culture have organized themselves in increasingly sophisticated and complex ways enabling the emergence of new individual and collective capacities. However, it must be noted that cultural evolution is neither inevitable nor simple, and each new level of culture produces its own problems and pathologies which require the emergence of new and higher capacities in order to address them. Climate change is an example of such a problem.

2.2 Cultural evolution of worldviews and values provides a way forward

ICE seeks to apply a new understanding of how culture evolves to help address many of America's most urgent political problems. This emerging evolutionary perspective carries with it new forms of explanatory power that can achieve significant results in shifting the political/social dynamics that are at the root of stagnation and polarization. What makes the evolutionary perspective compelling and important is its understanding of the connection between the personal development of each person's



values and character, and the larger development of human history overall. Through its insights into the evolution of both culture and consciousness, this fresh perspective offers realistic and pragmatic solutions to many of the growing global problems that are increasingly threatening human civilization. That is, from the viewpoint of this evolutionary perspective, every problem in the world can be understood, at least partially, as a problem of cultural development. So it follows that seemingly intractable political/social problems can be effectively ameliorated by addressing the developmental dynamics that are continuing to create them.

2.3 Achieving cultural evolution requires the evolution of consciousness

ICE seeks to solve political problems by working on the cultural root of these problems—by helping American culture evolve. And American culture can and will evolve when the "consciousness" of individuals within critical segments of the American electorate become effectively persuaded to develop more inclusive perspectives.

While the concept of consciousness is easier to illustrate than define, a common sense definition of human consciousness includes a person's thoughts, feelings, intentions, values, memories, and sense of self. Consciousness can be understood as the inside of human experience, what it is like to be and know ourselves; and this sentient personality, this original identity, is also the unique subjective presence through which others know us.

The current political stagnation that is preventing meaningful government action on issues such as climate change is actually resulting from the evolution of culture itself.

Human consciousness can evolve in a wide variety of ways. It can be raised or evolved by increasing empathy and compassion, by furthering knowledge and innovation, by cultivating understanding and forgiveness, and by building political will and the determination to achieve social and environmental justice. Consciousness can also be raised by enlarging people's estimates of their own self-interest, by expanding their notions of what constitutes "the good life," and by persuading them to appreciate new forms of beauty and truth. The developed world's relatively recent acceptance of women as the social equals of men provides a good example of how the human condition can be improved through the evolution of consciousness.

2.4 Academic social science has a limited understanding of consciousness and how it evolves

In a recent academic book on cultural evolution published by NASA, York University anthropologist Kathryn Denning describes the "State of the Field" of the academic study of cultural evolution as follows:

Any survey of current approaches to social evolution is dogged by disunity. There is no one field upon which one can report; there is no single accepted outline of social evolution's course(s); there is little consensus about social evolutionary processes; there are longstanding, even vituperative, debates about appropriate analytical methods for studying culture change; and there are widely divergent purposes animating studies and theories of social evolution.¹

The integral philosophy that animates ICE's approach is conversant with the social sciences of anthropology, sociology, and psychology, as well as other academic fields that impact its analysis. But this new philosophy employs a trans-disciplinary approach using many fields of academic inquiry and thus cannot be defined by any of these academic fields. Moreover, integral philosophy has been gradually gaining academic recognition, and ICE has strong connections with academics who are sympathetic to this new evolutionary understanding. In other words, evolutionary/integral philosophy takes mainstream scholarship into account and strives for academic standards of rigor and documentation, even while it does not wait upon the academy's blessing as a prerequisite to the application of its insights to help solve our society's problems.

Further, much of this philosophy's understanding of the evolution of culture and consciousness is based on the peer reviewed discoveries of developmental psychology, which have also been used as a foundation for other related forms of social philosophy, such as the widely respected views of German philosopher Jürgen Habermas. Yet it is important to emphasize that although this new integral philosophy makes explicit use of social science research, it is not a social science itself and thus does not rise or fall on research. Indeed, it resists the attempt to reduce all valid knowledge to only what "science" can prove.

2.5 New insights from integral philosophy

Integral philosophy is essentially a philosophy of evolution that emphasizes the evolution of culture and consciousness as a central factor in the process of evolution overall. Although integral philosophy is informed by the science of evolution, it is not a form of scientific materialism. It rejects the philosophy of reductionistic physicalism and is not bound by the limitations of "evolutionary psychology." Nevertheless, ICE will incorporate the latest insights from behavior change theory and evolutionary psychology into its strategy and tactics, as described in the Climate Plan and Polarization Plan.

Further, as discussed in detail in ICE's *Premises and Principles of the Evolutionary Worldview* paper (available on the ICE website: www.culturalevolution.org), integral philosophy itself has evolved over the last century through the work of Henri Bergson, Alfred North Whitehead, Pierre Teilhard de Chardin, Ken Wilber, and others. Although these founders of integral philosophy differ on many points, they have all recognized that a

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greater understanding of consciousness is the key to a more complete conception of reality.

Understanding the human condition from this perspective shows how, in at least some places, human nature itself has developed, values and worldviews have evolved, and concepts of "worldcentric" morality have come to replace more narrow ethnocentric sensibilities. As a result of the evolution of consciousness and culture, some segments of the world's population have increasingly come to reject war, to condemn oppression, and to place a high value on the preservation of the natural environment.

According to integral philosophy human consciousness and culture co-evolve together. When humans evolve their culture through new agreements or new forms of organization, this results in a corresponding growth in human consciousness. Through the "network effect" of cultural transmission, when one person has a conceptual breakthrough or new realization, this advance can be shared with others. And as new discoveries or new skills are adopted within a larger cultural context, such advances become refined and reinforced.

This understanding of the co-evolution of consciousness and culture leads to another central tenet of integral philosophy, which recognizes the sequential emergence of values-based stages of human cultural development. That is, integral philosophy's view of cultural evolution sees history as unfolding according to a clearly identifiable developmental logic or cross-cultural pattern that influences the growth of human society. This developmental logic need not be construed as a "deterministic law of history," or as implying a strictly unidirectional course of cultural development, but it does reveal a recurring theme in humanity's narrative story. The unfolding of this theme or pattern results in a dialectical structure of conflict and resolution, which is created by the interaction of specific worldview stages or levels of historical development. Examples of this process of worldview development, together with further arguments for the validity of this perspective, are contained in ICE's *Premises and Principles of the Evolutionary Worldview* paper.



3. Business Concept: A Think Tank Focused on Producing Cultural Evolution around Difficult Political and Social Problems

3.1 The role of think tanks in American politics

Although ICE's philosophy is new and its tactics are novel, the role of social policy institutes (also known as "think tanks") in influencing politics in America is well established. Historically, many significant new political ideas have been championed by think tanks. These include Keynesian economics and the Brookings Institute, Reaganomics and the Heritage Foundation, "Death of the Environmental Movement" and the Breakthrough Institute, and Trans-partisan centrism and the Demos Foundation. ICE will follow these examples and position itself as both a traditional, academic-style think tank (which the media can understand), as well as a hybrid



organization that includes on-line public participation and social media marketing.

3.2 ICE's Vision, mission, and value proposition

A) Vision: To improve the human condition through cultural evolution.

B) Mission: To use the insights of evolutionary philosophy to help solve America's social and political problems by moving American culture forward in history.

C) Value proposition: ICE seeks to influence and evolve American public opinion around critical issues, such as climate change, and to increase political will and motivation to take action to combat these problems. ICE's "essential value proposition" is its unique strategy for building political will across the left/right spectrum but also across the various worldviews that make up the American political culture. This strategy is based on new insights derived from integral philosophy, evolutionary theory, developmental psychology, and the social sciences. These insights lead to an enlarged understanding of how human culture and consciousness develop and evolve and thus provide a new opening for political progress.

3.3 Campaigns designed to produce cultural evolution

In furtherance of its mission, ICE will focus its efforts specifically on the social and political problems that depend on cultural evolution for their solution. In other words, where political will is stuck, where the culture war is raging, where values must evolve, this is where the evolutionary perspective can do the most good.

ICE's efforts will be organized around specific campaign plans which will focus on achievable and measurable goals, and which will outline detailed strategies and tactics for achieving these goals. Like other think tanks, ICE will combine scholarship and research with marketing and public relations, together with grassroots organizing, to communicate its messages and persuade targeted demographic segments, not only to think differently, but to evaluate differently.

ICE's first campaign will focus on ameliorating climate change. Climate change and global warming is one of humanity's most challenging problems. And even though global warming appears to be accelerating, America's political will to combat the problem has diminished significantly over the last few years. The problem of climate change is thus a signature issue where ICE's unique approach to bring about cultural evolution can be most effectively demonstrated. ICE's Climate Plan document is attached and submitted together with this Business Plan.

In addition to its Climate Plan, ICE is also beginning work on its second political campaign to influence public opinion. This second campaign focuses on reducing the

ICE's "essential value proposition" is its unique evolutionary strategy for encouraging values development resulting in cultural evolution.



extreme ideological polarization that characterizes much of America's contemporary political discourse. ICE's Polarization Plan document is also attached and submitted together with this Business Plan.

As it pursues its Campaign Plans, ICE will "live with the data" and be driven by the metrics it defines for its success. Moreover, ICE plans to invest significant resources in measuring and reporting its metrics, including hiring a staff member with the title of "Manager of Results and Metrics," whose work will be dedicated to this important organizational function. And as ICE learns and develops as an organization the metrics of its success will be refined and improved to achieve the continuous improvement of its effectiveness.

In addition to its Climate Plan and Polarization Plan, ICE has identified a minimum of eight other pressing social problems (listed below) where the thawing of frozen ideological positions can make a big difference. And once it has secured funding it will develop and pursue detailed strategic campaigns on these issues, similar to its current Climate Plan and Polarization Plan, to bring about political movement on these issues as well.

Additional Campaign Issues

- American-Islamic relations
- Immigration policy
- Women's reproductive rights
- Identity politics and the value of meritocracy
- Global poverty and hunger
- Modernization in China, India, and Brazil
- The "decline of America"
- Educational innovation

3.4 Achieving the goals of philanthropic funders

Philanthropy is the primary source of funds for American think tanks on both the right and left. For instance, the Demos Foundation think tank was founded in 2000 using a \$1.5 million start-up grant from the Nathan Cummings Foundation. Demos describes itself as "a multi-issue national organization, combining research, policy development and advocacy to influence public debate and catalyze change."² Although Demos identifies its political position as "transpartisan," both its sources of funding and its workproducts reveal its center-left political ideology.

Similar to Demos and other progressive and center-left think tanks, ICE seeks to fulfill the needs and achieve the goals of progressive philanthropies. Although ICE's political position cannot be smoothly classified as "center-left," it will nevertheless focus on issues of concern that progressive philanthropies have funded in the past. And many of the larger funds within the community of progressive philanthropists identify "care for the environment" as one of their main goals, if not their top priority.

As examples, The Nathan Cummings foundation "seeks to build a socially and economically just society that values nature and protects the ecological balance for

future generations."³ Similarly, the Grantham Foundation for the Protection of the Environment "seeks to raise awareness of urgent environmental issues and supports individuals and organizations working to find solutions"⁴ And the Kendeda Sustainability Fund, at the Tides Foundation, "explores how to live within the limits of the natural world in ways that promote community, equity, prosperity and health."⁵

Philanthropies such as these, however, have a problem. Despite having already made significant investments in various organizations that are working to combat climate change, concern for global warming in America has recently lost significant political ground. According to the Pew Research Center, in 2007 45% of Americans thought that global warming was a serious problem and only 8% thought it was "not a problem." Now, at the time of this writing in 2012, the Pew Polls report that only 38% think global warming is a serious problem and 17% think it is not a problem at all. An even more dramatic drop in support has been reported in the Harris Polls, which in 2007 found that 71 percent of Americans believed that the continued burning of fossil fuels would cause the climate to change. By 2009 the figure had dropped to 51 percent. And in June 2011 the number of Americans who agreed was down to 44 percent.⁶

Although some of this decline in political will to combat climate change has resulted from the developed world's ongoing economic difficulties, as well as from a series of concerted attacks from anti-environmental interests, these factors alone cannot fully account for the precipitous decline in public support for the issue. As detailed in ICE's Climate Plan, another significant factor stems from the anti-modernist stance of much of the environmental movement. In other words, deep seated cultural issues are at the root of the problem of apathy toward climate change. And even if public support to combat climate change increases in the near-term, the important work of reducing the antagonism between modernism and postmodernism will be critical to ensure that a transition to a clean energy economy is rapid enough to save the environment but careful enough to preserve the vitality of globalized modernism.

Although ICE's political position cannot be smoothly classified as "center-left," it will nevertheless focus on issues that concern progressive philanthropies.

3.5 Client Solutions and Consulting Services

In addition to designing and executing issue-specific campaigns funded by philanthropy, ICE also offers consulting services to help other well-meaning organizations to be more effective at social and political change by better negotiating the complicated cultural forces underlying American society.

ICE's "Client Solutions services" are designed to empower change makers and social entrepreneurs with the latest cultural knowledge, to provide new points of leverage, and to illuminate productive and counter-productive strategies. ICE will work with other nonprofits to reveal the underlying yet often unexamined cultural issues that impact so much of their important work. All prospective clients will be prequalified to assure that



ICE can add real and measurable value to their efforts and that the mission and goals of client organizations are generally consistent with ICE's mission. ICE's Client Services are priced on a sliding scale according to available client resources and measurable value delivered.

4. Organization

After receiving its initial round of funding, ICE will be incorporated as a nonprofit foundation and will apply for 501c3 tax status. In accordance with this corporate legal structure, the organization will be officially managed by a board of directors who will elect ICE's executive officers. As described in the sections that follow, the board of directors will be composed of two founder/managers, two collaborating advisors, and three non-managing directors, who will be initially designated by the organization's funders.

4.1 Founding Partners and management team

In its start-up phase, ICE management personnel will consist of founders Steve McIntosh and Carter Phipps, who will serve as ICE's executive officers, casting equal votes on management decisions. In addition to McIntosh and Phipps, Dr. Elizabeth Debold and Professor Michael Zimmerman will also serve as non-managing principals, with all four principals holding the title of "Founding Partner." These four accomplished and credentialed leaders and authors are the "thinkers" whose insights and communications will animate the work of the ICE think tank. All four founders are committed to the organization's success, with each of them having pledged to make a significant contribution to ICE's goals and development.

Short biographical statements for the four Founding Partners are below. The full curriculum vitae for each founder is included in the Appendix of this Business Plan.



STEVE MCINTOSH, J.D. is a leader in the integral philosophy movement and author of the books: *Evolution's Purpose* (Select Books 2012) and *Integral Consciousness* (Paragon House 2007). In addition to his work in philosophy, McIntosh has had a variety of other successful careers, including founding the consumer products company Now & Zen, Inc., practicing law with one of America's largest firms, working as an executive with Celestial Seasonings Tea Company, and Olympic-class bicycle racing. He is a graduate of the University of Virginia Law School and the University of Southern California Business School, and now lives in Boulder, Colorado with his wife and two sons. For more, see his C.V. in the Appendix, or visit: www.stevemcintosh.com

CARTER PHIPPS is author of *Evolutionaries: Unlocking the Spiritual and Cultural Potential of Science's Greatest Idea* (Harper Perennial 2012). For the past decade, as executive editor of EnlightenNext magazine, he has been at the forefront of



contemporary spiritual, philosophical, and cultural discourse, and his writings have played a key role in making important new thinking accessible to a wider audience. In 2009, his feature article “A Theologian of Renewal” was awarded a Gold Award for Editorial Excellence from Folio, the leading magazine industry awards. He is also a member of The Transformative Leadership Council. He lives with his wife in Berkeley, California. For more, see his C.V. in the Appendix, or visit: www.carterphipps.com



ELIZABETH DEBOLD, Ed.D., (Harvard, 1996) bestselling author, is one of the world’s foremost authorities on gender development. She was a founding member of the Project on Women’s Psychology and Girls’ Development, directed by Dr. Carol Gilligan. Debold is a Senior Fellow at the nonprofit EnlightenNext, where she served as Senior Editor of EnlightenNext magazine. She has taught at Harvard University, the New School for Social Research, and served as Academic Director of the Master of Arts program in Conscious Evolution at the Graduate Institute. She has also appeared on Oprah, Good Morning America, and NPR. And recently, she founded Artemis Forum, an online space for conversation between different generations of women. For more, see her C.V. in the Appendix, or visit: www.elizabethdebold.com



MICHAEL E. ZIMMERMAN, Ph.D., (Tulane, 1974) is Professor of Philosophy and former Director of the Center for Humanities and the Arts at CU Boulder. He is the author of *Integral Ecology: Uniting Multiple Perspectives on the Natural World* (Shambhala 2007), co-authored with Sean Hargens, and *Contesting Earth’s Future: Radical Ecology and Postmodernity* (Berkeley Press 1994). Although criticizing modernity, Zimmerman has also warned of the dangers posed by the anti-modernist attitudes that characterize some versions of environmentalism. Zimmerman asks: How to retain what is noble about modernity, including the freedoms connected with politics, and religion, while correcting its shortcomings, including serious environmental problems? For more, see his C.V. in Appendix A, or visit: www.colorado.edu/philosophy/fac_zimmerman.shtml

In addition to this brief biographical overview of the Founders, the entrepreneurial experience of Founding Partner and executive officer Steve McIntosh should be emphasized. In addition to his work in evolutionary/integral philosophy and its application, for the last 18 years McIntosh has also run a successful consumer products company. His business and legal experience will thus be invaluable in ICE’s marketing and communications, in its management of employees and independent contractors, controlling expenses, and generally in making the most of a start-up organization with limited resources. Further, Phipps and Debold have also spent well over a decade each working in the nonprofit world, and bring a wealth of experience in negotiating the management, fundraising, and organizational demands of the nonprofit sector. They bring expertise in combining the entrepreneurial energy of the for-profit world with the purpose-driven concerns of the nonprofit sector.

4.2 Governance and board of directors

ICE's initial corporate board will be formed to provide for seven board of director seats. Two of these seats will be designated as permanent board members, and will be occupied by founders McIntosh and Phipps. These two founding directors will serve continuously until they voluntarily resign or are removed for cause, as defined in the organization's by-laws.

Initial ICE board members will also include strategic advisors John Mackey (co-founder of Whole Foods Markets and co-author of *Conscious Capitalism*), and Jeff Salzman (successful businessman and integral thought leader).

The additional to the two managing directors and the two advising directors described above, ICE's board will also include three additional directors designated by ICE's funders. These board members will be added as funding is secured, with all non-managing directors being elected or reelected every two years. Initial director terms, however, will be staggered so that only two new board members will be elected to the board in any given year.

Additional board seats may be added beyond the initial seven members by majority vote of the directors and as defined in the organization's by-laws. ICE will seek to recruit additional non-managing directors who are highly accomplished and experienced but who also have sufficient time to devote to the oversight and support of the organization, as defined by the traditional role of a director in a nonprofit foundation. Further, this governing structure is subject to negotiation to accommodate the preferences of significant funders.

4.3 Compensation of officers, partners and directors

In its start-up phase, ICE's Founding Partners will work as follows: Steve McIntosh will devote 90% of his working hours to ICE, Carter Phipps will devote 80% of his time, Elizabeth Debold will devote 25% of her time, and Michael Zimmerman will devote 25% of his time. Percentages of committed time will be translated into Partner salaries based on an expectation of 2,000 full-time annual hours and a full-time salary of \$90,000. Therefore, under the assumption of full funding, this time commitment estimate translates into a compensation plan that will result in the following Partner salaries: McIntosh will be paid \$81,000, Phipps will be paid \$63,000, Debold will be paid \$22,500, and Zimmerman will also be paid \$22,500 for the first year of operations. These salary estimates are incorporated into ICE's financial projections in section 5, below. Partner compensation will be reviewed annually by ICE's board of directors. And as the organization becomes established, compensation will be increased to reflect market rates for similarly situated nonprofit foundations. Board members may also be paid a stipend for their service depending on available resources.

4.4 Infrastructure and staff

In its start-up phase, and even after significant funding is secured, ICE will be run in a "lean and entrepreneurial style," with its executive officers managing and executing

practically all organizational functions. Third party contractors will be used for website management and development, graphic design, and similar internal business functions. As resources allow, an administrative assistant will be hired. Then as the organization grows, in-house staff will be recruited to include a publicity coordinator, a manager of results and metrics, an organizer of volunteers and grassroots development, and a full-time webmaster.

As described above, ICE's strategy for impacting public opinion and building political will around its campaign issues will employ a consortium of third-party publicity and public relations professionals. These firms and individuals will be engaged as independent contractors in connection with specific campaigns and will be managed by ICE's executive officers. Also as mentioned above, administration of these relationships will eventually be assisted by the hiring of an in-house publicity coordinator.

For the foreseeable future, ICE will be run using a virtual office business model. The organization will be headquartered on the internet, but principles and staff will meet face to face periodically throughout the year in various locations corresponding with other public events or in-person meetings with funders. The information technology operating platform and data of the organization will be located in "the cloud," facilitating ICE's virtual office business model and allowing maximum flexibility in recruiting talent and minimizing overhead expenses.

4.5 Expanded network of fellows, associates, and affiliates

As the organization becomes established, a network of "scholar associates" will be recruited from the wider field of accomplished writers and activists working with the evolutionary perspective. These associates will be invited to add their names and credentials to the organization's team. Their profiles will appear on ICE's website and they will be asked periodically to provide voluntary input and feedback on ICE campaigns and workproducts. Scholar associates will also be encouraged to help raise funds for the organization and to otherwise work to make connections and further ICE's impact on American culture. These associates, however, will only be paid if and when they are formally engaged by ICE on a specific project.

The initial team of scholar associates will be chosen by the Founding Partners. Scholar associates can potentially achieve promotion to the position of official salaried Partner in ICE by making a significant contribution to the organization, such as raising substantial funds, securing a large grant, or producing a workproduct that significantly furthers ICE's goals.

In addition to its network of scholar associates, ICE will also recruit "evolutionary activists" as part of its grassroots efforts to engage the general public. Evolutionary activists will be volunteers who are willing to undertake supportive actions such as sending emails to public representatives, helping to build or promote ICE's social media footprint, and other supportive actions such as signing on-line petitions or taking surveys. ICE's growing network of evolutionary activists will eventually be coordinated by an ICE staff member who will serve as the organizer of volunteers and grassroots



development.

4.6 Partnerships and strategic alliances

ICE plans to form formal and informal partnerships and strategic alliances with other organizations whose mission complements the goals of ICE. As of May, 2013, ICE is strategically aligned with the nonprofit organizations of its directors, which are described as follows:

A) Conscious Capitalism, Inc. In late March 2013, McIntosh and Phipps were invited to present the work of ICE at an invitational conclave of CEOs held at Esalen on California's Big Sur coast. There they met and befriended Whole Foods Market co-founder John Mackey, who is co-author of the recent book, *Conscious Capitalism*. *Conscious Capitalism* applies the principles of integral philosophy to business and cites McIntosh's work, so there is a natural connection. Mackey has agreed to serve on ICE's board of directors in his capacity as an individual. But ICE hopes to also collaborate with Mackey's nonprofit institute, Conscious Capitalism, Inc., which describes itself as follows:

"Conscious Capitalism, Inc. is a non-profit organization dedicated to cultivating the theory and practice of Conscious Capitalism. We do so through transformative thinking, programs, events, and communities of inquiry designed to support the elevation of humanity through the application of the principles of Conscious Capitalism."

B) Other potential partnerships. In addition to its loose association with the Conscious Capitalism Institute and EnlightenNext, ICE seeks to partner with other organizations that are working to develop and promote the evolutionary perspective. These include the on-line membership forum, Integral Life, and the new nonprofit foundation and educational academy, MetaIntegral. Forming such partnerships and alliances will be part of the ongoing work of ICE, and these efforts will be coordinated with the development of its scholar associate program described in section 4.5, above

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5. Financial Projections

5.1 Summary of financial assumptions

ICE's initial target for philanthropic funding is \$1.5 million. However, operations could begin with as little as \$200,000, with fundraising continuing in an ongoing manner as part of ICE's overall campaign activities.

As described in the sections below, ICE's expenses in its first year of operation are projected to total between \$625,000 (with full funding) and \$200,000 (with minimum funding). These expenses, however, can be managed to reflect either a faster or slower pace of development. In other words, ICE's Partners expect to spend what they raise to further their mission of producing cultural evolution as rapidly as possible.



The greater the resources secured, the faster cultural evolution can be achieved.

5.2 Sources of funds

Like most other think tanks, ICE's primary source of funds will come from institutional and individual philanthropists and established social capital funds. This source of funding is relationship-based, and ICE expects to secure philanthropic funding over the course of its first year of operations by making connections and leveraging the networks of ICE's Partners and affiliates to secure presentation opportunities for its Business and Climate plans.

Again, ICE's initial target for start-up philanthropic funding is between \$1.5 million (full-funding for 2 years) and \$200,000 (minimum funding to start). ICE's first priority is thus to find an overall sponsoring funder who will provide up to 100% of its initial budget, with tentative commitments for additional future funding depending on the achievement of benchmarks or other substantive goals. ICE is prepared to offer naming rights to such a potential sponsoring funder, as has been the case with other think tanks such as the Brookings Institute.

In addition to seeking a large sponsoring funder of \$1 million or more, ICE also seeks to build a consortium of philanthropists, who will be offered board of directors seats for contributions of between \$100,000 and \$250,000.

It must be emphasized that ICE is seeking philanthropic funding to achieve political results; it is not seeking charitable contributions or cultural funding. Therefore, ICE will be raising funds within a political context wherein significant amounts of money are regularly invested to accomplish political goals.

ICE is focusing primarily on securing funding from institutional philanthropists and prominent social capital funds because support from these organizations will help ICE gain the mainstream credibility and media recognition it needs to accomplish its goals. However, secondary sources of funding will also be sought from individuals and through internet-based funding websites such as Kickstarter.com. And as ICE becomes established, it will also pursue public and private grants, as well as small increment grassroots funding from the public at large.

ICE's Partners expect to spend what they raise to further their mission of producing cultural evolution as rapidly as possible. The greater the resources secured, the faster cultural evolution can be achieved.

5.3 Total philanthropy required

Ideally, ICE will secure its entire targeted amount of \$1.5 million to fund its first two years of operation. If this money is pledged or otherwise secured at the beginning of operations, ICE can implement its Climate Plan in full. This would entail hiring staff and engaging public relations firms in the rapid roll out of the strategies and tactics described in the Campaign Plan. This scenario is the basis for "Projection 1: Full

Funding," shown in the next section.

Alternatively, at the other end of the spectrum, ICE can begin operations with as little as \$200,000 in initial funding, with additional funding being sought as its Climate Plan gains momentum and recognition. This scenario is the basis for "Projection 2: Minimum Funding," also shown in the next section.

Obviously, ICE can also begin operations and pursue its Climate Plan with funding amounts that fall in between this full funding and minimum funding range. Projections based on additional funding scenarios are available upon request.

5.4 Projected uses of funds

Below are projections based on both full funding and minimum funding assumptions. Under either scenario, the projected funding is assumed to be available at the start of operations. But under both scenarios fundraising will continue throughout the projected period. Continuous fundraising, however, is a common feature of the operations of most nonprofit organizations.

Under "Projection 1: Full Funding," shown on the next page, Partner salaries are projected in accordance with the compensation described in section 5.3, above. Further, a budget of \$400,000 for publicity and public relations is planned to maximize the visibility and impact of ICE's Climate Plan. Other planned expenditures under Projection 1 include the full implementation of the staffing and infrastructure plan described in section 4.4.

Under "Projection 2: Minimum Funding," also on the next page, Founding Partner salaries are minimized with the assumption that each Partner will work part-time toward the goals of the organization and will also volunteer time when and if needed. Projection 2 includes a minimal publicity budget of \$20,000, which is nevertheless calculated to have a measurable impact in achieving ICE's Climate Plan goals. Projection 2 is based on the assumption that after the first year of operations under a minimal funding scenario, ICE will have achieved sufficient success and visibility to secure greater levels of funding to continue its operations in year 2 and beyond.

5.5 Ongoing fund development

ICE's unique strategy for achieving political goals is completely unprecedented. Cultural evolution is a new frontier of political activism, which is made necessary by the conditions of our age, and made possible by the new insights of the evolutionary perspective. Success in persuading potential funders of the merits of investing in ICE will at first be based on the plans, arguments and overall credibility of its Founding Partners. After that, ongoing funding development will depend on ICE achieving measurable results in its stated political goals. Although the achievement of these goals requires adequate initial funding as a prerequisite, ICE has faith in the power and potential of the evolutionary perspective to change both the opinions and the values of a significant portion of its targeted demographic segments.

Projection 1. Full Funding: \$1,500,000 for the first 2 years of operation

Year 1	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total Year 1
Partner Salaries	\$57,625	\$57,625	\$57,625	\$57,625	\$230,500
Staff Salaries	\$16,250	\$16,250	\$16,250	\$28,750	\$77,500
Professional Fees	\$30,000	\$10,000	\$3,000	\$3,000	\$46,000
Public Relations	\$20,000	\$60,000	\$80,000	\$80,000	\$240,000
Grassroots Outreach	\$0	\$5,000	\$5,000	\$5,000	\$15,000
Travel+Misc.	\$2,000	\$5,000	\$5,000	\$2,000	\$14,000
Total Year 1:	\$125,875	\$153,875	\$166,875	\$176,375	\$623,000
Year 2	5th Qtr.	6th Qtr.	7th Qtr.	8th Qtr.	Total Year 2
Partner Salaries	\$70,000	\$70,000	\$70,000	\$70,000	\$280,000
Staff Salaries	\$28,750	\$28,750	\$28,750	\$28,750	\$115,000
Professional Fees	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Public Relations	\$20,000	\$80,000	\$80,000	\$60,000	\$240,000
Grassroots Outreach	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Travel+Misc.	\$2,000	\$2,000	\$5,000	\$5,000	\$14,000
Total Year 2:	\$127,750	\$187,750	\$190,750	\$170,750	\$677,000
Total Yrs 1+2:					\$1,300,000

Projection 2. Minimum Funding: \$200,000 to start operations

Year 1	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total Year 1
Partner Salaries	\$30,000	\$30,000	\$45,000	\$45,000	\$150,000
Staff Salaries	\$0	\$0	\$0	\$0	\$0
Professional Fees	\$8,000	\$6,000	\$4,000	\$4,000	\$22,000
Public Relations	\$0	\$10,000	\$10,000	\$0	\$20,000
Grassroots Outreach	\$0	\$0	\$0	\$0	\$0
Travel+Misc.	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Total	\$40,000	\$48,000	\$61,000	\$51,000	\$200,000

In addition to the networks and connections of ICE's Founding Partners, ICE will rely on the assistance of its partner organizations, such as EnlightenNext, to help it raise funds. It will also explore empowering certain well-connected individuals, who are informed about ICE's organization and sympathetic to its mission, to help it raise money by offering a commission on substantial funds raised on its behalf.

Again, ICE's approach to its overall enterprise is entrepreneurial, and its Founding Partners intend to "do whatever it takes" within the bounds of ethical and legal

constraints to achieve its mission.

6. Risk Assessment

6.1 Risk factors and unknown variables

Like most entrepreneurial enterprises, ICE's plans entail a variety of risks. These risks are acknowledged and mitigated as follows:

A) Failure to secure initial funds. If ICE cannot secure its minimal initial funding of \$200,000, its Climate Plan cannot be implemented and the organization cannot be launched. This risk, however, is mitigated by the assurance that ICE will not accept any funds until it has secured commitments for a total of \$200,000 as a minimum trigger to begin operations.

B) Failure to secure future funds. Even if ICE is able to secure an initial round of funding to begin operations, the risk remains that the necessary funding for ongoing operations will not be secured. This risk is magnified by the additional risks identified in C and D below. However, the longer ICE is in operation, the higher its visibility and credibility. Therefore the longer ICE remains active as an organization, the less the risk of it failing to secure ongoing funds.

C) Failure of ICE's strategy to persuade targeted demographic segments. Another relevant risk is that ICE's targeted campaign messages, as described in its Climate Plan, will be unpersuasive or otherwise fail to achieve its measurable goals. This risk is the essential underlying risk of the entire enterprise and can only be mitigated by the dedication, passion, talent, and hard work of its Founding Partners.

D) Failure to be seen as credible by relevant media. This risk stems from the association of two of ICE's Founding Partners with the spiritual teaching organization EnlightenNext. To mitigate this risk, ICE will clearly communicate its role as an independent, secular, political organization which is not formally associated with EnlightenNext, and which is not involved in promoting any form of spiritual teaching. Beyond this, ICE faces the larger risk of the media's unfamiliarity with the evolutionary perspective in general. But this risk is ultimately mitigated by the independent achievements and credentials of ICE's Partners, and by the quality of their work, which demonstrates their credibility overall.

6.2 Competitive analysis

ICE is the first politically oriented think tank to be formed with the specific mission of applying the insights of the emerging evolutionary perspective to solve political and social problems. Thus, for the time being, ICE has no direct competition. However, there are certainly many other think tanks vying for the attention of the media, government officials, and the American electorate. This section therefore provides a brief analysis of some of the organizations which might be viewed as competitive or otherwise similar to ICE.

A) Mainstream multi-issue progressive think tanks. The most prominent multi-issue "liberal" think tank is the Center for American Progress ("CAP") and its media arm, ThinkProgress.org. CAP defines itself as "an independent nonpartisan educational institute dedicated to improving the lives of Americans through progressive ideas and action." In practice, however, CAP is not "nonpartisan," as its positions inevitably support the Democratic side of the political issues it addresses. These issues include "energy, national security, economic growth and opportunity, immigration, education, and health care." CAP's efforts toward addressing the issue of climate change focus primarily on influencing Federal energy policy and rulemaking by the EPA. Further, CAP supports the influential climate change blog of Joe Romm, "Climate Progress," which is a subsidiary of ThinkProgress.org. However, despite its well-intended efforts, CAP's approach to the issue of energy/climate change is an example of the ineffective status quo strategy that has resulted in the reverses of the past five years.

Another prominent multi-issue liberal think tank is the Demos Foundation, which defines itself as "centrist," but which like CAP is clearly left of center. Demos' stance on climate change currently takes the form of its "Special Project on Sustainable Progress." Its description of this project states: "If we are going to care for people and the planet, large-scale changes are needed in how Americans consume and live, how the United States structures economic activity and measures progress ..." The details and resources for this Special Project are not currently public, but it is clear from Demos' website that their position on climate change also reflects the conventional approach of the Democratic establishment.

Further research on the existing landscape of liberal, mainstream, multi-issue think tanks will be undertaken once ICE becomes operational. Further research, however, is not required for the conclusion that there are currently no political think tanks, on either the left or the right, that are using an evolutionary approach to solve the problems they identify.

B) Think tanks focused specifically on climate change. In addition to the large multi-issue political think tanks referenced above, there are also many smaller think tanks that focus exclusively on the issue of climate change and energy policy. The most prominent of these is the Breakthrough Institute, which generally asserts a harsh critic of the environmental movement. The positions of the Breakthrough Institute are described on page 11 of the Climate Plan's analysis of the current state of the environmental movement. Although ICE agrees with a number of the Breakthrough Institute's positions and critiques, overall ICE sees Breakthrough's stance as ultimately contributing to the cultural problems surrounding climate change action because it exclusively supports the modernist side of the climate change culture war.

Another prominent climate change-specific think tank is the Center for Climate and Energy Solutions ("C2ES"), which describes itself as "an independent, nonpartisan, nonprofit organization working to advance strong policy and action to address the twin challenges of energy and climate change." Formed in 2011 as a successor to the Pew Center on Global Climate Change, C2ES is funded by large corporations such as General Electric and Shell Oil. While C2ES appears well-intentioned, independent and authentically nonpartisan, like the mainstream think tanks described above in

subsection A, its approach is conventional and it does not identify or address the underlying cultural issues impacting climate change politics.

The International Center for Climate Governance, based in Italy, has documented 247 legitimate think tanks working in various countries throughout the world to find solutions to climate change.⁷ Although the size and focus of these various think tanks vary widely, these organizations are apparently working on techno-economic and/or engineering solutions, rather than on the underlying cultural conditions that are prerequisite to building the necessary political will to take action. ICE seeks to build relationships and work with all these think tanks to help them better appreciate how evolutionary dynamics between worldviews may be impacting their work.

This competitive analysis should also mention the anti-climate change think tank, the Heartland Institute, which largely denies climate science and generally works against the efforts of the environmental movement. Although not recognized as credible by mainstream media or academia, the work of the Heartland Institute (and similar organizations) has sewn confusion in the marketplace of ideas. And it is the presence of well-funded conservative organizations like this that make the implementation of ICE's Climate Plan even more needed and urgent.

Concluding this competitive analysis, it must be emphasized that the definition of a "think tank" is indeterminate. And whether they are classified as think tanks or not, a large number nonprofit organizations worldwide are working on issues that are similar to, or otherwise overlap with, the focus of ICE. While ICE seeks to work with and inform all of these organizations, none of them can be considered directly competitive with ICE because none of them so far have effectively used the new solutions offered by the evolutionary perspective to address the problems they identify.

Endnotes

1. http://www.washingtonpost.com/opinions/lets-just-say-it-the-republicans-are-the-problem/2012/04/27/gIQAxCVUIT_story.html
2. Dick, Steven and Lupisella, Mark, eds. *Cosmos & culture: Cultural Evolution in a Cosmic Context* (Washington, D.C.: National Aeronautics and Space Administration, Office of External Relations, History Division, 2009), page 68. Available for download at: http://www.nasa.gov/connect/ebooks/hist_culture_cosmos_detail.html
3. <http://www.demos.org/about-demos>
4. <http://www.nathancummings.org>
5. <http://www.granthamfoundation.org>
6. <http://renewalproject.net>
7. The Pew Poll results are sourced from: <http://www.pollingreport.com/enviro.htm>. The Harris Poll results were reported in the November 2011 issue of *The Nation Magazine*., which also quoted Scott Keeter, director of survey research at the Pew Research Center for People and the Press, who confirmed that this is "among the largest shifts over a short period of time seen in recent public opinion history." See also, Mark Dowie, *Losing Ground: American Environmentalism at the Close of the Twentieth Century* (The MIT Press, 1997).
8. <http://www.iccgov.org>

Appendix: Founding Partner Curriculum Vitae

Steve McIntosh

Curriculum Vitae

Author and Thought Leader

743 Pine Street

Boulder, CO 80302

www.stevemcintosh.com

Tel: 303 939-0121

Fax: 303 530-6945

Email: steve@stevemcintosh.com

BOOKS:

Evolution's Purpose: An Integral Interpretation of the Scientific Story of Our Origins (New York: Select Books, 2012).

Integral Consciousness and the Future of Evolution: How the Integral Worldview is Transforming Politics, Culture and Spirituality (St. Paul, MN: Paragon House 2007).

EDUCATION:

UNIVERSITY OF VIRGINIA SCHOOL OF LAW, Charlottesville, VA

Graduated May, 1987 with Juris Doctor degree; awarded Order of the Coif (highest academic distinction). Served as Articles Editor of the Virginia Law Review and Senior Editor of the Virginia Tax Review. Published articles in both journals.

UNIVERSITY OF SOUTHERN CALIFORNIA, Los Angeles, CA

Graduated May, 1984 with Bachelor of Science degree in Business Administration with emphasis in the Entrepreneur Program. Honors include Best Business Plan Award 1983 Entrepreneur Program; represented USC at the McIntire National Case Competition; President, Delta Sigma Pi Business Fraternity.

PROFESSIONAL EXPERIENCE:

NOW & ZEN, INC., Boulder, CO, 1995 - 2012

President and CEO

Founder and President of consumer product manufacturing and marketing company. Conceived and invented a brand of "natural lifestyle" products, including the patented Zen Alarm Clock®. Responsible for all creative work and marketing, including national advertising and publicity campaigns. Developed overseas manufacturing, raised capital through a private placement, developed international wholesale and retail channels of distribution, including a highly successful e-commerce website (www.now-zen.com). Received the Denver Business Journal's Most Innovative New Consumer Product Award for the Digital Zen Alarm Clock® (introduced in 2001).

CELESTIAL SEASONINGS, INC., Boulder, CO, 1991 - 1995

Senior Director of Corporate Development and General Counsel (Corp. Officer)

Head of Corporate Development functional department including 5 direct report managers and 20 total employees. Responsible for brand diversification, acquisitions, licensing, joint ventures, strategic planning. General Counsel position included legal work in intellectual property, regulatory, general corporate, and litigation areas. Served on Celestial's Executive Committee and reported to the Chairman and CEO, Mo Siegel.

President, Earth Wise Division of Celestial Seasonings, 1991 - 1992

General manager of environmentally-positioned cleaning product subsidiary. Responsible for marketing, sales, forecasting, budgeting, cost control, production, operations, R&D, strategic development, and the integration of the acquired brand into Celestial Seasonings' infrastructure.

EARTH WISE, INC., Boulder, CO, 1990 - 1991

Vice President of Finance and Administration

First manager recruited for start-up environmental consumer products company. Raised \$1,500,000 of initial capital through



private placement to 30 investors; built financial infrastructure and controls, set up distribution channels, inventory management, data processing, purchasing, and customer service systems. Managed production through contract packer. Negotiated merger of Earth Wise, Inc. with Celestial Seasonings, Inc.

MORGAN GRENFELL CAPITAL FINANCING, San Francisco, CA, 1990

Associate Director

Worked as investment banker for London-based project finance firm. Responsible for developing financial and legal structure and strategy for \$500 million power plant project. Left Morgan Grenfell after brief period to start Earth Wise, Inc. with Mo Siegel.

PILLSBURY, MADISON & SUTRO, San Francisco, CA, 1987 - 1990

Attorney at Law, (Admitted to the California State Bar, November 1987)

Legal practice (largest law firm in California) divided between Venture Capital Financing and Corporate Securities practice groups. Acted as General Counsel for high-growth, technology-based companies. Significant experience includes mergers and acquisitions, initial public offerings, technology licenses, distribution agreements, non-competition and employee stock purchase agreements, trademark and copyright practice, securities litigation, and corporate law.

OTHER PUBLICATIONS:

The Integral Philosophy DVD Set Featuring Steve McIntosh (Boulder, CO: Now & Zen 2009)

DVD 1: Foundations of Integral Philosophy, Jeff Salzman Interview

DVD 2: A Conversation On Evolution—Progress, Causation and Eros
dialogue with Michael Zimmerman

The Evolution of Consciousness: Carter Phipps Interviews Steve McIntosh (Boulder, CO: Now & Zen 2008)

The Golden Mean Book (Boulder, CO: Now & Zen 1997)

Articles:

2009: Winning in Afghanistan—An Integral Strategy for Peace, EnlightenNext Magazine March/May

2008: Problemitizing Interobjectivity, A Response to Edwards, AQAL: Journal of Integral Theory and Practice Vol 3, No. 4.

2008: Integral Politics and the Evolution of Consciousness and Culture, Tikkun Magazine July/August

2007: The Natural Theology of Beauty, Truth and Goodness, Integral World

2004: Transcendence Through Inclusion: An Integral Obligation, Integral World

2004: World Federation: A Transcendent Vision of Integral Consciousness, Integral World

2001: Noosphere Evolution and Value Metabolism, Integral World

OTHER LIFE EXPERIENCES:

In the 1970s McIntosh was active in the counterculture and traveled extensively in Europe. Beginning in 1979 he dedicated himself to bicycle road racing, winning major races throughout North America in 1980 and 1981. Then in 1982 he became a member of the world's first factory sponsored mountain bike racing team. After graduating from law school in 1987, he traveled throughout Asia and spent a month in Tibet, reaching the 20,000 foot level on Mt. Everest.

McIntosh married in 1989, and had a son, Ian McIntosh, in 1992. He was divorced in 1994, after which he became the sole custodian and primary parent of his son. In 2003 McIntosh married his present wife Tehya Yates. The couple has since traveled throughout the world, including Peru, Japan, Europe, and many North American wilderness areas. In December 2005 Tehya gave birth to Peter McIntosh, the couple's first child and McIntosh's second son.

Since 2008, the McIntosh's have divided their time between their Victorian home in downtown Boulder, Colorado, and their desert retreat—an off-the-grid yurt on 5 acres in Castle Valley, near Moab, Utah.

Dr. Elizabeth Debold

Curriculum Vitae

Author and Authority on Gender Development

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Lenox, MA 01240

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www.elizabethdebold.com

edebold1@gmail.com

BOOKS:

E. Debold, M. Wilson, & I. Malavé (1994). *Mother Daughter Revolution: From Good Girls to Great Women*. (New York: Bantam.)

FILM:

Executive Producer, *A Seat at the Table: Six Girls Ask "What does it take to be a leader?"* Miss Hall's School, 2012.

EDUCATION:

1996 Ed.D., Human Development and Psychology Harvard University Graduate School of Education Cambridge, MA

Thesis: "Knowing Bodies: Gender Identity, Cognitive Development and Embodiment in Early Childhood and Early Adolescence"

Qualifying Paper passed with Distinction: "Toward an Understanding of Gender Differences in Psychological Distress: A Foucauldian Integration of Freud, Gilligan and Cognitive Development Theory," 1994

1987 Ed.M., Human Development Harvard University Graduate School of Education Cambridge, MA

1977 B.A. cum laude, English Literature Mt. Holyoke College South Hadley, MA

HONORS:

Qualifying Paper passed with Distinction, 1994 1993 New York Times Notable Book of the Year Larsen Doctoral Research Fellowship, 1988-1991 Sarah Williston Scholar, 1975

ADVISORY BOARDS:

WGBH Boston, MA. ZOOM. 1998.

Institute for Labor & the Community, New York, NY. The Girls Project. 1997-1998.

Kartemquin Educational Films, Chicago, IL. "Growing Up Female in America." 1996-1998.

National Association of Mothers Centers, Levittown, NY. 1994-present.

Susan Brady, Project Director, Atherton, CA: "GIRLS: Portraits of Healthy Girlhoods." 1994-1996.

Mobius Productions, New York, NY: "The Girls' Show" (working title), hour long program for girls to be aired on PBS. 1994-95.

Educators for Social Responsibility, Cambridge, MA: Middle School Conflict Resolution Curriculum project. 1994-95.

Verité Communications, Mill Valley, CA: "The Teenage Girls' Guide to Good Health and Self-Esteem." 1993.

TEACHING:

2005-2008 Academic Director, Master of Arts in Conscious Evolution, The Graduate Institute, Milford, CT.

2004-2005 Coordinator, Master of Arts in Conscious Evolution, The Graduate Institute, Milford, CT.

Spring 1993 Teaching Fellow, "Listening and the Therapeutic Process," Harvard Graduate School of Education

Fall 1992 Tutor: Women's Studies, Harvard University, Faculty of Arts & Sciences



Fall 1991,92 Head Teaching Fellow, with Carol Gilligan "The Psychology of Adolescence," Harvard Graduate School of Education

Fall 1990 Co-Head Teaching Fellow, with Carol Gilligan

PROFESSIONAL EXPERIENCE:

2002-2011 Senior Editor, EnlightenNext (formerly What Is Enlightenment?) magazine, Lenox, MA

2000-2012 Research Director, The Girls Leadership Project (the Personal Authority and Leadership Source), Miss Hall's School, Pittsfield, MA

1998-2000 Co-Director of the Learning Team (Consultant), Ms. Foundation for Women, New York, NY, Collaborative Fund for Healthy Girls/Healthy Women

1996-1998 Director of Evaluation (Consultant), Ms. Foundation for Women, New York, NY, Collaborative Fund for Healthy Girls/Healthy Women

1997 Content Consultant, Children's Television Workshop, New York, NY

1995-1996 Interim Director (Consultant), Ms. Foundation for Women, New York, NY, Collaborative Fund for Healthy Girls/Healthy Women

1994-1996 Consultant, Advanced Voice Technologies, New York, NY

1992-1994 Consultant, Ms. Foundation for Women, New York, NY, Take Our Daughters to Work Day and Healthy Girls / Healthy Women Projects

1992-1993 Researcher, Harvard Graduate School of Education, Cambridge, MA, Project on Women's Psychology and Girls' Development

1991-1992 Consultant, Ms. Foundation for Women, New York, NY, National Girls Initiative

1986-1990 Researcher, Laurel School Study, Cleveland, OH (Principal Investigator, Carol Gilligan)

1990-1991 Project Co-Director, Spencer Grant, Desire and Knowing in Three Populations (Grant awarded to Carol Gilligan)

1988-1991 Evaluation Consultant, Children's Television Workshop, New York, Summative Evaluation of Square One TV

1989-1990 Consultant, Shearman & Sterling, New York, Legal Research for Legal Assistants Training

1989 Consultant on Data Analysis, Cambridge, MA, Study of Urban Teens Considered to be At-Risk (Principal Investigator, Carol Gilligan)

1988 Interviewer, Strengthening Healthy Resistance and Courage in Girls Study, Cambridge, MA (Principal Investigator, Carol Gilligan)

1987-1988 Consultant, New School for Social Research, New York, Study of Legal Assistant Policy and Practices in Large New York Law Firms

1987-1988 Data Analyst, Listening Partners Study, University of Vermont, Burlington, VT (Co-Principal Investigator, Mary Belenky)

1987-1988 Data Analyst, Moral Development Study, Dartmouth College, Hanover, NH (Co-Principal Investigator, Andrew Garrod)

1987-1988 Data Analyst, Moral Dilemmas of Medical Ethicists, Medical College of Ohio, Toledo, OH (Principal Investigator, Donald Self)

1984-1986 Corporate Paralegal & Training Supervisor, Skadden, Arps, Slate, Meagher & Flom, New York

PUBLICATIONS: available on request

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Curriculum Vitae

Professor of Philosophy
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Areas of Major Research Interest: Integral Theory, Environmental Philosophy, Heidegger, Nietzsche, Future of Human Evolution.

BOOKS:

Integral Ecology: Uniting Multiple Perspectives on the Natural World (with Sean Esbjörn Hargens) (Boston: Integral Publications:Shambhala, 2009).

Contesting Earth's Future: Radical Ecology and Postmodernity (The University of California Press, 1994).

Portuguese translation: Confronto de Heidegger com a Modernidade: Tecnologia, Política, Arte, trans. João Sousa Ramos (Lisbon: Instituto Piaget, 2001).

Eclipse of the Self: The Development of Heidegger's Concept of Authenticity (Athens: Ohio University Press, 1981; second edition, 1986).

Heidegger's Confrontation with Modernity: Technology, Politics, and Art (Bloomington: Indiana University Press, 1990).

Anthology: Environmental Philosophy: From Animal Rights to Radical Ecology (Englewood Cliffs: Prentice-Hall, 1993). Second edition, 1998. Third edition, 2001. Fourth edition planned for 2004.

EDUCATION:

Louisiana State University	1964-68, BA, Philosophy
Tulane University	1969-72, MA, Philosophy
l'Université Catholique de Louvain	1972-73, Fulbright-Hays Fellow
Tulane University	1973-74, PhD, Philosophy

Dissertation: "The Concept of the Self in Heidegger's Being and Time," directed by Edward G. Ballard.

SELECTED ARTICLES AND BOOK CHAPTERS:

"Ken Wilber's Critique of Ecological Spirituality," *Deep Ecology and World Religions*, ed. David Barnhill and Roger Gottlieb (Albany: SUNY Press, 2001), 243-269.

"Possible Political Problems of Earth-Based Religiosity," *Beneath the Surface: Critical Essays on Deep Ecology*, ed. Eric Katz, Andrew J. Light, and David Rothenberg (Cambridge: MIT Press, 2000), 169-194.

"The End of Authenticity in the Postmodern Age?," in *Heidegger, Authenticity and Modernity: Essays in Honor of Hubert L. Dreyfus, Volume One*, ed. Jeff Malpas and Mark Wrathall (Cambridge: MIT Press, 2001).

"The Ontological Decline of the West," *A Companion to Heidegger's "Introduction to Metaphysics,"* ed. Richard Polt and Gregory Fried (New Haven: Yale University Press, 2001).

"A Strategic Direction for 21st Century Environmentalism: Free Market Environmentalism," *Strategies: Journal of Theory, Culture, and Politics*, Vol. 13, No. 1 (May, 2000), 89-110.

"Heidegger's Phenomenology and Contemporary Environmentalism," *Eco-Phenomenology: Back to the Earth Itself*, ed. Ted Toadvine (SUNY Pres Series in Environmental Ethics and Philosophy, 2002), 73-101,

"Deep Ecology" (with Bron Taylor), *The Encyclopedia of Religion and Nature* (London: Continuum, 2002).

"Martin Heidegger," *The Encyclopedia of Religion and Nature* (London: Continuum, 2002).

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“Perception, Incarnation, and Transformation: Sacred Images of Human Corporeality,” *Call to Earth, Journal of the International Association of Environmental Philosophy*, 3, No. 2 (September, 2002), 13-17.

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“Architectural Ethics, Multiculturalism, and Globalization,” *Professional Ethics*, Vol. 11, No. 4 (2003), 1-14. A revised version appears as “Globalization, Multiculturalism, and Architectural Ethics,” in *Architecture, Ethics and Globalization*, ed. Graham Owen (London and New York: Routledge, 2009), 158-170.

“Integral Ecology: A Perspectival, Developmental, and Coordinating Approach to Environmental Problems,” *World Futures*, special issue on Integral Ecology, ed. Sean Hargens, Vol. 61, 1-2 (January-March, 2005), 50-62.

“Nietzsche and Ecology: A Skeptical Look,” in *Reading Nietzsche at the Margins*, edited by Steven V. Hicks and Alan Rosenberg (Purdue University Press, 2007).

“Humanity’s Relation to Gaia: Part of the Whole, or Member of the Community?” *The Trumpeter: Journal of Ecosophy*, Volume 20, No. 1 (2004), 1-20.

“Defending the Importance of Holarchical-Developmental Scheme for Environmentalism,” *AQAL, Journal of Integral Theory and Practice*, Vol. 1, No. 3 (Fall, 2006), 40-100.

“Interiority Regained: Integral Ecology and Environmental Ethics,” *Ecology and the Environment: Perspectives from the Humanities*, ed. Donald K. Swearer with Susan Lloyd McGarry (Cambridge: Center for the Study of World Religions/Harvard University Press, 2009), 65-85.

“Postmodern Environmental Philosophy,” *The Encyclopedia of Environmental Ethics and Philosophy*, ed. J. Baird Callicott and Robert Frodeman, New York: MacMillan Reference Books, 2008.

“Integral Ecology” (co-authored with Sean Esbjörn-Hargens), *The Encyclopedia of Environmental Ethics and Philosophy*, ed. J. Baird Callicott and Robert Frodeman, New York: MacMillan Reference Books 2008.

“The Singularity: A Crucial Phase in Divine Self-Actualization?” *Cosmos and History*. 2 (2008).
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“Religious Motifs in Technological Posthumanism,” *Western Humanities Review*. Special issue on Nature, Culture, Technology, ed. Anne-Marie Feenberg-Dibon and Reginald McGinnis, Vol. LXIII, No. 3 (Fall, 2009), 67-83.

“Social Theory, Climate Change, and the Humanity-Nature Relation,” *Nature, Knowledge, and Negation*, Vol. 26 of *Current Perspectives in Social Theory*, ed. Harry F. Dahms. 75-92.

“Sustainability” in *Sustainability Ethics: 5 Questions*, ed. Ryne Raffaele, Wade Robison, and Evan Selinger. Automatic/VIP Press, 2010.

“The Final Cause of Cosmic Development: Divine Spirit, or the Second Law of Thermodynamics?” *Integral Theory in Action*, ed. Sean Esbjörn-Hargens (Albany: SUNY Press, 2010), 203-228.

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“Last Man or Overman? Transhuman Appropriations of a Nietzschean Theme,” *The Hedgehog Review: Critical Reflections on Contemporary Culture*, Volume 13, No. 2 (Summer, 2011), 31-44.

“Changing the Conversation: Rethinking the Climate Change Debate from an Integral Perspective,” forthcoming in *Journal of Integral Theory and Practice*.

“How Does Integral Theory Address Nihilism?” to appear in *Dancing with Sophia: Integral Philosophy on the Edge*, ed. Michael Schwarz and Sean Esjborn-Hargens (SUNY Press), forthcoming.

For Dr. Zimmerman’s complete C.V., go to: <http://www.colorado.edu/ArtsSciences/CHA/profiles/zimmpdf/zimmcv.pdf>

Carter Phipps

Curriculum Vitae

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BOOKS:

Evolutionaries: Unlocking the Spiritual and Cultural Potential of Science's Greatest Idea (Harper Perennial, 2012)

EDUCATION:

University of Oklahoma 1987-1990

Graduated December 1990 with High Honors in Bachelor of Business Administration with a focus on Economics. Awards included Top Ten Freshmen (selected as one of the top all around students in a freshmen class of around 4,000) Experiences included a semester abroad attending the University of Clermont-Ferrand in Clermont-Ferrand, France.

PROFESSIONAL EXPERIENCE:

EnlightenNext Magazine
Executive Editor 2006-2011
Editor 1999-2006

Worked with a small team of editors to create EnlightenNext magazine (formerly What Is Enlightenment?), a national, award-winning magazine focused on the intersection between spirituality and culture. The magazine gained national acclaim for rigorous interviews, thoughtful and provocative articles, and hip, up-to-date design. The content won industry awards, including a Folio Gold "Eddie" Award for Editorial Excellence awarded to one of Phipps' articles in 2009.

SIGNIFICANT FEATURES IN ENLIGHTENNEXT MAGAZINE:

"Is God a Pacifist?" (Issue 26 / August–October 2004)

This article explored commonly held notions about spirituality, pacifism, and nonviolence, and the relationship between our deepest spiritual principles and the politics of an evolving global society.

"The Cosmos, The Psyche, and You" (Issue 39 / February–April 2008)

Carl Gustav Jung and Pierre Teilhard de Chardin—one probed the psyche, the other contemplated the cosmos. Phipps traced the influence of these groundbreaking figures and explored the role they may each play in our understanding of who we are and of where we're headed in the years to come.

"A Philosopher of Everything" (Issue 33 / June–August 2006)

An introduction to the work of the individual who many feel is redefining philosophy for the twenty-first century—and revolutionizing nearly every other field of knowledge in the process.

"The Real Evolution Debate" (Issue 35 / January–March 2007)

From the science to spirituality to cutting-edge perspectives that integrate both, this acclaimed overview presents a dozen different theories of what evolution is, how it works, and where it might be headed.

"Whatever Happened to Truth?" (Issue 37 / July–September 2007)

An analysis of how we have come to see truth in our postmodern society and the dangers of leaving behind the foundational notion that some things are true and other are not.

"Dreams of a Digital Utopia" (Issue 36 / April–June 2007)

First there were the flower children, then there were the computer geeks, then the internet changed everything. This article was a personal exploration of the surprising connections between them and what it all means about the future of human evolution.

"The Hour of My Coming" (Issue 23 / Spring–Summer 2003)

An in-depth exploration of messianic and eschatological themes in human history and their impact on contemporary culture. The extensive article included interviews with scholars, experts, historians, prophets, and a number of would-be messiahs.

Preachers of a New Pentecost (Issue 24 / May – July 2004)

An article profiling Connie Barlow and Michael Dowd, new travelers along the ancient missionary path with a radical message:



The science of evolution may be the key to a worldwide spiritual revival.

A Theologian of Renewal (Issue 42 / December – February 2009)

A personal and philosophical profile, we offer a glimpse inside the prodigious mind and heart of a man who may hold the answers—pioneering Catholic theologian John F. Haught.

Integral Politics Comes of Age (Issue 38 / October-December 2007)

A bold and provocative analysis with Philosopher Steve McIntosh of the relationship between the evolution of consciousness and the evolution of culture—from Russia to Rwanda to the Republican party.

SIGNIFICANT INTERVIEWS:

Mario Cuomo, Former Governor of New York
Thomas Barnett, Geopolitical Strategist
Sheng Yen, Zen Master
Taylor Hackford, Hollywood Director
Duane Elgin, Global Activist and Author
Robert Wright, Evolutionary Theorist
Jim Gardner, Science Writer
George Leonard, Human Potential Pioneer
Deepak Chopra, Spiritual Pioneer
Paul Davies, Physicist
Mary Evelyn Tucker, Religious Scholar and Ecologist
Tariq Ramadan, Muslim Scholar

AWARDS AND ACTIVITIES:

Winner of the Folio “Eddie” Gold Award for Editorial Excellence (2009) for “A Theologian of Renewal”

Interviewed for BBC radio “Reporting Religion” Deepak Chopra’s Wellness Radio, MSNBC

Presented at various forums including JFK University, Institute for Transpersonal Psychology, 2008 Edinburgh Festival for Spirituality and Peace, 2007 Dubrovnik Conference on Transforming Culture.

OTHER PROFESSIONAL EXPERIENCE:

National TechTeam
IT Support 1998-1999

Worked on a special information systems project for Liberty Mutual Insurance. Worked as IT support for technicians during national rollout of over 20,000 new computers at Liberty Mutual offices around the country.

Computer Access and Training
Computer Engineer 1995-1997

Worked as a computer engineer assisting business clients in implementation of Networking Solutions. Clients were businesses and nonprofits spread around Northern California.

Computer Access and Training 1995

Studied to be a computer engineer with a specialty in Novell and Microsoft Network Systems.

PROFESSIONAL MEMBERSHIPS AND BOARD ACTIVITIES

EnlightenNext – Current Board member, Senior Fellow, Senior Teacher of Evolutionary Enlightenment
Evolutionary Leaders Association – Member
Transformative Leadership Council – Member

Associated Documents:

A) Introductory Cover Letter

B) Campaign Plan for Climate Change Amelioration

C) Preliminary Treatment of ICE's Campaign Plan for Reducing Political Polarization

D) White Paper: Premises and Principles of the Evolutionary Worldview

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