



Institute of Cultural Affairs - USA  
4750 N. Sheridan Road  
Chicago, Illinois 60640  
773-769-6363  
[www.ica-usa.org](http://www.ica-usa.org)



THE INSTITUTE OF CULTURAL AFFAIRS  
IN THE U.S.A.

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# The Spark of Inspiration

## Annual Report 2009





## Executive Letter

### Dear Colleagues:

For more than forty years, the Institute of Cultural Affairs (ICA) has based its work on the belief that profound inspiration leads to profound change. We have brought people together to share ideas that turn visions into realities. In 2009 we rekindled both our own and others' inspiration and refreshed the energy of commitment. Dante said, "From a little spark may burst a flame." It is an appropriate motto for the year just past.

Our ability to reinvent the ICA as a social pioneer for the 21st century is based on "experience." Experience is both a noun and a verb. It may be overused, but for the ICA, it has special and multi-dimensional significance. We begin each year with a rich lode of experience, starting with the West Side of Chicago and spreading across the globe. We experience other cultures, the diversity that exists in every aspect of life, and the great changes that occur on an almost daily basis. Experience is where the present and the past meet and spark a fresh vision of the future. We offer years of learning in all our programs and, simultaneously, we learn what is needed for present and future generations. This dialogue is the essence of the ICA as a catalyst for the future.

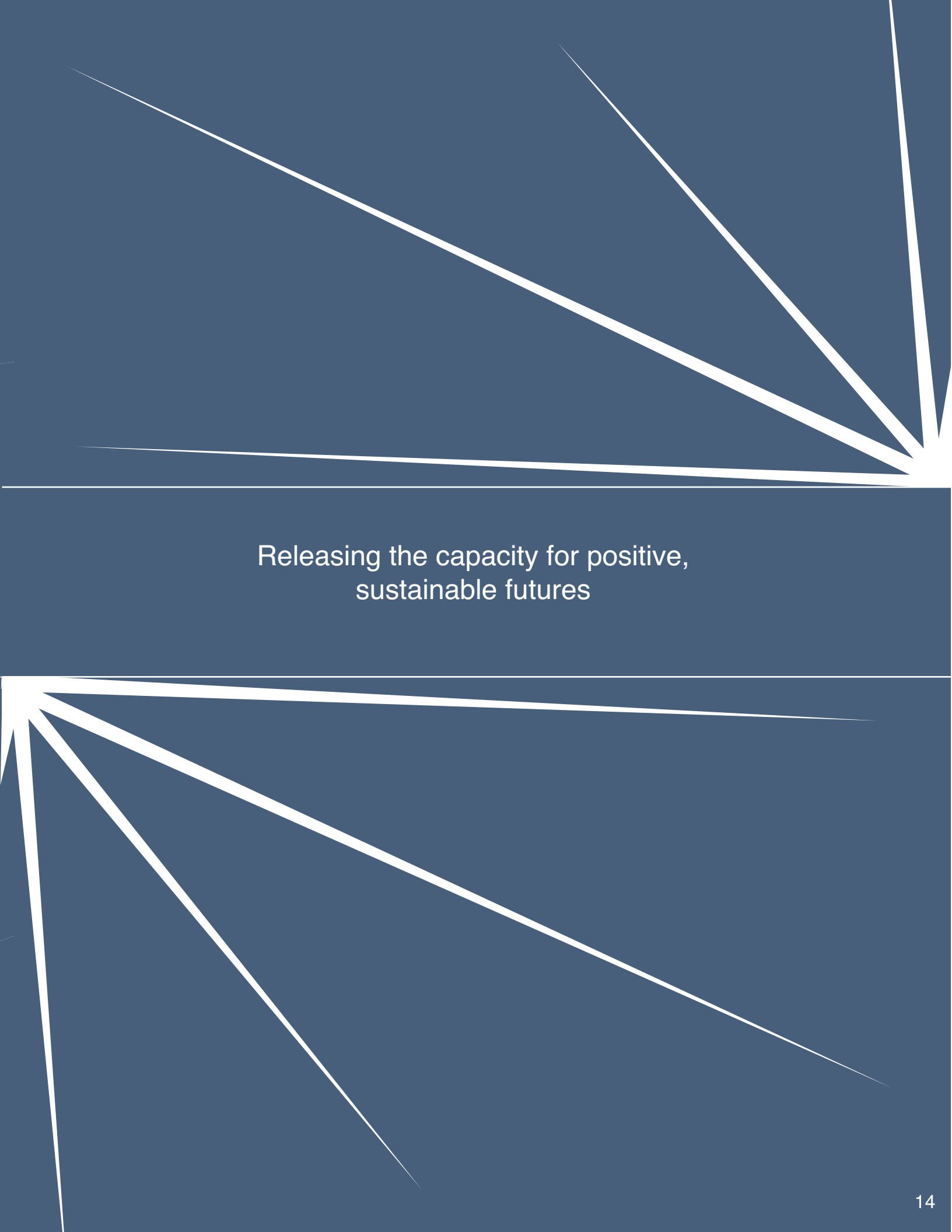


Doug Druckenmiller, PhD  
Chairman

Terry Bergdall, PhD  
Chief Executive Officer

*"Each of us has a spark of life inside us. Our highest endeavor ought to be to set off that spark in one another."*

Kenny Ausubel



Releasing the capacity for positive,  
sustainable futures

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## A Celebration of Spirit – The Profound Journey Dialog

The Profound Journey Dialog (PJD), though not a direct Institute of Cultural Affairs program, is nevertheless an important “spark of inspiration” in the effort to create new vehicles of transformation. It has evolved from a key program in the ICA’s early history, but has been recreated for today’s multi-cultural world. The objectives of this four-session event include developing a vital sense of community and personal meaning, providing a larger context for individual vocation and engagement, and offering practical methods for sustaining one’s spiritual journey.

In 2009, PJDs were held in Seattle, Chicago and New York City, with a total of 220 participants. Two 2010 events are set for Arizona and Texas.

The four sessions are organized around the themes of Reality, Wholeness, Freedom and Care. Each session uses short talks, readings and focused, individual sharing to help each person explore more fully his or her journey. ICA is proud to partner with this outstanding venture.

This annual report will highlight the following significant “sparks” and accomplishments from 2009:

- The Global Archives Project expanded its impact through three events: 1) a Think Tank focused on digitizing the archives, 2) a “Living Archives” gathering with Oklahoma City University and 3) the opening of the Rev. Joseph W. Mathews Archives at Wesley Seminary in Washington, D.C. These events created a new burst of energy and enthusiasm for taking “things past” and using them as building blocks for the future.
- The greening of 4750 N. Sheridan Rd. began with pursuing LEED (Leadership in Energy and Environmental Design) Certification. The building is the home of more than 30 nonprofit organizations, programs and government agencies and has maintained an 82% occupancy for most of the year.
- The Cedar Rapids Redevelopment Planning involved a team of ICA facilitators working with the residents of Cedar Rapids, Iowa on a plan to rebuild the city’s flood-affected neighborhoods for the next 15 years.
- The May Strategic Planning Event energized colleagues and staff, set new goals for our ongoing progress and established ways to honor our mission for the next decades.
- The Teen Summer Facilitation Program involved 107 low-income youth, aged 14 - 20 years, in an 8-week training program. During the energy-filled session the youth were equipped with skills that could be used in personal problem-solving, group decision-making and life planning.
- Technology of Participation (ToP)® classes continued to be successfully delivered by experienced ToP facilitators. There were 98 public and in-house courses offered around the country to 1,253 attendees.
- Early Childhood Programs included the Learning Basket® and First 5 LA. Both programs continued to be critical pieces of our commitment to honor cultural values and shift communities’ images of learning and leadership.
- Terry Bergdall was named as the Chief Executive Officer. A restructuring of the staff has led to creative enthusiasm and new blood.

In a climate of scarce resources, the ICA was able to pay off its line of credit. Using a combination of careful spending and watchful oversight of our accounting, we believe we are well positioned for the coming years.

The success this past year would not have been possible without the active support, initiative and ideas of the ICA’s colleagues - the organizations, donors, facilitators, and tenants we have come to count on. We are profoundly grateful to all of you. Please enjoy this report on the sparks you have helped to ignite during 2009. We look forward to working with you as those sparks light the way for 2010.

Sincerely,



Doug Druckenmiller, PhD  
Chairman  
ICA-USA/EI Board of Directors



Terry Bergdall, PhD  
Chief Executive Officer



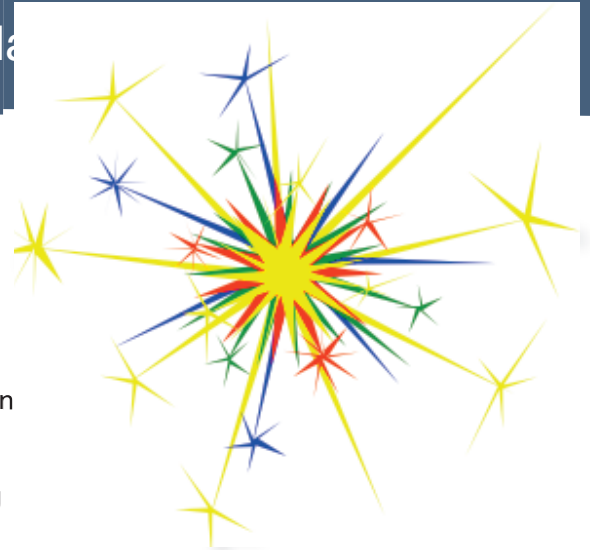
# Envisioning our Potential – ICA's Strategic Plan

The Institute of Cultural Affairs has experienced many changes over the past few years that have brought - as change always does - both loss and new possibility. With the advent of a new Chief Executive Officer, we felt it was time to evaluate the journey to date and set the course for the next few years. On May 29, 2009, forty colleagues came together in Chicago to create a vision of the next thirty years.

We began by remembering the past and built a "wall of wonder" from memories that spanned 35+ years, from our beginnings to the present day. We distilled the essence of our mission through each of three phases (Pre-1984, 1984-1996, 1996-2009) and then looked toward the year 2040. The next phase will be marked by intensified efforts to embody collective leadership and to promote collaboration, both within the ICA by establishing new links across our own network, as well as with organizations in the larger culture using Technology of Participation (ToP)® and other methodologies. Practical activities will include solidifying a sustainable business model, promoting ongoing research and development, enhancing our reputation as a facilitative spark, and ongoing work with youth, business and community organizations.

Our underlying challenges revolve around a deep need to examine and break free of outdated approaches for communication, decision-making, program design and implementation. We need to open doors to new ideas, people, ways of community-building and demonstrated concern for the planet.

After much discussion and many good ideas, three broad strategic directions emerged. The first has to do with ensuring that we are a collaborative, sustainable organization that has the full participation of its constituents and strong relationships with other like-minded organizations. Additionally, we intend to launch innovative programmatic efforts with new designs and audiences as well as recreate 4750 N. Sheridan Rd. as a demonstration of "green" responsibility. Finally, we will effectively market our programs and ensure that they are simultaneously more accessible and better-protected as intellectual property. The Strategic Planning Event was a full three-day dialogue marked by a renewal of energy, spirit and cooperation.



*"ICA's most positive, helpful contribution to me has been a network of colleagues and friends that I respect and trust to discern what is needed to build the future and who have fun doing so!"*

Mary Laura Jones  
Resource Development for Historical  
Buildings and the Environment



# Our Friends and Supporters

The generous support of the following donors has enabled the Institute of Cultural Affairs to advance its mission, vision and goals.

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Estate of Donald Elliott

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Terry and Pamela Bergdall

Donald Elliott

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*"At times our own light goes out and is rekindled by a spark from another person. Each of us has cause to think with deep gratitude of those who have lighted the flame within us."*

Albert Schweitzer

## \$10 - \$99

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Sandra Sohcot

Burge Troxel

Barbara Vaile

Carl Vinson

Sister Brenda Walsh

Harvey Warrick

John Webster

## In Memoriam

The Institute of Cultural Affairs salutes the memory and dedication of the following colleagues, board members and friends who passed away since our last Annual Report. We deeply appreciate their commitment to ICA.

Desmond Balm  
Carol Borovic  
Mary Coggeshall  
Stan Crow  
Donald Elliott, MD  
Ronald Griffith  
David Horn

Zachary May  
Virginia Evans Natali  
Alice Mathews Neill  
James Phillips  
Lois Reeves  
Anne Slicker

ICA-USA would like to thank Sidley Austin, LLP for their pro-bono assistance.

Listings of donors reflect contributions and pledge payments made between January 1, 2009 and December 31, 2009. Every effort was made to ensure an accurate listing of contributions.

**Donations can be made online at:**  
**[www.ica-usa.org](http://www.ica-usa.org)**



# Combined Statement of Activities

## For the Year Ended December 31, 2009

### **SUPPORT AND REVENUE**

Contributions and grants	\$ 342,614
Program service fees	582,497
Rental revenue	1,375,568
Product revenue	128,354
Interest and Dividends	15,172
Net Appreciation (Depreciation) of Traded Securities	85,190
Other Income	13,345

<b>TOTAL SUPPORT AND REVENUE</b>	<b>2,542,740</b>
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### **EXPENSES**

Program Services	2,269,949
Supporting services:	
Management and general	482,145
Fundraising	102,898

Total supporting services	585,043
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TOTAL EXPENSES	2,854,992
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CHANGE IN NET ASSETS	(312,252)
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NET ASSETS, BEGINNING OF YEAR	632,911
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<b>NET ASSETS, END OF YEAR</b>	<b>\$ 320,659</b>
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# From Tragedy to Transformation – Community Building in Cedar Rapids

In June 2008, Cedar Rapids, Iowa was inundated by a flood that forced at least 24,000 people from their homes, left almost 4,000 seriously damaged homes and caused 6,000 - 7,000 job losses. The city was devastated.

Following an initial consultancy that

focused on the technical aspects of recovery, the city began the “Neighborhood Planning Process” (NPP), a program designed to enlist citizens in determining redevelopment priorities and plans.

In preparation for this massive effort, the Institute of Cultural Affairs trained 70 residents in Technology of Participation (ToP)®, thus creating a team of Iowans with the skills to elicit and manage the creativity of those most affected.

Eight community-wide sessions involving 1,400 people were conducted over a four-month period. The first workshop was marked by disbelief and disgruntlement, but this soon gave way to hope and imagination as participants gained trust that their real concerns would be heard and taken into account. Local facilitators, with the support of ICA staff members, enabled the sharing of

immediate concerns and challenges as well as ideas for building the working partnerships needed to take residents forward to a realistic plan. In each meeting, participants also received information on resources and practical ways of dealing with the trauma of the flood. Topics included

coping skills, available community-based assistance programs, self-care tips for survivors and contact lists of helping agencies.

In addition to the NPP sessions, the ICA facilitated an Affordable Housing Summit that brought together the City Council, professionals, advocates and nonprofit experts in affordable housing. The result was an Action Plan that can serve as an implementation guide in the city’s disaster recovery.



AP photo by Jeff Roberson

On May 14, the Cedar Rapids Gazette reported, “Nearly 1,400 residents at eight meetings helped hammer out a Neighborhood Reinvestment Framework Plan that the City Council embraced last night to help it direct the redevelopment of the city’s flood-affected neighborhoods for the next 15 years.” It is anticipated that this broad-based consensus and popular support will give enormous impetus to the difficult job of rebuilding a wounded community.

*“My contact over the years with the ICA has helped me start with the big picture, work with others, and resist taking myself too seriously. I think ICA’s continuing contribution needs to be sharing methods that help people work together and that break down resistance to consensus.”*

Diann McCabe  
Assistant Director  
Honors Program  
Texas State University

# ToP-Notch Training – Moving from Conflict to Consensus

One of the longest-running and most successful programs of the Institute of Cultural Affairs is the Technology of Participation (ToP)® training program. Based on years of crafting techniques that ensure genuine consensus and active involvement of groups ranging from African villages to executive boardrooms, the ToP methodologies are simple, elegant, flexible and profound. They can be used in an almost infinite number of situations (including negotiation, problem-solving, conciliation and planning) and audiences (with youth and children, with the poor and the affluent). In other words, the methods are essential for every facilitator.

This year's statistics are impressive.

- There are currently 28 Certified ToP Facilitators in the United States with 11 in the pipeline for 2010.

- There were 98 public and in-house courses offered around the country with 1,253 attendees.

- The organizations range across the public and private sectors and include: nonprofits, government agencies, corporations, educational institutions and independent consultants.

The ToP methods permeate the ICA's work. They form the basis for everything from internal staff meetings to the Chicago Summer Teen Program and Cedar Rapids neighborhood planning. The enthusiasm and commitment engendered by using the ToP process is evident in the continuing growth of the ToP facilitators' network.

*"My entry point to the ICA has been the ToP Trainers Network. It's allowed me to be among dedicated, generous and creative people, and has provided me with a system to "pay it forward"."*

Deb Burnight  
ToP Mentor Trainer/Registrar

## Certified ToP Facilitators in the USA

<u>Name</u>	<u>City</u>
Lynda Lieberman Baker	Austin, TX
Nancy N. Jackson	Bolton, MA
Ester Mae Cox	Winterset, IA
Dennis Jennings	Chicago, IL
Judy Weddle	Chicago, IL
Nadine Bell	Dallas, TX
William Davis	Davis, CA
Sunny Walker	Denver, CO
Sue Laxdal	Medicine Lake, MN
Linda Alton	Minneapolis, MN
Rachel Hefte	Minneapolis, MN
Cheryl Kartes	Minneapolis, MN
Nancy Lee	Minneapolis, MN
Sheila LeGeros	Minneapolis, MN
Marti Roach	Moraga, CA
Elizabeth Lindsley	Oakland, CA
Kathleen Rice	Oakland, CA
Jane Stallman	Oakland, CA
Marilyn Oyler	Phoenix, AZ
James F. Wiegel	Phoenix, AZ
Barbara MacKay	Portland, OR
Heidi Kolbe	Sacramento, CA
Marlene Lockwood	Sacramento, CA
Mary Flanagan	San Antonio, TX
George Packard	Santa Fe, NM
Deb Burnight	Sioux City, IA
Jonathan S. Bucki	St Paul, MN
Catherine Tornbom	Tucson, AZ

# The Greening of 4750 – New Hope for a Historic Old Building

In 1972 when the Institute of Cultural Affairs received the former home of Kemper Insurance as a new headquarters, most people saw it as a mixed blessing. The building was huge and old. It was a maintenance challenge, and the bills for heating and light were overwhelming. However, the location was excellent and afforded the ICA a distinctive area in Chicago for service.

The building has undergone various transformations over the years and is currently proud to serve as a nonprofit center hosting services provided by 30+ programs and organizations. These groups range from the Chicago Women's AIDS Project to the Nepali

Friendship Society and Vietnam Veterans Against the War. Located in the heart of the Uptown neighborhood, it is a hub for serving newly-arrived immigrants and a variety of indigent and marginalized groups.

As part of an effort to be more active in ecological sustainability, the ICA is creating a plan to make the building a demonstration of responsible stewardship of the planet. The LEED (Leadership in Ecology and Environmental Design) Certification will be one step closer in achieving this goal.

The LEED green building rating system was developed by the U.S.

Green Building Council, a Washington-based nonprofit of building industry leaders. The Council's objective is to promote design and construction practices that reduce negative environmental impacts and improve occupant health and well-being.

LEED Certification isn't an easy undertaking, and the staff and volunteers are counting on assistance from design and building experts, as well as colleagues, in the development of practical plans and budgets. If successful, however, 4750 N. Sheridan Rd. will become one of the lights in Chicago's urban landscape that gives new hope for old buildings.

## Tenants, Programs and Conference Center Participants

- Addis Learning Center
- Anawim Community Center
- Baby Talk Inc.
- Behavioral Interventions
- Believing Jesus Christ
- Catholic Charities
- CCC Job Club
- Census Bureau
- Census Testing Site
- Chicago Ghanaian SDA Church
- Chicago Professional Center
- Chicago Religious Leadership Network
- Christian Fellowship for All Nations
- Church of the Pentecost
- Department of Support and Family Services
- Desi Inc
- Eritrean Association
- Ethiopian Community
- Fire and Word Ministries
- Ghanaian Cab Association
- Gkoudion Program
- Global Christian Network
- Gold Coast Taxi Association
- Heartland Alliance Outreach Planning Coordination
- Heartland Clinic
- Heartland Health Outreach
- Heartland IT Department
- HHO International Faces
- HHO Mental Health and Addiction Service
- HHO Uptown Clinic
- Human Movements
- I Am You – Red Dot Resale Shop
- ICA Learning Basket Program
- International Family Literacy
- Ivory Coast OROCI
- Jewish Vocational Services
- Job Readiness Training
- KEUC (Keystone Ecological Urban Community)
- Kingdom Hall Senior's Program
- Ksang Illinois Chapter
- Kwahu United Association
- Kyidom Maa Association of Chicago
- LAO Community Association
- Malian Community Group
- Manpower
- Mawuli Prayer Group
- Mbaise Educational and Cultural Association
- Napali Friendship Society
- Narrow Way Ministries
- North Side Federal Credit Union
- Northside Workforce Center
- NSCLCU
- NWC Job Club
- Nzuko NDI ARO of Chicago
- Oki Gwe Progressive Association
- OKIG We P.A.
- Organization of the Northeast
- Paeon Partners
- Pastor Pokoo
- Peoples Church
- Peoples Democratic Party of Chicago
- Peoples Music School
- REACH
- Refugee Center for Hope
- Russian Women's Group
- Sarah's Circle
- Scrap Mettle Soul
- Second Chance Deliverance
- Streets and Sanitation
- True Christian Government
- Truman Square Neighbors
- Uptown Chamber of Commerce
- Uptown Neighborhood Safety Committee
- Vietnam Veterans Against the War
- Worldwide Kingdom Ministry



# Harnessing the Energy of Youth – The Teen Leadership Program

Cities everywhere struggle with the future of their youth. In a time of deep economic and social change, many young people are totally unprepared for the world that faces them - including problems like teen pregnancy, gang violence, drug use and soaring drop-out rates.

In the face of this challenge, the Institute of Cultural Affairs launched its Teen Summer Facilitation Program in June 2009. They recruited 107 low-income youth, aged 14 - 20 years, to participate in an 8-week training designed to equip them with skills that could be used in personal problem-solving, group decision-making and life planning. The participants represented 17 different origins, including such distant places as Pakistan, Ethiopia, Nigeria, Portugal and Iraq. Eight different languages were spoken.



One of the most innovative elements of the curriculum was introducing “green” activities and encouraging the youth to care for the planet as well as caring for themselves. The program included a variety of environmental efforts in and around 4750 N. Sheridan Rd. It opened up a new area of concern for many of the participants, enabling them to become not only more aware of neighborhood needs, but also to imagine themselves as advocates for sustainability in their communities.

The Teen Facilitation Program was a hugely successful “spark”. It illuminated a new avenue for building tomorrow’s leaders and for giving youth healthy alternatives, practical methods of responsible decision-making and a heightened sense of the hidden potential in themselves, their communities and the world.

*“I saw as a teacher how, if you take that spark of learning that those children have, and you ignite it, you can take a child from any background to a lifetime of creativity and accomplishment. “*

Paul Wellstone



# Care and Creativity in a Basket Boosts Learning for Young Children

The Learning Basket® is a unique program designed to promote the maximum development of potential in children birth to age three. Starting with a basket of simple, low-cost toys, parents learn how to do fun activities that enhance language, pre-math and pre-reading skills, as well as developing self-image and confidence. The results have been amazing, and the reality is that both children and parents grow through using this simple technology.

Funding in 2009 came from the Illinois State Board of Education and programs were held in Niles, Illinois with families representing diverse backgrounds and languages. There were immigrants from Russia, Poland, Jamaica and various Asian and Hispanic countries. The courses were conducted in Arabic, English, Korean, Patwa, Malayam, Mongolian, Polish and Spanish. In an evaluation from the group from Stockton School in Chicago, Illinois, there was 100% agreement among participants that they increased their knowledge of appropriate parenting skills and practices as well as learning more about pre-natal and post-natal care. They also agreed that they grew in understanding of their children - who they were as individuals and how to interact more effectively. Additional training for facilitators ensures ongoing parental education and support.

The Institute of Cultural Affairs was a pioneer in early childhood education, beginning with an innovative curriculum created in inner-city Chicago in the 1960s. That long and important history is today manifest in the Learning Basket® program and its contribution to realizing the full potential of children, as well as their parents and caregivers.

## First 5 LA

The Institute of Cultural Affairs has enjoyed its fourth year in partnership with First 5 LA's Partnership for Families Initiative, a child advocacy program committed to help families and communities improve the lives of children from birth to five years of age in Los Angeles County. Through the Initiative, First 5 LA has funded a collaborative of agencies in each of the eight Service Planning Areas in the county. ICA trainers worked with each of the First 5 LA's eight collaborative agencies to assess their current contributions to child development, their strengths, weaknesses, and how they might better serve their respective community. Since 1998, First 5 LA has invested more than \$699 million in programs that work to improve the lives of young children and their families.



*"I was inspired by the ICA to understand that it is possible to move vision to action. This understanding has served me well in designing programs and projects that meet critical needs."*

Elise Packard  
International Family  
Literacy Initiative  
ProLiteracy Worldwide

# Power of the Past

One of the earliest and most seminal commitments of the Institute of Cultural Affairs was to honor and learn from the past, allowing it to inform, but not to determine, the future. The space between what was no longer viable and what was not yet created was where true creativity occurred. As part of revitalizing this belief, the ICA has embarked on a project to organize and make available the rich trove of work from its early years. A quick overview of the past reveals that today's ICA had its roots in the University of Texas' Faith and Life Community. In 1962, the founder, Rev. Joseph W. Mathews, moved to Chicago with a group of colleagues and assumed leadership of the Ecumenical Institute (EI), founded by the World Council of Churches in 1954. Over subsequent years, the EI designed courses for use by both lay and clergy of any religious orientation. These seminars were designed around both past and contemporary wisdom and were focused on the major social and theological issues of the turbulent 60s. Over

the next two decades, both the curriculum and the social programs of the Institute evolved to meet changing needs. In 1973, the ICA was incorporated as a nonprofit organization, primarily concerned with promoting human development in poor communities around the world. The thirty years from the 60s through the 80s left an abundance of reflection, conceptual frameworks, methods and approaches that are now sparking interest in a variety of places. There are three major initiatives that link efforts to organize and make this historical collection available to the public.

The first is to organize and create a digitized archive of the documents, manuals, reports, letters, curricula, speeches, tapes and photos that currently reside in the archives housed at 4750 N. Sheridan Rd. A number of dedicated volunteers are working on this monumental task, and they have invited "sojourners" from across the country to join them to boost the effort.

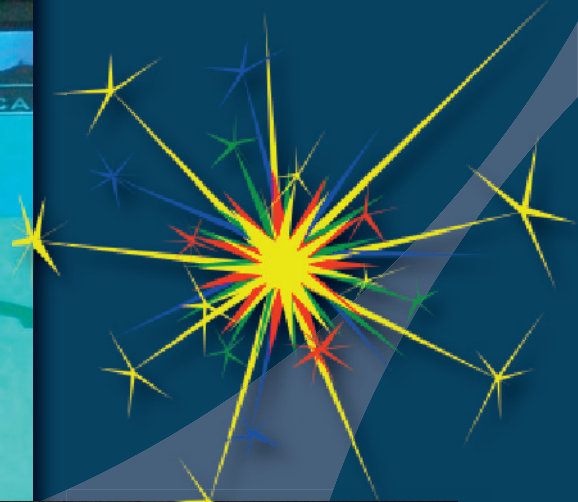


Photo by George Ensinger





Photo by George Ensinger

## Promise of the Future

Reflective of the larger interest in the archives work is a program launched by Mark Davies, the Dean of Liberal Arts at Oklahoma City University. In October 2009, the first of several events took place as Dean Davies invited and welcomed 20 participants to an intense three-day dialogue with representatives of the university's honors program, Oikos. Oikos is the Greek word for "house" and is the root for both "ecology" and "economics," and the program intends to prepare students to actively demonstrate both social and ecological responsibility. All Oikos scholars participate in service learning projects and courses addressing issues of peace, justice and ecological sustainability. The students are required to complete at least one approved international educational experience.

This initial meeting set the stage for another gathering in 2010 that will focus on study and research. OCU's archivist, Christine Wolf, visited Chicago in order to review the Global Archives and make recommendations for their use and preservation. She wrote, "The records are a rich source of history of the ICA from its beginnings as the Ecumenical Institute to its incarnations to the present. Based upon my observations and review, I strongly recommend that the ICA reinvigorate their archival program by creating a system of support for the archives."

In December 2009, a special event was held to honor Rev. Joseph W. Mathews and his brother, Bishop James K. Mathews. The Baltimore-Washington Conference of the United Methodist Church hosted a symposium on the theme, "Transforming the Legacy: People of the Spirit in the 21st Century." The Mathews brothers were lauded as pioneers and change-agents. The symposium celebrated the gift of Rev. Joseph W. Mathews' letters, research, books and manuscripts to Wesley Theological Seminary in Washington, D.C. The school is currently seeking funds to digitize the collection as well as the results of the symposium.

This new burst of energy and enthusiasm for "things past" reflects a sustained belief that there is much to learn from the road we have traveled - whether as individuals or organizations. It is hoped that this effort will enrich not only an understanding of what has gone before, but the development of innovative programs and efforts for the future.