

# The Institute of Cultural Affairs in the USA

## Annual Report 2004



### A window on ICA's world

Left: Denver's Lowry-East Montclair **Neighborhood Academy** mobilizes local residents

Upper left: New **Corridors of Vision** website documents Uptown citizen participation

Lower left: **ICA international conference** in Guatemala engages people from 25 countries

Upper right: German youth workers use ICA's **Youth as Facilitative Leaders** materials

Lower right: **HIV/AIDS education and prevention** project in Africa impacts 43,000 lives

Bottom: **Community performance** in Rio de Janeiro mobilizes people for social betterment



## Letter from the President of the Board

May 23, 2005

ICA's heart and soul is revealed in our success at empowering others. This year, ICA volunteers in Denver and national staff led a Neighborhood Academy with a culturally diverse group served by our partner, the Rocky Mountain Mutual Housing Association. ICA in Phoenix collaborated with InterAction, the association of American volunteer service organizations doing international development, in designing and facilitating refugee forums in Arizona. Writing about the ICA in Chicago, Dean Keith Anderson of Iowa's Northwest College described our International Conference Center as "a place of hospitality, welcome and partnership... a learning center for transformation."



The creativity, passion, and kindness characterizing our service to others must now be turned toward our own future. A strong and prosperous ICA is just over the horizon. The conversations required to get us there will challenge our patience, our civility, and our ingenuity.

Business-as-usual is not a sustainable strategy for any nonprofit organization today, especially one whose aim is leadership. Entering our 32nd year, we find ourselves challenged to honestly confront difficult financial realities. There's no dodging the tough, soul-searching work we must do in revisiting the model of service that has served us well for so many years.

What is the new ICA that is yearning to be born? What are the unique gifts we offer today that the world needs and wants? What is the path that leads to both social impact and economic prosperity?

Like many nonprofit organizations, ICA is at a crossroads, a turning point between the clear memories of an inspiring past and an incomplete vision of an equally inspiring future. We are doing more than taking short-term steps toward commonplace goals. We are leveraging the fertile minds of Board, staff, partners and friends to envision a refreshed and sustainable organization with a compelling and energizing presence.

The Board is taking steps now to squarely face our financial challenges. These include hiring our first Executive Director since our founding director, Joseph Mathews, died in 1977 and re-examining the business model and scale of the organization. Our aim is to live within our means while we continue serving with integrity and imagination. Our journey will not be easy, but it is vital and it will be rewarding.

A handwritten signature in black ink that reads "Richard Wilkinson".

Richard Wilkinson, President  
ICA USA Board of Directors

## Teams and organizations that get things done

The ICA offers training seminars and consulting services to facilitate participatory organizational change. The Culture of Participation team held 126 courses with 1,620 participants. 31 participants attended a year-long *Mastering the Technology of Participation* program in Minneapolis, Phoenix, and Sacramento.

140 trainers are members of the national ToP\* Trainers' Network and 19 groups or individuals are licensed agents offering ICA's ToP\* courses. The annual ToP Trainers' meeting was held in Phoenix and the ToP\* Trainers' Network and ICA staff drafted a new *Participatory Strategic Planning* (PSP) manual.

ICA provides leadership and training with partners like the International Association of Facilitators and the International Association of Public Participation and is developing training partnerships with Habitat for Humanity International and Heifer International.



## Transformative learning in families and communities

ICA works with community groups, schools, youth and adults to build leadership capacity and motivate civic engagement to improve the personal outcomes among children and youth in underserved areas. Programs are offered in English, Spanish and bilingually.

In 2004, ICA's Community Learning and Leadership team used a full range of ICA resources in the Murphy School District through the Arizona Positive Youth Development State and Local Demonstration Project grant. This five-year program is demonstrating the effectiveness of the Positive Youth Development philosophy. CLL was a subcontractor under Valley of the Sun United Way Early Learning Opportunities Grant.

The ICA facilitates community mobilization around the importance of early childhood education. A contract with the City of Phoenix Public Library in Desert Horizon Elementary School included ICA's *Learning Basket Parenting* and *Learning Basket Practitioner* courses. The Chicago office continues to offer the Learning Basket in underserved neighborhoods through multiple state grants. ICA's Journeys Program offered wilderness adventures for teens and adults making life transitions.

The Youth as Facilitative Leaders training was used by programs in educational and youth serving organizations. ICA has technical assistance contracts with schools and neighborhoods to build leadership capacity for effective youth-adult partnerships in community organizing funded by Southwest Human Development, Valley of the Sun United Way, and Arizona Community Foundation.





## 2004 Supporters

### Government

State of Arizona  
Illinois Secretary of State  
Family Literacy Grant  
Illinois State Board of  
Education Early Childhood  
Block Grant  
Denver Public Schools

### Corporations

Microsoft Matching Gifts  
Program  
Anne Carroll  
Lori Schindler Realty Co.  
House of Doolittle, Ltd  
Kraft General Foods  
dba Tattoo Factory  
AWIN Management

### Foundations

New York Community Trust  
Emerson Family Fund  
Arthur M Blank Family  
Foundation  
Ruth T Jinks Foundation  
The Seabury Foundation  
Society of the Sacred Heart  
Horace C Cabe Foundation  
Arizona Community  
Foundation  
Sage Foundation

### Churches

Altamont Reformed Church  
Jubilee Community Church  
Montview Boulevard  
Presbyterian Church  
University Unitarian Church

### Support for ICA's international work

American Jewish World  
Service  
Firelight Foundation  
Mile High Rotary Club, Denver  
Rotary Club of Denver  
Rotary Club of Boulder

### Individuals

Emily Adkins  
Sheila and Robert Adsit  
Rosemary Albright  
William and Barbara  
Alerding  
Roger and Mary Alexander  
Linda Alton and Lynne  
Larsen  
Richard Alton  
Paula Amell  
Helen and Gordon Anderson  
Joan Anderson  
Ann and David Ayling  
Audrey and Joe Ayres  
Lioness and Peter Ayres  
Sheridan Bailey  
Mary and Glen Baker  
May and Bertha Banninger  
William and Vera (Ariel)  
Barber  
Evelyn Barber  
Sally Barnett  
Jean Barr  
Alice and John Barstow  
Robert and Thelma  
Battershell  
Allan Beek  
Elaine and Richard Benjamin  
William and Amy Benson  
Hilde and Anthony Betonte  
John Billings  
Marilie Blanchard  
Walter and Pamela Blood  
Denese Bohanna  
Sarah and Robert Booher  
Virginia Beth and Jerry  
Brownfield  
Morris and Gertrude Bruene  
Robert and Joann Burgess  
Deborah and Randall  
Burnight  
Roger and Maxine Butcher  
Judy and Paul Butzine  
Edith Byers

Lucy Cabe  
William and Jo Ann Calhoun  
Thomas and Nancy Carroll  
Ralph Castro and Anne  
Bleadon-Castro  
Richard and Lucille Chagnon  
Jack and Jan Chapman  
Joyce Chupka  
Marilyn and Devin Clark  
Mary Clark  
John and Lynda Cock  
Patricia Coffman  
Mary Coggeshall  
Bill and Sally Cole  
Robert Cowser  
Forrest and Susan Craver  
Lucy and Thomas Creighton  
Stan and Carol Crow  
Paula Cullison  
Anne Cunningham  
Hope Curfman  
Charles and Penelope Curry  
Fr. Rafael R. Davilla  
John and Susan Davis  
Claire Davis  
Malise Debree  
Michele DeLair and Gerri  
Fitzgerald  
Martha Dempster  
William and Judith Dent  
Edwin and Susan Dillinger  
Judith and James Dixon  
Kelly Draper  
Gary and Pat Drown  
Burna and David Dunn  
Arthur and Martha Durfee  
Elizabeth Dyson  
David and Jean Earnshaw  
Elizabeth Easley  
Don Elliott  
Jerry and Mary Elliott  
Michael Esposito and Nancy  
Russomanno  
Amy Facca  
Michael and Nancy Farley

Dwala Ferrell  
Susan Fertig-Dykes and  
George Dykes III  
Ebenezer First-Quao  
Sharon A. Fisher  
Keith and Lynn Ford  
Janet Foster and Lee  
Gregory Umphred  
Elaine Friedrich  
Diane and Richard Galbreath  
Lionel Garrett  
Douglas and Geni Garrison  
Dick and Carol Geasland  
Ken and Ruth Gilbert  
Patricia and Mary Gilmore  
Diane Gledhill  
Georgia and R Gnann  
Susan and Richard  
Goldsmith  
Stephen and Sandra  
Goodman  
Dianne Greenwald  
Robert and Muriel Griffin  
Beret and Ronald Griffith  
Ken Grimes  
Rosendo Gutierrez and Luz  
Sarmina-Gutierrez  
Carl Haeffling and Pam  
Johnson  
Katharine Halpin  
Milan and Linda Hamilton  
Jill Hanna and Richard Haley  
Olga Hard  
Judith Harvey  
Clo Hashiguchi  
Robert and Barbara Hawley, Jr  
Helen Heal  
Estate of Editha D. Hedberg  
Rachel Hefte  
Jean Henjum and Gerard  
Flannery  
Dr. Karl and Betty Hess  
G. Alfred and Mary Hess, Jr.  
Susan Hill  
Marilyn Hogendorn



Heidi Holmes  
 Cornelia Hoppe  
 Delia and Arnold Horwitz  
 Edward & Stephanie Howard  
 Ellen and Richard Howie  
 Lois and Orthos Huseby  
 Lela Jahn and Don Bayer  
 Paul and Anne James  
 Joseph and Patricia Jensen  
 William Jochumsen  
 April and Clark Johnson  
 Cheri Johnson and Jon Breimeier  
 Elaine and Peggy Johnson  
 Marileen and Don Johnson  
 Barbara Jones  
 Mary Laura Jones  
 Kathleen Joyce & John Burke  
 Cynthia Kahn  
 Julie and Michael Kaplan  
 Fred and Marian Karpoff  
 Sally Ann and Ken Kasner  
 Paula Kauffman  
 Sharon Keating  
 Loralee Kerr  
 Nancy Klepsch  
 Juseph Kljucanin  
 Frank Knutson  
 Margaret and Kit Krauss  
 Lucina and Joseph Kress  
 Martha and Lloyd Kurihara  
 Mary (Molly) Kurtz  
 Liz and Lee LaBrash  
 Carl Larsen  
 Beverly Larzelere  
 John and Mary Latham  
 Renee Levi  
 Barbara Lewis-Miller  
 Joseph Libera  
 Marian and Arthur Lies  
 Lois and Roger Lighthart  
 Judy and Norman Lindblad  
 James and Marian Logan  
 Jean Long  
 Don and Alice Loughry  
 Harry C. Ragland and Karly Lubach  
 Robert Luidens  
 Esther Lyman and Addie Lyman Holm  
 Harold and Joan Lynde, Jr  
 Lori MacDonald

Robert and Rebecca Maganuco  
 Ravi Mahabale  
 Donna and Larry Mahr  
 Houston Markley  
 Roger Marsh and Debra Drown  
 Lucile Massey  
 Kathy and Randall Matthews  
 Terence and Diann McCabe  
 Kathleen McCann and Michael Murphy  
 Bev McCoy  
 Fred and Jann McGuire  
 James and Vicki McNeill  
 Brady and Emma Melton, Jr  
 Tia Melton  
 Ruth Merrifield  
 Glenn and Patsy Miller  
 Richard and Barbara Miller  
 Sarah Miller and Eliezer Cruz  
 Joyce Moderow  
 Don and Mary Warren Moffett  
 Frances Moore  
 Marshall Moore  
 Richard and Janet Morrow  
 Amy and John Morse  
 Joan Moses  
 Sara and Sid Munshin  
 Jack and Una Nakamura  
 Roch Naquin  
 Virginia and Vince Natali  
 Michael Neat  
 William Norton  
 Maxine Norton  
 A M Novel and Linda L Ver Nooy  
 Gail and Lynn Oden  
 Richard and Ruthanne Orth  
 Samuel and Julie Osherson  
 John and Marilyn Oyler  
 Alisa Oyler  
 George and Elise Packard  
 Viola Padvorac  
 Leslie Parks  
 John and Jane Pattison  
 Anthony and Lenore Pavlick  
 Jill and Luigi Persichetti  
 Betty Pesek  
 Robert Petrello  
 Ed and Patricia Petrick  
 Virginia and Lewis Pierce

Carol Pierce  
 Richard and Julia Pracht  
 Whitney Pressler  
 Mary Klepser Priem  
 Joyce Quimby  
 Leonard Fleischer and Erika Radich  
 David Ragan  
 Ann and James Read  
 Ruth Reames  
 Betty Reardon  
 Fred and Dorothy Reese, Jr.  
 Harold and Nancy Rex  
 Jack and Katherine Riley  
 Pauline and Rod Rippel  
 Mariko Robertson  
 Roy and Beatrice Romer  
 Catherine and Harlan Root  
 Dorcas and Ken Rose  
 Jim and Victoria Rosenfield  
 Patricia Rugola  
 Renee Rutz  
 Bob and Barbara Sample  
 Shirley Sargent  
 Jeanne Schulze  
 Jeffrey Schwartz  
 Joseph Sciabbarrasi and Kathleen Spillane  
 Marjorie Seawell  
 Sherwood and Eunice Shankland  
 Douglas and Molly Shaw  
 Carolyn Silver  
 Louise and John Singleton  
 Elizabeth Skarin-Willey  
 Mary Slaughter  
 Jim and Oliveann Slotta  
 Jean and Vickie Smith  
 Kathryn and Steve Smith  
 Shirley and Clarence Snelling  
 Karen Snyder  
 Raymond Spencer and Kristine A. Valdes  
 Martha Sperry  
 Jane Stallman  
 Ann Stillwater  
 Gene and Elizabeth Stowers  
 Beth and Chuck Strempler  
 Martha Lee Sugg  
 Margaret Sullivan and Charles Elliott  
 David and LaVern Talmage

Rev Edwin and Margaret Taylor  
 Kathleen Taylor  
 Jaco B Ten Hove and Barbara Wells  
 Henrietta Thomas  
 Ernesto Tolentino  
 Kay Townley  
 James P. Troxel and Karen Synder  
 Sandra and Bob True  
 Florence Tunison  
 Janice Ulangca  
 Barby and Vic Ulmer  
 William and Barbara Urbrock  
 Kim Varney  
 Mark and Ligia Walker  
 Peter Wallis  
 Kate Ward  
 Jane Warren  
 Adande Washington  
 Tim Watson  
 John Webster  
 Susan and Tim Wegner  
 Catherine and Mark Welch  
 Neva Welton  
 Suzanne West  
 Kenneth and Clare Whitney  
 James and Judy Wiegel  
 Aileen and William Wieland  
 Hugh Wilkins  
 Richard and Gretchen Wilkinson  
 Sara Winter and John Nye  
 K B Winterowd  
 Richard and Joan Wohlgenant  
 Anne Wood  
 Lester and Marianne Woodward  
 Terrence Wright  
 Linda Ximenes  
 Joan Yaffe  
 Dallas and Donna Ziegenhorn





## Energized neighborhoods and workplaces

The ICA's *Community Resource Center* in Chicago enables 24 agencies to provide health, support and homeless services to the Uptown neighborhood's diverse population. Over 120,000 persons are served by these agencies each year. ICA's *International Conference Center* (ICC) provided space for 167 different organizations from around the world for 180 conferences and numerous meetings for urban research, exploration and service. A dozen community groups meet at the ICC either weekly or monthly. In addition, ICC hosted 16 different individuals for stays of one night to several weeks. This is accomplished in a 1921 historic building, which is in itself an amazing demonstration of adaptive reuse. In 2003, the Lumumba Plaza was opened to provide green meeting space for the building's 24 agencies. Major renovations of public bathrooms in the office areas were completed, including adding new handicapped accessible facilities. ICA, with the Uptown Chamber of Commerce, facilitates the Corridors of Vision Economic Development Project in Uptown, which has created consensus about Uptown's future through business and resident participation in building a common future vision.



## Facilitative leaders for the world

ICA staff and volunteers provide facilitation training, technical assistance and mentoring support to the staff of sister ICAs and partner organizations overseas.

**Germany**—Bertelsmann Foundation published ICA's *Youth as Facilitative Leaders* materials and ICA staff trained German youth workers.



**Africa**—ICA USA volunteers completed Phase I of a multi-year HIV/AIDS



education project with sister ICAs in eight African nations. In the last three years 105 villages and 432 health workers have demonstrated that with training, organization, and motivation, communities can and will address the

HIV/AIDS challenge.

**Brazil**—ICA USA is helping the Peoples' Central Institute, a Methodist center for social action in Rio de Janeiro, use the arts to empower residents of the city's oldest favela. Residents create and perform the stories of their lives and there are prospects for ongoing sponsorship and public performances throughout the city.

## Combined Statement of Activities

Year Ended December 31, 2004



### Revenues and Support

Contributions and grants	\$530,822
Program service fees	\$1,508,557
Rental revenue	\$1,133,227
Product revenue	\$147,153
Return on investments	\$3,972
Gain on sale of property, equipment	\$51

**Total revenues and support** **\$3,323,782**

### Expenses

#### Program services

Culture of Participation	\$729,977
Community Learning & Leadership	\$744,252
Community Revitalization	\$1,436,015

**Total program services** **\$2,910,244**

#### Supporting services

Management and general	\$444,218
Fundraising	\$153,759

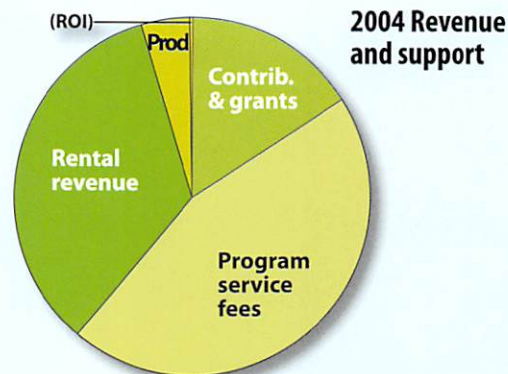
**Total supporting services** **\$597,977**

**Total expenses** **\$3,508,221**

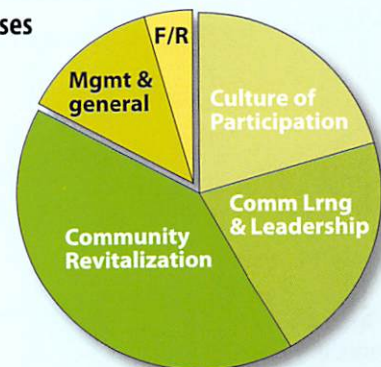
**Change in Net Assets** **(\$184,439)**

**Net Assets, Beginning of Year** **\$511,295**

**Net Assets, End of Year** **\$326,856**



### 2004 Expenses





# ICA USA Board of Directors

**Richard Wilkinson, President**

Seattle, Washington  
Learning & Organization Development Team Leader, PATH

**Lela Jahn, Vice President**

San Francisco, California  
Jahn Investment Advisors—Specializing in the Financial Concerns of Women

**Ken Gilbert, Treasurer**

Champaign, Illinois  
Psychiatrist in solo practice, prisons and county mental health center

**Lynette Jones, Secretary**

Dania, Florida  
Eastern Florida Financial Credit Union

**Don P Elliott, Past President**

Denver, Colorado  
Retired Heart Surgeon

**John Billings**

St. Louis, Missouri  
President, Chicago USA Mission Center

**Ray Caruso**

Columbus, Ohio  
Partner, Center for Participative Leadership

**Kathleen Joyce**

Birchwood, Minnesota  
Independent Consultant

**Jaimie Leopold**

Tucson, Arizona  
Consultant, J. Leopold Consulting

**Judy Lindblad**

Tucson, Arizona and Michigan City, Indiana  
Retired

**Timothy Lush**

Jersey City, New Jersey  
Sr. Project Manager, Northwater Capital Management

**Suganya Sockalingam**

New York, NY  
Executive Director, TeamWorks

**Rachael Swanson**

Washington, DC  
Regional Director, National Youth Partnership

**Robert Maganuco, Legal Counsel**

Sidley & Austin,  
Chicago, Illinois 60603

**Ken Gilbert**

interim Executive Director

Affiliations are listed for identification purposes only.

ICA USA staff members and volunteers played a major role in organizing and leading the ICA International quadrennial conference in Guatemala City, Guatemala in August 2004.



## US Coordinating Centers

**Phoenix, Arizona**

4220 N. 25th Street  
Phoenix, AZ 85016  
800-742-4032  
Phoenix@ica-usa.org

**Chicago, Illinois**

4750 N. Sheridan Road  
Chicago, IL 60640  
773-769-6363  
Chicago@ica-usa.org

**Management and Fundraising**

ICA administrative services team supported the whole organization with professional services including fund raising, public relations, publishing, accounting, order fulfillment, coordination, and support of the Executive Transition Team and Board of Directors.



## Institute of Cultural Affairs in the USA

Chicago, IL • Phoenix, AZ • Seattle, WA • Troy, NY • Manchester, PA • Greensboro, NC

