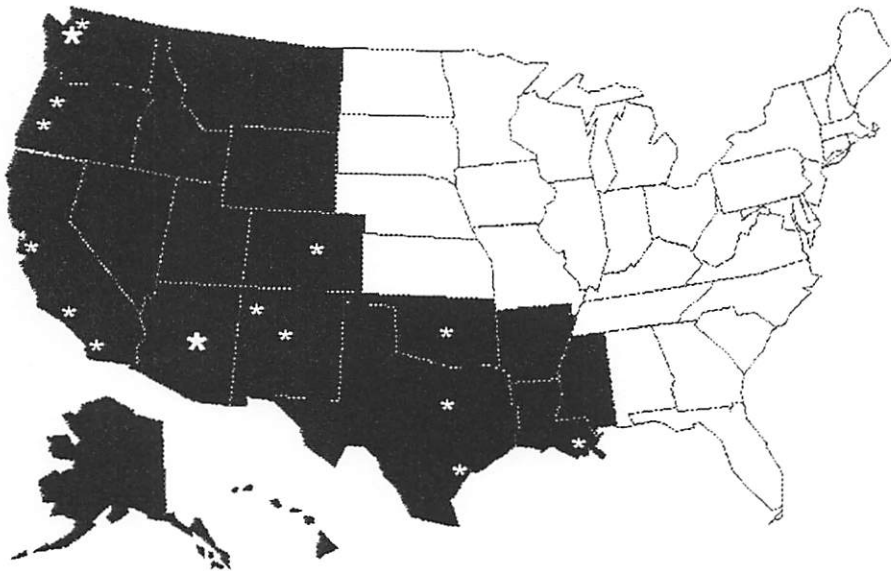


ICA West Annual Report 1991

"At the heart of ICA's work is the belief that long-term, sustainable development happens only when people grasp the significance of their own lives in the larger scheme of things ... when they actively participate in the changes taking place around them instead of merely being targets of that change."



Four strategies give direction to ICA's work in the western United States:

- **Facilitating a New Consensus in Education**
- **Developing Leadership for a Multicultural Society**
- **Transforming the Quality of Human Services**
- **Inspiring the Next Generation of Global, Social Innovators**



Partner Based

Working in partnership with organizations and communities is fast becoming standard operating procedure for ICA West. Partnerships make for long-term relationships which are mutually enriching. In seeking partners, ICA West is looking for those who share concern for one or more of its strategic objectives, are willing to undertake training in its participatory methods and will contribute to basic staff costs. In 1991, partnerships were active with seven organizations, ranging from an inner-city Phoenix barrio to a community health program in the Mississippi delta. Three of these are highlighted below.

Arizona Leadership Academy

Empowering Arizona teachers through facilitation methods

For several years, the Arizona Department of Education has run Leadership Academies for principals and teachers from around the state to help them develop skills in site-based management and strategic planning. Until 1991, the Academies used individual faculty members without any common training. As a result, while the product may have been good, facilitation was uneven at best. Then 30 faculty members of the Academy attended ICA West's Facilitation Methods training. Most participants were attracted to the elegant simplicity of the ICA approach. Instead of abstract learning, much of the practice centered around planning and implementation of the Academies. Participants rated the training 9.7 on a 10-point scale of excellence. Two more trainings are planned for faculty within the next year, in an effort to transfer the skills to schools and school districts throughout Arizona.

Council of Energy Resource Tribes (CERT)

A convergence of two movements

Much of ICA West's work with Native American tribes and organizations stems from its partnership with CERT, the Denver-based Council of Energy Resource Tribes. A leader in Indian America, CERT provides assistance to 51 member Tribes and four Canadian Bands. Spearheaded by Native American Program Director, Kim Epley, ICA West has been able to share its skills in strategic planning, management development, facilitation methods training and conference orchestration to empower the CERT board and member tribes, as well as a number of multitribal organizations. According to CERT Executive Director, David Lester, the ICA-CERT partnership is a convergence of two movements. "We have the drive and the need for self-determination. You have the contentless methodologies which bring that drive quickly to the surface and make it more efficient. Our partnership is having a far-reaching effect on Indian people throughout this country."

Escondido Gang Project

Working with a city to respond to gang-related violence

When the Escondido Gang Project was first proposed, it sounded like a very good idea. But in an ironical twist of fate, two gang-related killings which occurred in Escondido in 1991 provided the impetus for the project to really take off. Representatives of community groups, professional agencies, churches and city departments came together to devise their own solutions to prevent further violence in their city. ICA West was invited to be part of the coalition by training local facilitators for six Town Meetings which were held in English and Spanish throughout the city. In addition, ICA staff led a city-wide strategic planning session to build a common action plan and have become part of ongoing implementation teams to help activate the plan. The combination of ICA's skills for broad-based community input and the enthusiastic participation of city officials and human service professionals, has made for a powerful partnership which other cities are seeking to emulate.

Member Driven

Member Services

While ICA West membership grew from 300 to 425 this year, services to members expanded accordingly. All members received a membership packet which included an array of materials and a new membership card. A member profile questionnaire was issued to new members to determine their interests and to better serve their needs.

A highlight of 1991 was the first-ever ICA West *Members' Meeting* held in Phoenix with over 40 people present. The January long weekend provided a great opportunity for members to share news, dialogue over issues and celebrate being part of this vital network. A regional gathering of ICA members was held in Seattle in June.

JOIN US!



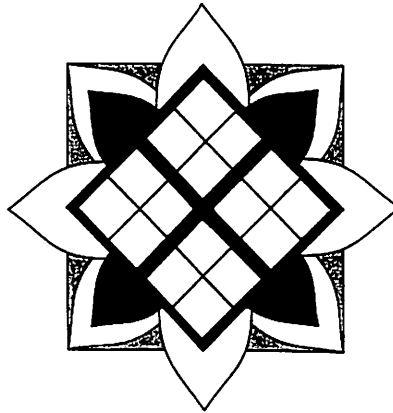
Members have also been connected through ICA West's quarterly newsletter, *Initiatives*. More in-depth reporting, interviews and increased member contributions have marked the publication this year. Readers report using *Initiatives* to "tell the ICA story" to others.

Special member events were held in a number of locations around visits of colleagues from India, Guatemala and Peru.

Earthwise Learning

Research and development of the Earthwise Learning Series (ELS) curriculum continued apace during 1991, with the testing of the four introductory modules with a variety of audiences. Over 300 people participated in 16 modules in places as far apart Milwaukee, New Orleans and Seattle.

For the second year in a row, ICA Chicago hosted a live-in summer program, *Life Options 2000*, which brought together 93 people from across the US and around the world to "try

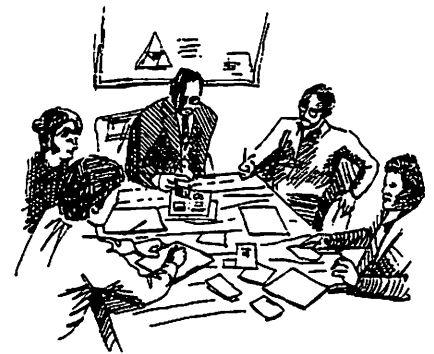


on" the modules and do further refinement of their content and method. Set up as an "Earthwise Learning Community," the program revealed the need to work further on the application of the ELS to communities, the workplace, families and individual lives.

1991 was marked by the death of colleague Richard Berkey, whose vision inspired the creation of the ELS. With Richard's demise, one era of the ELS seems to have passed and another begun. One sign of the new is the creation of a proposal on "The New American School," a project being spearheaded by Phoenix ICA members David Wayne and Linda Vogelsong.

Facilitation Training

1991 was a watershed year for ICA West's training programs in Facilitation Methods. From Yakima to New Orleans, San Diego to Albuquerque, dozens of people attended one or both of the two basic courses: *Methods of Group Facilitation & Strategic Planning Process*. In many places, ICA members set up and taught courses.



The current demand for ICA West's facilitation courses builds on the work of the last six years. From 1986 to 1987, 20 courses were offered, primarily to close colleagues. From 1988 to 1991, over 120 courses were held, with an increasing diversity of audiences, from company executives to tribal leaders.

Two important developments occurred in 1991 which laid the foundation for the future expansion of the curriculum. One was a retreat in Phoenix in which ICA facilitators worked on advanced facilitator training, participant workbooks, instructor manuals and a proposal for funding a *Master Facilitator Network*.

The other was the establishment of *Facilitator Guilds* in Phoenix, Redlands, San Diego and Seattle. These groups meet to share experiences and refine their facilitation skills.

Geographically Dispersed

Albuquerque has become the latest addition to the family of ICA West Field Offices. Led by former ICA Philippines staff, Tim and Martha Karpoff, an active team of members is keen to build on past ICA contact in New Mexico as they offer Facilitation Methods courses and other programs.

In the Northwest, the *ICA Rite of Passage* program completed its 23rd year, along with the more recent addition of the *Tour de Cultures*, for 8th, 9th and 10th grade youth. Turning their attention to 1992, Stan Crow and his colleagues in **Bothell, WA**, are also planning a *High School Rite of Passage* program and *Rites for Fathers and Sons*.

While **Denver** is still reeling from the success of its team member OliveAnn Slotta winning the American Math Teacher of the Year Award, it is opening the doors of its new Training and Events Center for training

courses, retreats and small group functions. A number of ICA facilitators in Denver are also offering Facilitation Methods courses on a regular basis.

ICA West Field Offices
 — bringing ICA's methods and spirit to communities and organizations throughout the western United States



Sue Wegner in **Houston** has done it again! Persisting in her efforts to market the *Machakos Village Development Simulation Game* to ever-widening audiences, she completed a major revision and upgrade of the game kit this year,

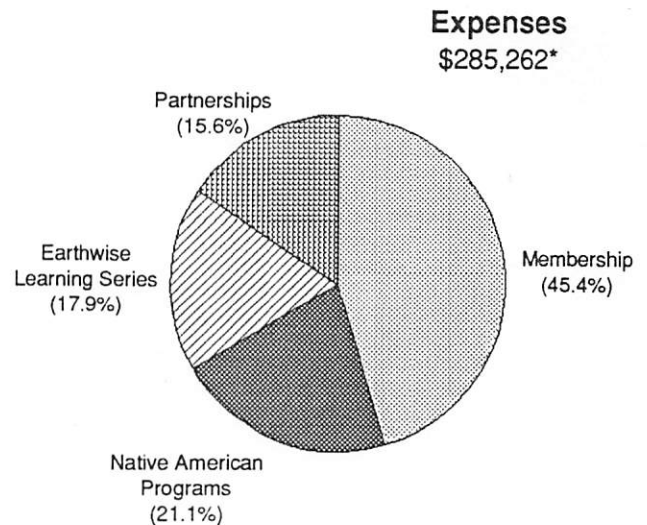
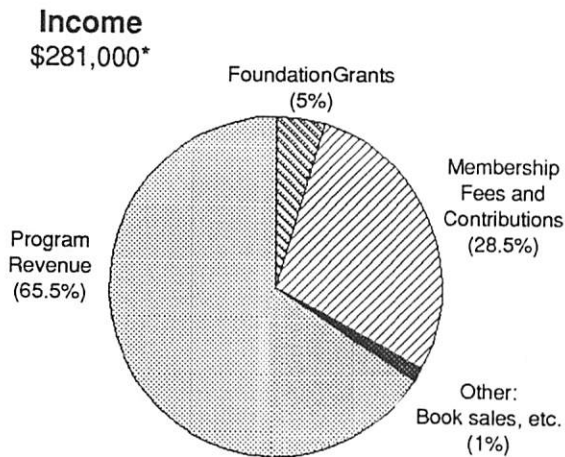
including the addition of a training video.

While operating her bed-and-breakfast in **New Orleans**, Jean Watts managed to earn the distinction of hosting the greatest number of ELS events in one area in a year. Hats off to Jean who recruited people to all four ELS modules during 1991.

San Diego Field Office, represented by John Adam of the Community Congress, launched its own Facilitators' Guild which provided facilitation services to several community groups. John was also successful in obtaining a second grant to enable the Escondido Gang Project to move into its implementation phase.

In **San Francisco**, Beret Griffith continues to set up and teach Facilitation Methods courses with colleague Pat Tuecke, while working on Advanced Facilitator Training programs.

Financially Speaking ...



*Unaudited figures

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