

***Strengthening***  
*individuals,*  
*families,*  
**communities**  
*and organizations*



4750 N. Sheridan Road • Chicago, IL 60640 • 773-769-6363  
4220 N. 25th Street • Phoenix, AZ 85016 • 800-742-4032  
On the World Wide Web: [www.ica-usa.org](http://www.ica-usa.org)

Dear Colleagues,

In a year when the need for "social innovation through participation and community building" was more evident than ever, ICA USA welcomed five new young staff members, opened a new office in Washington, D.C., and successfully launched a Capacity Building Campaign. We are especially grateful for your support this past year and the opportunity to be of service at this critical moment in history.

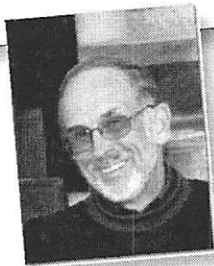
In 2001 ICA USA:

- Completed an organizational shift from three regions to a national structure with five teams: Community and Youth Leadership, A Culture of Participation, Community Revitalization, Transformational Learning, and Wholistic Infrastructure. In addition to the outstanding work highlighted in this report, each team conducted customer surveys and created extensive business plans as part of an 18-month long strategic planning process.
- Initiated a Capacity Building Campaign to raise \$300,000 in two years to employ ten new young staff, increase visibility for the ICA USA, integrate our national information systems, and provide more opportunities for international service—specifically HIV/AIDS prevention training with ICA staff in Africa. Over \$140,000 was pledged at a series of events and personal visits energized by the strong leadership of both present and past members of our Board of Directors.
- Prepared for a strategic planning process guided by the board and staff to chart the next phase in the organization's journey.

From Troy, New York to Khujand, Tajikistan and beyond (see team reports) new potential is being tapped and new possibilities are emerging. ICA looks forward to the coming years as we identify relevant and strategic ways to meet the challenges of these times. We greatly appreciate your participation and help in this task.

*Norman R. Lindblad*

Norman R. Lindblad, President, ICA USA Board of Directors, December, 2001



## 2001 Program Highlights

The Institute of Cultural Affairs (ICA) is a nonprofit research, training and demonstration group promoting participation and community building among individuals, communities and organizations. The purpose of this work is to foster human development and social innovation in all sectors of society.

One useful way to picture ICA's work is in relationship to the stages of the development cycle. In the first place, ICA staff and colleagues use action RESEARCH methods to discern the key needs in society and to test strategies that help people meet those needs. Second, ICA staff continually formalize and package methods and approaches for involvement, learning, leadership and innovation which are then offered as short and long-term TRAINING programs nationally. Finally, ICA staff and associates work with specific communities or organizations to DEMONSTRATE the impact and benefit of using ICA's methods of participation and community building.

ICA activities promote personal initiative, civic responsibility and constructive engagement among people as family members, citizens and employees, especially in family, community, educational, governmental and nonprofit settings. The ICA has four primary arenas of service.

### Facilitating inclusive participation

The ICA offers training seminars and consulting services on facilitation and participatory organizational change. During 2001, an expanded participant workbook was published for ICA's signature offering,

the "Group Facilitation Methods" seminar. The "ToP® Secrets of Implementation" became a popular new addition to the ICA's catalog of facilitation methods courses. A total of 1915 people attended 122 courses. The ICA held the fourth *International Technology of Participation Training of Trainers Program (IToPToT)*. 18 young people from eight nations overseas and the United States graduated from the program. 21 persons graduated from the year-long *Mastering the Technology of Participation Program*, whose four intensive seminars are held quarterly in three locations around the country. The ICA completed its first two "Management, Organizational and Business Improvement" (MOBIS) contracts with federal government agencies and opened a new office in Washington, DC. New partnerships



*The ICA is making a world of difference in families, communities and organizations*

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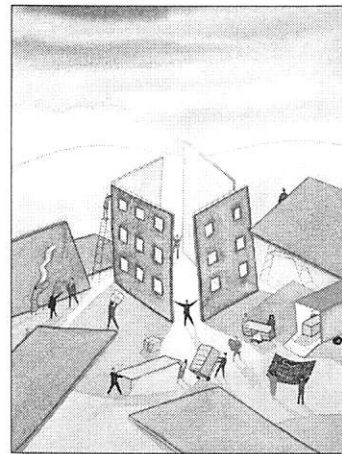
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*The people and organizations supporting  
the ICA make all the difference in the world.*

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to our attention by calling 1-800-742-4032.

with Habitat for Humanity and Linn Benton Community College Business and Computer Systems Division in Oregon provide for teaching and marketing ICA's *Technology of Participation*® courses respectively. The ICA continues its partnership with the national network of professional trainers certified to teach *Technology of Participation*® courses.

## Demonstrating sustainable community development

ICA staff members are residents of and work in several local communities around the United States. In Colquitt, Georgia ICA staff continue work on story telling, community performance and social healing with the Swamp Gravy Institute. Staff also provide professional support and technical assistance to the Seminole Community Chorale, whose racial diversity and musical harmony send a healing message of social harmony to residents across south Georgia.



In Greensboro, North Carolina ICA staff continue to use the *Participatory Design Module* as a vehicle for bringing community residents and design professionals together to jointly plan community improvement projects.

In Troy, New York ICA staff completed a contract to facilitate the community outreach component of the South Troy Working Waterfront Revitalization Plan. With the completion of the STWWR Plan, the staff has begun work with neighborhood associations to promote home ownership.

In Chicago, the ICA's Uptown Community Resource Center continues to serve over 120,000 people each year. 24 tenant agencies provide health, support and transition services to Uptown's diverse population. New windows were installed and two additional bathrooms brought into ADA compliance. ICA's International Conference Center, housed in the same building, provided space to 340 groups from the United States and several foreign countries. The groups often do urban research in Chicago and undertake service projects in the city.

The most dramatic accomplishment of the year was the completion of a new well-lit parking lot serving the Resource Center and Conference Center. Funded with grants from the City of Chicago and the State of Illinois, this brick-paved lot is a heat abatement island which absorbs heat and returns rain water to the water table. The parking lot has received media attention and is being touted by Chicago's mayor as a noteworthy innovation in ecological urban design. In addition, at the request of a Chicago Aldermen, the ICA facilitated the entire process of citizen participation and input into the design of the two "tax incentive financing" districts crossing local ward boundaries.

## 2001 Revenues & Expenses

### Revenues and Support

Contributions	\$744,843
Program service fees	1,334,612
Rental revenue	766,483
Product revenue	130,137
Return on investments	30,749
Forgiveness of debt	321,487
Other income	20,153
Net assets released from restrictions	—
<b>Total revenues and support</b>	<b>3,348,464</b>

### Expenses

#### Program services

Culture of Participation	711,068
Community and Youth Leadership	324,426
Transformative Learning	217,474
Community Revitalization	1,411,844
<b>Total program services</b>	<b>2,664,812</b>

#### Supporting services

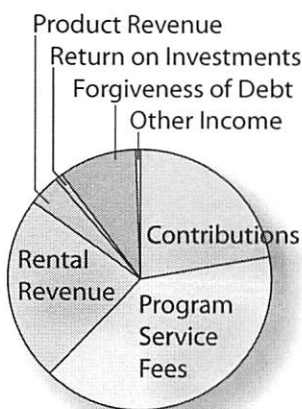
Management and general	309,801
Fundraising	111,464
<b>Total supporting services</b>	<b>421,265</b>

**Total expenses** **3,086,077**

**Change in Net Assets** **262,387**

**Net Assets, Beginning of Year** **370,466**

**Net Assets, End of Year** **\$632,853**



**Year 2001  
Revenues and Support  
Summary**



**Year 2001  
Expenses  
Summary**



## Mobilizing youth leadership

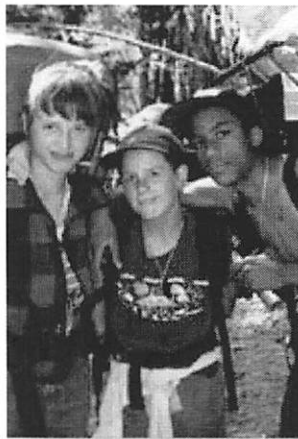
The ICA works with youth and adults in community groups and schools to mobilize residents for voluntary action and neighborhood improvement. Major grants received during the year—\$100,000 from the William Randolph Hearst Foundation, \$45,000 from the Nina Mason Pulliam Charitable Trust, and \$20,000 from the Arthur M. Blank Family Foundation—funded significant expansion of two of the ICA's major efforts. The *Youth as Facilitative Leaders Program* launched intensive pilot sites in Baltimore and Phoenix with more than fifteen community-based organizations as partners. The *Neighborhood Academy*—a forty-hour program which trains youth and adults in facilitation skills for community development in a single neighborhood—expanded to four more locations in Arizona and California. The *Neighborhood Academy* has been held in seven communities nationwide. Programs are offered in English and Spanish or bilingually. An article entitled "The Neighborhood Academy," by ICA Board member Sarah Miller, appeared in the Summer 2001 issue of *CYD Journal*, an influential resource for the Community Youth Development movement.



## Inspiring life-long learning

The ICA works with children, youth and adults—both parents and educators—to foster a lifestyle of learning and personal growth. By teaching parents how to engage their infants and toddlers in age-appropriate learning activities, the *Learning Basket*® program helps parents become their children's first and best teachers. ICA staff worked with 82 parents and 246 children, trained 46 site practitioners and enlisted 14 new trainers into the *Learning Basket*'s national trainer network. Three eight-session training workshops were held at community sites. Breakthroughs in 2001 included a grant to do parent and child literacy work in Illinois and support from a local government unit to offer the *Learning Basket*® program in Mexico. Activities supporting rigorous evaluation and research are now embedded into the program routine.

The ICA's *Rite of Passage Journeys* program engages youth, adults and elders in journeys of discovery and rites of passage at significant life transitions. Thirty one youth participated in summer programs and eight adults participated in a new adult vision quest. Improvements in communication following the addition of a Program and Office Manager during the year were responsible for doubling the number of donations supporting Journeys programs. A *Coming of Age Leader's Training*, a *Skills of Mentoring Training* and *How the Earth Teaches* seminars were taught during the year; all three programs were taught for the YMCA of San Diego.



The Center of Imaginal Education is the ICA's research and consulting arm for curriculum development. During 2001, staff members created two new programs, an elders' Vision Quest and a retreat for exploring life directions called "A Moment in Time." Twenty eight persons attended "The Power of Image" course, a two-day hands-on seminar about learning theory and communication for effective group leadership using stories, games, music, art, poetry, metaphors and inner imagery. Staff conducted eleven planning and programming consultations with client organizations.

## Administrative Services

Several staff members provide professional services that support the whole organization, including fund raising, public relationships, publishing, accounting, order fulfillment, and coordination of the National Executive Team and Board of Directors. The major breakthrough of the year was the consolidation of the organization's accounting records and procedures into a unified national system. The accounting software and data files for a single national "company" are now housed on a professionally administered server and are available by secure internet connection to accounting staff in both Chicago and Phoenix. The ICA USA financial records are audited by the national firm Clifton Gunderson LLP, Certified Public Accountants.

## International Liaison and Service

The ICA USA also maintains working relationships with the Institute of Cultural Affairs International (ICAI), the worldwide association of nationally autonomous ICAs. During 2001, ICA USA Board members toured Africa with the Secretary General of ICAI to explore how ICA USA might support initiatives for HIV/AIDS prevention.

The 2001 *International Technology of Participation*® *Training of Trainers Program*, the fourth organized by ICA USA during the last eight years, focused on the ICA's *Youth as Facilitative Leaders* initiative. Participants began planning for three training and technical assistance treks—to Tajikistan, South Africa and Guatemala—which are being held during 2002.

The ICA's work with various sectors of the Latin American and Caribbean Region of the World Bank continued to expand. Teams led training or planning events for Guatemala, Honduras, Nicaragua and Panama, as well as a planning retreat for the whole Human Development Division.