

The Institute of Cultural Affairs in the USA

Annual Report 2003

Three arenas of work/ Three levels of service

The ICA promotes life-long learning, collaborative change and community initiative through direct services, practitioner training, and innovative social leadership.



See the key on
the back cover



June 2003

Dear Friends,

2003 was a year of growth and evolvement for ICA USA. We took the bold step of appointing an Executive Transition Team to prepare the organization for hiring a full-time executive director. This team worked with the board to develop an appropriate job description for the executive director of a uniquely participatory organization.

Both board and staff worked to creatively deal with a growing budget deficit. We made progress during 2003. The budget proposals for 2004 appeared to be realistic and achievable with the aid of increased grant writing and the organization of a team focused on fundraising.

Importantly, we continue to bring our skill in developing leadership among youth and adults to communities, organizations and government agencies throughout the USA. ICA's Imaginal Education methods make possible creative work in early childhood learning, rites of passage journeys, and parent and teacher education. ICA's Technology of Participation® methods energize youth and adult leaders working for collaborative change in large and small organizations and communities. These methods help ordinary people touch the lives of neighbors and coworkers by offering innovative approaches to learning and civic engagement.

As a part of our commitment to global outreach, ICA USA supported the HIV/AIDS Education and Prevention Initiative of our sister ICAs in Africa and the Learning Basket program in Mexico. Preparations were completed for the publication of ICA USA's Youth as Facilitative Leaders materials in German for German youth workers. This collaborative work was undertaken with support provided by Germany's Bertelsmann Foundation. Staff members and volunteers helped organize the sixth ICA International quadrennial conference to be held in Antigua, Guatemala, in August 2004.

We're proud of the impact that our methods of learning and leadership have in the lives of many people. The following pages contain some of the highlights of this work.

Yours truly,

Donald Elliott, President
Board of Directors

"You gain strength, courage and confidence by every experience in which you really stop to look fear in the face... do the things you think you cannot do." — Eleanor Roosevelt



Inspiring life-long learning

Inspiring young mothers to help their infant children learn through play

We met her two years ago—16 with a newborn in arms, a ward of the state, refusing to go to school, and angry at life. Week after week as we delivered *Learning Basket* parenting sessions, we said hi and invited her to attend. We often received negative responses. When she did attend, her behavior had negative effects on the group's dynamics. By the end of the second quarter, expecting her second child, she was transferred from the Maryville Academy Madonna Center to a facility better equipped to care for young women with behavior problems.



A year later we found her at a new program site. When she saw us she replied, "I remember ya'll, you are the 'basket ladies.'" Behind the tired eyes, her smile revealed a young woman with potential. Reluctantly she participated in all the sessions. We built a trusting relationship based on reliability and consistency. By the end of our program her focus had changed from living in the moment to realizing her limitations and assessing what she needed to do. She knew she needed help and asked if we knew who could be a mentor. She made a goal to obtain her GED before she left Maryville Academy. She believed that if people like us were not there providing guidance and motivation she would never achieve her goal. Though everyday was a different struggle, she had just seen the road ahead.

The ICA's *Learning Basket Approach* touched 1,800 families nationwide in 2003 to prevent child abuse and to increase school readiness in children birth to three.

Inspiring youth and adults to make creative, service-oriented life decisions

ICA Journeys programs give youth and adults opportunities to experience their unique gifts and the space to explore life-affirming choices and directions.

ICA staff and volunteers conducted youth *Summer Journeys* for the 37th year and held *This Moment in Time* life choices and directions retreats for adults in Arcosanti, Arizona and Orcas Island, Washington.

Staff added a fourth day to ICA's *Mentoring Series* which offers practical tools for people seeking mentor training for themselves or others.

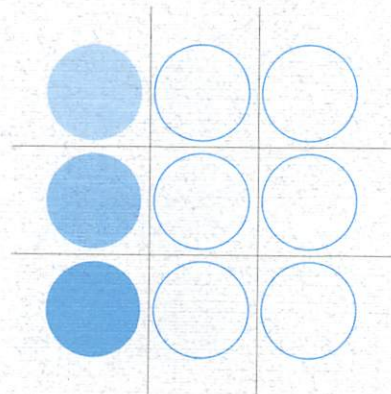
The *Mentoring Series* is offered to church, school and neighborhood organizations that utilize mentoring in their youth programming. The series was taught in seven states.

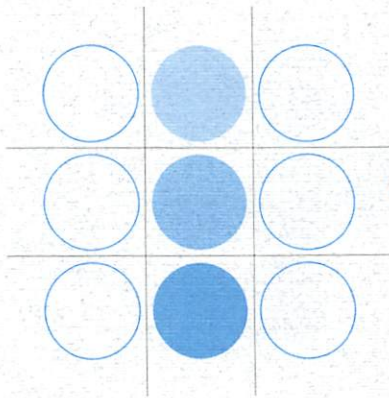


Journeys has also combined elements of the *Mentoring Series* courses to create a *Teacher as Mentor* course, a one-day course for teachers who need continuing education, undergraduate or graduate credit. The course is offered in collaboration with Heritage Institute, a continuing education branch of Antioch University, Seattle.

Events, adventures and workshops that energize the human spirit

Teaching materials and resources for infants and toddlers, parents and caregivers, professional and volunteer educators; events and adventures marking the life journey and significant life transitions; mentor training for people working with youth





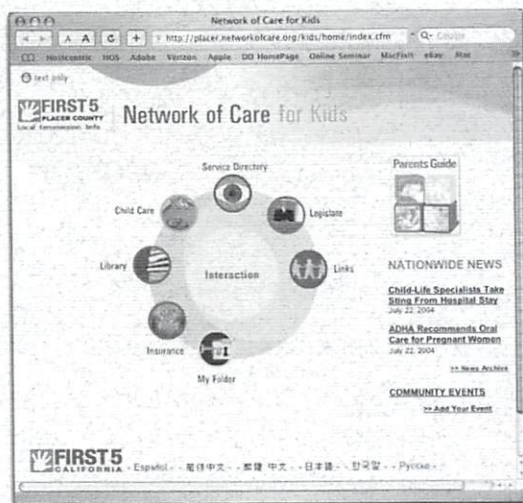
Supporting collaborative change

A movement to create a community culture shaped by care for its children

Proposition 10 became law in 1998—the first time in California history that a cigarette tax would fund prenatal care through services for five year olds. Autonomous county-wide commissions were set up to set funding priorities.

Don Ferretti, an ICA course grad and now coordinator of Placer County California's Prop 10 Commission, was tasked with creating a new organization. Don reflects, "We didn't have to use prehistoric models. We created a network organization capable of collaborative thinking."

"The Commission wanted to involve the community in deciding how to use the Prop 10 funds and ICA's group facilitation methods were used to develop the consensus. California law allowed for innovation; ICA provided the core processes."



Don adds, "Our partner organizations focus on program results using ICA's focused conversation method. We type up the conversation notes, and post them on the Share the Learning part of our web site so all parts of the County can read about what is being learned with the prenatal to five population. Sharing information across traditional boundaries becomes very important."

"The open county wide conversation about children's brain development has [helped] people see why timely services are so important. For a young mother and her baby the time frame is NOW. We can't spend two years planning. The fact that our children's healthy brain development is at stake creates a sense of urgency in our work."

"Organizations have also changed the way they determine eligibility. Prop 10 Commission

partners now ask, 'What can we do for you today?' and then complete the needed paperwork. Intake workers ask, 'What else is going on in your life and what other outcomes would you like to achieve for yourself or your family?' No one agency can insure families outcomes on its own. All our partners identify needs and make connections.

"Our partners help the early childhood development community connect with the people. The ICA's focused conversation method has given the community a way to shape early childhood development. Just like in nature, diversity and interdependence in the child welfare system insure stability and sustainability. ICA methods are the tools that help us think together in new ways and take collaborative action on our children's behalf."

'03 Highlights at a Glance

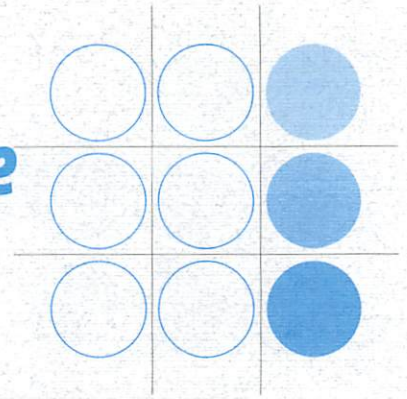
- 136 trainers in the *ToP*[®] Network delivered 117 courses with 1,528 participants.
- Staff and trainers initiated the year-long *Mastering the Technology of Participation*[®] program in four cities.
- ICA facilitated a Social Security Administration advisory panel on helping America's disabled more easily find work.

Methods of Facilitative Leadership

***Technology of Participation*[®]—organizational strategic planning, facilitation methods training and consulting, technical assistance and capacity building**

Promoting community initiative

***"...quality of life is the shared responsibility of an entire community and everyone who lives there."*¹**



'03 Highlights at a Glance

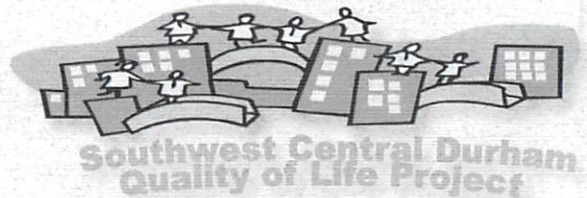
- Launched the first *Neighborhood Academy* in Chicago. The program is a 12+ week series of evening leadership training workshops for residents seeking civic involvement.
- Launched the first *Leadership for Learning Academy* in an economically depressed area of rural Arizona. The program is a year-long social and cultural change program to foster academic success, developed in partnership with the Arizona Commission on Postsecondary Education.
- Launched the *Youth Leadership Training Collaborative* in Chicago with two partner organizations.
- Held a successful *Youth as Facilitative Leaders* summer program outside Washington, DC.
- Created a youth facilitators network and a scholarship program supporting participation in the *Youth as Facilitative Leaders* program.
- Developed the *Community Youth Development Assessment Workshop*.
- Completed twelve *Community Youth Forums* in four months to foster youth civic engagement.
- Completed *Participatory Design Modules* in three Greensboro, North Carolina neighborhoods.
- Designed and facilitated the public involvement component of the Guilford County Long-range Comprehensive Planning process in North Carolina.
- Began facilitation and mobilization of citizens in the *Quality of Life* project in Durham, North Carolina.

How does a community make the journey?²

- ...from total chaos to a pathway of understanding*
- ...from distrust to cooperation*
- ...from separate agendas to working together*

With help of ICA methods of participation and gifted facilitators, a core group of 20–30 community residents are implementing the *Southwest Central Durham Quality of Life Action Plan*.¹ Their plan included input from 100 residents, participants from nonprofit organizations and for-profit businesses. The group agreed on issues despite the racial, ethnic, income and age diversity of their neighborhoods. The project's purpose is to develop a road map for improving the quality of life in six neighborhoods in Southwest Central Durham, North Carolina.

The group is working with *Self Help* to improve affordable, safe housing, establish connections between neighborhood residents and groups by sharing their talents and history



at the COMMUNITY Festival, building support for local nonprofits and community organizations at Quarterly Guest Speaker Luncheons, and developing the West Chapel Hill Street Business District to increase visibility, credibility and viability of businesses along this gateway to the downtown.

When asked to describe their experience, people said that it was a year of:

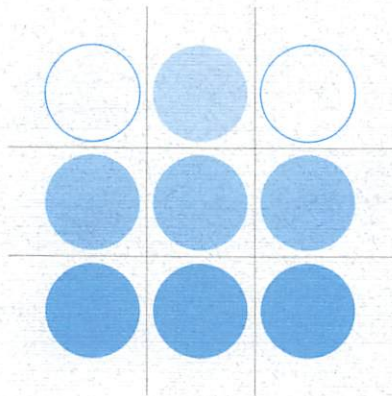
- ...enlightenment*
- ...vision in motion*
- ...forward momentum increasing*
- ...the beginning of a rainbow*

A Comprehensive Toolkit for Building Community

Participatory planning and design, assessment and training for community youth development and youth-adult partnerships, civic engagement training for grassroots leaders, consultation on the arts in community healing and transformation

¹Southwest Central Durham Quality of Life Action Plan.

²Compiled from reports by Mayme Webb, Project Advisor, Duke Office of Community Affairs. QOL meeting documentation prepared by Elaine Stover. Logo designed by Kristen Rosselli.



Building human capacity

International service rooted in 30 years of local development experience in over 30 nations

Beteiligung ist machbar!

Youth as Facilitative Leaders (YFL) Adaptation in Germany

The German publication of ICA USA's YFL resources is the result of a collaboration with the Bertelsmann Foundation's *Democracy and Civil Society Project*. ICA USA staff will conduct training of trainer courses in 2004. Project director Michael Seberich wrote:

'Participation is possible!' is the slogan of a project of the Bertelsmann Foundation to adapt ICA's *Youth as Facilitative Leaders* curriculum. The program was conducted in cooperation with German organizations and experts in the field of youth work and civic education and tested in more than 50 test seminars. The result is a German YFL handbook and a group of experts who are the core for a German YFL network and the implementation of a YFL approach in youth participation projects.

Michael Seberich, Bertelsmann Foundation

Mobilizing Communities to Deal With HIV/AIDS

ICA USA volunteers launched new HIV/AIDS community mobilization programs in Nigeria, South Africa, Zimbabwe, Zambia, Tanzania, Kenya and Uganda in collaboration with African ICA staff, Rotary International, American Jewish World Service, Firelight Foundation, and eighteen American health professionals. Volunteers trained 150 Community HIV/AIDS caretakers and helped communities create HIV/AIDS prevention plans.



ICA

ToP

Verlag Bertelsmann Stiftung

Bertelsmann Stiftung (Hrsg.)

ToP® — Fit für Beteiligung
Ein Moderationshandbuch für Jugendliche

Ein Praxishandbuch auf der Grundlage des Werks
»Youth as Facilitative Leaders – Technology of Participation® (ToP®)«
Group Facilitation Methods des Institute of Cultural Affairs, USA

ICA's Year at a Glance

- Test marketed a new *Facilitative Leadership and Participatory Management* curriculum with WINToP, ICA's Chinese partner in Beijing.
- Provided facilitation for several sectors of the World Bank and the World Bank Institute; played a leadership role in the design of the 2004 *International Conference on Local Development*.
- 22 participants from 13 nations including China and Viet Nam attended the 5th biennial *International Technology of Participation Training of Trainers* in Phoenix for six weeks.
- Four community *Learning Basket* practitioners offered six informal parenting lessons each to other women in the four barrios of Bucerias, Mexico. The training was funded by ICA's *Sheryl Nordin-Carusio Memorial Fund* and the Litibu [Mexico] Community.

Growing an international community of practice

Publishing resources for local leaders; training of trainers, technical assistance and capacity building for the international development community; community mobilization for HIV/AIDS education and prevention, early learning and social justice initiatives

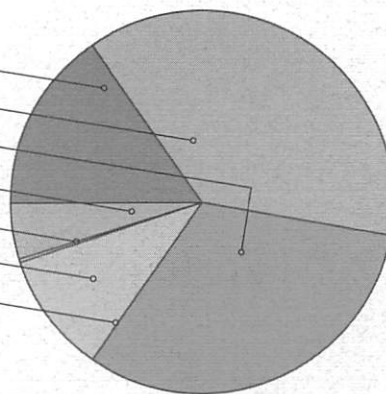
The Institute of Cultural Affairs and Affiliate

Combined Statement of Activities

Year Ended December 31, 2003

Revenues and Support

Contributions and grants	\$515,709
Program service fees	\$1,251,132
Rental revenue	\$1,062,344
Product revenue	\$151,851
Return on investments	\$13,673
Gain on sale of property and equipment	\$339,074
Other income	\$232
<i>Total revenues and support</i>	<u>\$3,334,015</u>



Expenses

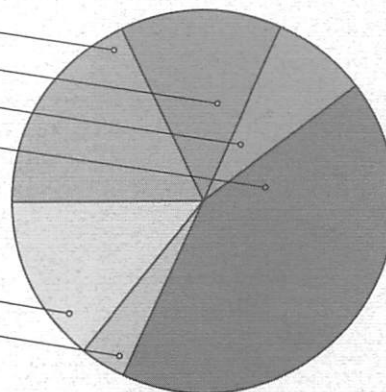
Program services

Culture of Participation	\$624,538
Community and Youth Leadership	\$462,098
Transformative Learning	\$267,676
Community Revitalization	\$1,443,743
<i>Total program services</i>	<u>\$2,798,055</u>

Supporting services

Management and general	\$478,732
Fundraising	\$129,866
<i>Total supporting services</i>	<u>\$608,598</u>

Total expenses \$3,406,653



Change in Net Assets (\$72,638)

Net Assets, Beginning of Year \$583,933

Net Assets, End of Year \$511,295

Organizational and Administrative Accomplishments

- Celebrated the 30th anniversary of ICA's incorporation with gatherings across the United States attended by more than 230 people.
- Completed a three-year Capacity Building Campaign that raised over \$ 350,000.
- Developed a National Fundraising Team to concentrate efforts on increasing individual giving, a planned giving program, and an individual care program.
- Networked our relationship management database, GiftmakerPro, for access in Seattle, Denver, Washington, Phoenix, and Chicago.



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