



Initiatives of Change

Annual Report 2005

Building Trust Across the World's Divides



DIRECTORS' MESSAGE

A CALL TO COMMUNITY

Ten years ago, IofC launched *A Call to Community* at the National Press Club. Leaders representing such disparate cultural backgrounds as conservative icon Paul Weyrich and Democratic Congressman Jesse Jackson Jr. joined a remarkable demonstration of honest public conversation. Rev. B. Herbert Martin, an organizer of the Million Man March, said, "Our object is to dig deep into ourselves, to heal historical wounds and hostilities, and to find some common ground that would lead us to reconciliation."

Today, more than ever, the US is challenged at home and abroad to live up to its highest ideals. Katrina revealed the shameful, continuing reality of two Americas, separate and unequal. Terrorism has made us more fearful and less inclusive as we experience differences of ethnicity, culture and religion as potential threats. Demonstrations by two million Latinos in 120 cities urged our political leaders to recognize the changing face of this great nation.

America's unhealed wounds and unequal expectations erode our capacity to function as a servant leader in a world torn by ethnic, racial and religious division. Connecting communities at home is a prerequisite for effective diplomacy and nation building abroad.

The kind of fundamental change we need demands "civic courage," as theologian Donald Shriver describes it in *Honest Patriots*. Courageous leaders are needed to bring together liberals and conservatives, Christians and Muslims, business people and social entrepreneurs, black and white, and others of different backgrounds and interests. In the ten years since we launched *A Call to Community*, we have seen partnerships form that would have been unthinkable previously. Everyone is needed.

A longtime community activist and urban visionary says, "The cheapest way is to take a quick position, but it has no impact on those who disagree with you and you spend

a lot of capital." We need an advocacy that is offensive to evil but not to people who simply disagree. We need honest conversation that invites everyone to contribute to the solution.

Communitarian Network Founder Amitai Etzioni told IofC's 2001 Connecting Communities conference in Washington, DC, that dialogue can lead to the kind of change that makes laws successful. "Out of these conversations, shared moral commitments emerge." This echoes the insight of Judge Nathaniel Jones, General Counsel for the NAACP during the momentous years 1969-1979, that the next great change in race relations will come not in the court rooms but in the living rooms of America. We must create deep, enduring relationships that make change not only possible, but inevitable—transforming our personal lives and leading to new inspired public policies.

A visitor from Northern Ireland says, "We have institutional silence on the issue of trust. It's one thing to have a neutral workplace. But how do you build a commitment to trust that goes beyond compliance?"

Building trust across the world's divides is the work of Initiatives of Change, and it is at the heart of our *Call to Community*. Trust is a fragile bridge that must be built each day. It depends on the authenticity of our lives, our openness and willingness to change ourselves. In this report you will read stories of individuals and teams who have responded courageously and passionately and who are making a difference.

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America is at a crossroads. One road leads to community; the other to the chaos of competing identities and interests. We have all hurt one another, often unconsciously, in ways we would never intend. We need each other... We must demonstrate that our diversity is our greatest strength and that out of this diversity is rising a new American community. We can offer hope to a world torn by divisions of every kind.

We invite everyone to join us in a renewed commitment to an American community based on justice, reconciliation and excellence. The original promise of this country, that out of a rich diversity of peoples a great nation would rise, has only partially been fulfilled. This unique experiment remains incomplete because the promise of equal opportunity and dignity for all has not been fully realized. Much of the distrust, resentment and fear in America today is rooted in our unacknowledged and unhealed history...

To build this new American community, we must empower individuals to take charge of their lives and take care of their communities... This approach calls us to a new concept of partnership and responsibility:

- Listening carefully and respectfully to each other and to the whole community
- Bringing people together, not in confrontation but in trust, to tackle urgent needs
- Searching for solutions, focusing on what is right rather than who is right
- Building lasting relationships outside our comfort zone
- Honoring each person, appealing to the best qualities in everyone, and refusing to stereotype
- Holding ourselves, communities and institutions accountable where change is needed
- Recognizing that the energy for fundamental change requires a moral and spiritual transformation in the human spirit

Together, we will share our lives and the resources God has given us to make America a community of hope, security and opportunity for all.

(The full text of A Call to Community can be found at www.hopeinthecities.org.)

2005: THE YEAR IN REVIEW

CONNECTING COMMUNITIES FELLOWSHIP PROGRAM

The twenty-eight participants in the 2005 class of Connecting Communities Fellowship Program (CCFP) gathered for one weekend a month for five months. White, Black, Christian, agnostic, Muslim, Jew, individuals from different states, different socio-economic strata, community organizers and business people...all engaged at a personal level and for community concerns.

This five-month program focused on taking a personal inventory, exploring the impact of history, participating in and leading honest conversation, and exploring how to build and sustain diverse teams. Participants were encouraged to use these tools in all areas of their lives to deepen relationships, find inspiration for new solutions, and make changes to enhance their work. The special power of the program was the creation of community among people of different economic levels as well as racial backgrounds.

A formal evaluation by Virginia Commonwealth University showed that 100% of the graduates felt better at managing conflicts so both sides stay engaged and 95% were better at identifying personal hurts that limited their effectiveness.

One participant summed up her experience with CCFP: "I came thinking I knew a lot already. I facilitate difficult dialogues. But I learned that I still carry stereotypes and assumptions about people which get in the way. I was struck by what was said in the first module about the power that is in me to be an agent of change. That was transformational for me. It is shaping the direction of my life. I learned what it means to really step out in faith."

lofC INTERNATIONAL COUNCIL

In March, the lofC International Council met in Vancouver, British Columbia. Afterwards, Council members visited several US cities including Los Angeles, Minneapolis-St. Paul, Seattle, San Francisco, and Washington, DC.

Jay Stinnett, one of the hosts from Los Angeles, described the visit: "Our friends traveled hundreds of miles visiting Hindus,



CCFP CLASS OF 2005 (PHOTO: CRICKET WHITE): "IT IS SHAPING THE DIRECTION OF MY LIFE..."

Sikhs, Jains, Muslims and Christians to attempt to discern how best to link Los Angeles with the worldwide efforts of lofC. Conversations with Dr. Hassan Hathout and T. Willard Hunter focused on ways politicians use religion for their personal ends and how "personal work" attracts people to change the world effectively."

LEBANESE DELEGATION INSPIRES US LEADERS



(FROM LEFT) ASSAAD CHAFTARI, MUHIEDDINE MUSTAPHA CHEHAB, REP. DANA ROHRBACHER, ROWEIDA SALEH, AND RAMEZ SALAMÉ, GATHER ON CAPITAL HILL.

"When I asked God what I should do after 15 years of killing, I realized my greatest sin was on the level of love; love of the other....This is where change started and I don't think it will ever stop," said Assaad Chaftari to a gathering in the US Capitol Building. As government leaders debated over how to end the violence in the Middle East, Chaftari and three other Lebanese were invited to Washington to show that change is possible even in the most hardened militants.

The four visitors were all part of the lofC team in Lebanon. Chaftari was a senior officer for the Christian militia during the Lebanese civil war. Muhieddine Chehab was a former fighter in a Sunni Muslim militia and current mayor of the business district in Beirut. Roweida Saleh is a Druze educator and active in reconciliation efforts. Ramez Salamé is a lawyer who gave up his militia gun to start dialogues during the civil war.

The group's experiences of reconciliation gripped the hearts and minds of Members of Congress and their staffs, students and professors at American University, Georgetown University and the US Naval Academy, senior officials at the Department of State, guests at the Cosmos Club hosted by the Foundation for Moral Courage, and many others in Washington and Richmond. Both the Lebanese and their American listeners were at times visibly moved by the realities of past suffering as well as the triumphs of forgiveness.

Christian-Muslim Dialogue

A group of Muslims and evangelical Christians have sustained a dialogue for two years in Richmond, VA. Hope in the Cities facilitated the conversations in response to urgent requests by leading Muslims to engage in honest dialogue with evangelical Christians. Deep personal friendships have formed.

Cont'd. on next page



CAUX SCHOLARS PLANT AN INTERNATIONAL PEACE POLE OUTSIDE THE CAUX CONFERENCE CENTER

Charles Beckett who spent years as a missionary in Bangladesh says, "I was surprised that my statement of personal faith was accepted without hesitation by the Muslims and that I did not feel I needed to apologize for my convictions." Ali Faruk, student body president at Virginia Commonwealth University, says, "My greatest fear was that this would be a gigantic waste of time. My expectation of all talk and no action has changed. I'm trying to interact more with Christian groups on the campus."

Another evangelical leader says, "I was concerned that Muslims might perceive me as the mission-focused evangelical out to colonize the world. It was helpful, during the dialogue, when Muslims and Christians recognized that both groups proselytize, and should not fault the other for that."

Malik Khan, former president of the Islamic Center of Virginia, writes, "We need a revival within the Muslim world. Our scholars must teach the true message of Islam. More importantly, *the spirit of the message* needs to be imparted which is much more peaceful than it has been made out to be. We condemn violence. I will always do that. I also want Muslims in the West to understand they are living in an open, free society. We need freedom with personal responsibility and accountability. The press must be responsible and not promote hatred or create schisms. Muslims could remind publishers of this."

IOFC NATIONAL GATHERING: ALLENTOWN

Ambassador ARK Mackenzie commenced IofC's June National Gathering in Allentown, PA, which brought together one hundred

people of different faiths, backgrounds and ethnicities. The National Gathering took place in IofC founder Frank Buchman's hometown to celebrate his contributions to spiritual understanding, international diplomacy, and social movements.



99-YEAR-OLD JIM HOUCK (ON RIGHT) RECEIVED A LIFECHANGER AWARD. (PHOTO: GRANT RISSLER)

Amb. Mackenzie detailed three components of Buchman's legacy: diagnosing the root of the problem; demonstrating an answer that worked through people; and developing a work force of people committed to living out that answer, known as Initiatives of Change.

The Gathering's theme asked, "What Does it Mean to be Moral in America Today?" The National Gathering sought to answer that question through personal stories, including Ruma Bose, a business executive; Chris Fernando, a survivor of the tsunami in Sri Lanka; Carlos Monteagudo, Associate Director of SEED-NY, which helps organizations find creative solutions to problems; and Owais Bayunus, Chairman for the Islamic Center in Minnesota. IofC and the City of Allentown presented Dr. Hassan Hathout and Jim Houck with "LifeChanger

Awards" in honor of their demonstration of the power of personal transformation to create social change.

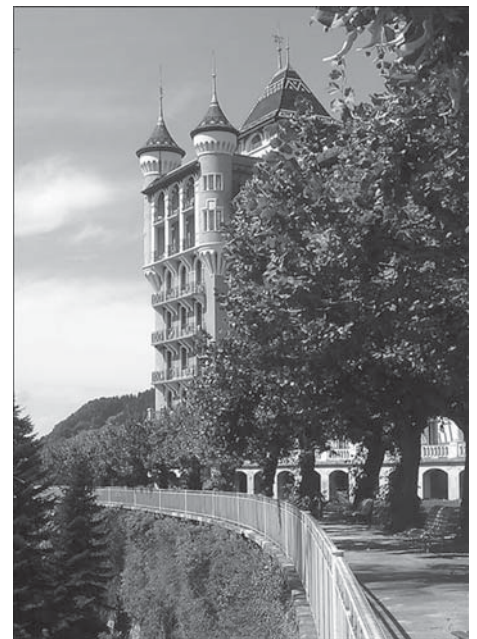
INTERNATIONAL CAUX CONFERENCES

The 2005 IofC Caux Conferences ran for six weeks with five sessions, under the theme of "Narrowing the Gap between Ideals and Practice." More than 1,400 participants from 70 countries attended the conferences. A series of public lectures included speakers such as Carol Bellamy of UNICEF, Portuguese former President Mario Soares, Professor Hans Küng, and the Swiss State Secretary for Foreign Affairs, Dr. Michael Ambühl. Ambühl contradicted Voltaire's character, Candide, who claimed that for a better world, it was enough to cultivate one's own garden. "We cannot just mind our own garden," Ambühl stressed. "There is too much outside our country that concerns us directly – so we must address the problems of our new global garden."

The 2005 conferences covered themes of Service, Responsibility and Leadership; The dialogue between generations; A heart and a soul for Europe; Human security and good governance; and A world in crisis – learning from one another how to be peacemakers.

THE CAUX SCHOLARS PROGRAM

During July and August, 20 young leaders from 15 countries assembled in Caux, Switzerland, to participate in the Caux Scholars Program (CSP). The program



IOFC'S CONFERENCE CENTER IN CAUX, SWITZERLAND

ranged from the personal to global aspects of conflict analysis and transformation.

Instructor Michelle LeBaron began the program by leading the scholars through an experience of exploring communication styles and gaining cross cultural fluency. Instructor Sam Doe, a 1995 alumnus from Liberia, used the second week to facilitate the scholars' presentations of "Conflict Where I Come From," and focus on the skills of conflict analysis. The third week then turned to the skills of conflict transformation. Instructor Mohammed Abu-Nimer facilitated discussions of Appreciative Inquiry, negotiation and bargaining, and dialogue as methods for intervening in conflict.

The final week, the scholars visited several Geneva-based organizations that are involved in conflict transformation. Program Director Dr. Barry Hart facilitated sessions on trauma and trauma recovery: a major learning for the scholars was the idea that "pain not transformed is transferred."

Caux Scholar Monica Heincke shared, "It is totally different when you learn about what is going on somewhere from a professor, or a book, than when one of your friends is telling you his/her story... His/her feelings and experiences become mine too."

ACTION (FOR A CHANGE) PROGRAM

ACTION (for a change) was a ten-week leadership development and outreach program, exploring the issues confronting America's communities and identifying ways to create change. A multigenerational, multicultural team traveled from the east coast to the west coast and back. They visited 13 cities, where they were hosted by teams of volunteers.

ACTION's theme for the journey was, "What Kind of America Do You Want?" ACTION met with thousands of community leaders, farm workers, students, people on the street, etc. They explored what steps could be taken to create a country free from fear, hate and greed.

Highlights included a presentation given at the Rosa Parks Museum on ACTION's vision for bridging the continuing divisions in America; having honest conversations with



ACTION PARTICIPANT HOANG LE DANH (LEFT) WITH STUDENTS AT CLARKSBURG'S LIBERTY HIGH SCHOOL: "SUDDENLY YOU REALIZE THAT YOU COULD BE AN AGENT OF THE CHANGES YOU WANT TO SEE IN THE WORLD."

students at Jefferson High School in Los Angeles, which had recently been in the news because of violence between the Hispanic and African-American students; and meeting with migrant workers in Florida. Through it all, the ACTION team modelled a global community working together while still acknowledging differences.

Participant Hoang Le Danh reflected, "Suddenly you realize that you could be an agent of the changes you want to see in the world."

METRO-RICHMOND DAY: EDUCATION IN AMERICA

As Hope in the Cities' 9th Annual Metropolitan Richmond Day breakfast began, a woman commented, "Segregation just isn't acceptable in any form any more. It harms all of us!" Over 650 people attended this year's breakfast, entitled "If Every Child Were My Child." The keynote speaker was Mr. William "Bill" McNeal, National 2004 Superintendent of the Year and serving as superintendent of the Wake County public school system in North Carolina. Following McNeal's call for "healthy schools," each table discussed the question, "Most of our schools, like our neighborhoods, are segregated by socioeconomic class and race. From your perspective, what is one advantage and one disadvantage of this?" The

room filled with voices as attendees wrestled with the question.

Over 250 people attended a forum on education following the breakfast. A long time community activist and former school board member closed by saying, "What is really important is that we are having this dialogue. We couldn't have done that 25 years ago. This gives me hope." Over 300 attendees filled out cards indicating interest in participating in future Hope in the Cities dialogues.



BILL MCNEAL, SUPERINTENDENT OF WAKE COUNTY PUBLIC SCHOOLS IN NORTH CAROLINA, GREETING AN AUDIENCE MEMBER AT METROPOLITAN RICHMOND DAY. (PHOTO: TONY ANTHONY)

Stories by Chris Breitenberg, Will Jenkins, Cricket White, Bonnie Dowdy, Jay Stinnett, Ashley Sider, Andrew Stallybrass

2005 FINANCIAL REPORT

lofC is in the midst of a significant financial turnaround. Over the years, our life-changing work has been made possible through the generosity of many individuals—whether through annual gifts or bequests. Substantial assets were accumulated as a result of this past generosity, and from time to time we have used these accumulated assets to finance current programs.

In 2004, new legacies and sales of real estate helped to replenish our assets. We received over \$900,000 from the estate of James and Eleanor Newton, sold several properties in Eastpoint, FL, and sold the Frank Buchman home in Allentown, PA. Also, in 2004 we received over \$100,000 in special grants to support one time initiatives. In 2005, we experienced increased annual giving, but once again relied on accumulated assets to fund our programs.

In 2005, and early 2006, lofC took bold new steps to reposition its work for the long-term. We expanded our Board, called Rob Corcoran and Don Cowles to new leadership roles, affirmed new strategic priorities, restructured operations and reduced costs. Our 2009 goal is to deliver a vital message of hope to all America and to sustain a responsible, balanced budget financed through annual giving.

We are encouraged by early signs of excellent progress:

- In 2005 we “touched” thousands of new people, through the Allentown Conference, ACTION (for a change), and the Richmond, VA, “Every Child is My Child” education initiative. Momentum continues into 2006.
- The number of donors grew by 45% in 2005. Unrestricted donations grew by 45%, as well.
- In 2006 we have received a \$100,000 pledge which will match new or increased donations from individuals, year over year for the next three years.
- In 2005, we reduced operating expenses by 3% (20%, if we include the special “domestic grant” of the proceeds of the Buchman home to the Lehigh County Historical Society in 2004). We have targeted a further 20% reduction in operating expenses in 2006.
- We have “earmarked” assets to meet retirement needs, to cover restructuring costs, to sustain basic overhead, and to invest in growth initiatives. This means that annual donations will go directly to our life-changing programs.

Ten years ago, lofC first voiced A Call to Community to America. Ten years from now, we envision a renewed American community that is a beacon of hope to the entire world. Come, join in the wonder and work of creating a just and joyful America!

Marshall Green
Chairman of the Board

	2005	2004
Operations		
Revenues		
Contributions	\$412,000	\$474,000
Legacies and bequests	0	908,000
Activities	38,000	7,000
Dividends and interest	202,000	199,000
Property sales and miscellaneous	3,000	173,000
Domestic grants	9,000	306,000
Total Revenue	\$664,000	\$2,067,000
Expenses		
General program	\$600,000	\$632,000
Designated initiatives	520,000	554,000
Medical and retirement assistance	59,000	52,000
Administrative	305,000	290,000
Domestic grants	0	317,000
Depreciation	21,000	22,000
Total Expenses	\$1,505,000	\$1,867,000
Net Increase (Shortfall) from Operations	(\$841,000)	\$200,000
Net Assets—End of Year	\$9,425,000	\$9,959,000

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We are grateful for all the ways that people contribute to the general work of IofC as well as to specific initiatives such as Hope in the Cities, the Caux Scholars Program, ACTION (for a change) and Agenda for Reconciliation. This work is only possible because of the many who strive each day to build trust across the divides in America and the world. A special thank you to the following who gave financial support in 2005:

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 Mr. and Mrs. John J. Zolomij
 Mr. Mike Zuck
 Ms. Marisa Zwan

Foundations

Commonwealth Foundation
 The Community Foundation,
 Richmond
 Hahnloser Foundation
 Irene Prestwich Trust
 Mammel Foundation
 Moccasin Lake Foundation
 Newton/Hadden Emerging
 Leaders Fund
 The Rockefeller Foundation

Businesses and Corporations

Alcoa
 Applebee's
 April's Eatery
 Armstrong Group
 Bank of America
 BB&T of Virginia
 Bon Secour Health Systems
 Capital One Financial Services
 Cherokee Nation Enterprises
 Chunki's Pizza
 Circuit City
 Crowne Plaza Hotels
 Dominion
 East West Partners
 Fuddrucker's
 Giant Foods
 Hunton and Williams
 The Lebanese Taverna Group
 Marino Brothers Meats
 Microsoft Giving Campaign
 Minard's Restaurant
 Moyes Storey Law Offices
 Newmarket Services Corp.
 Oliverio's Peppers, Inc.
 Owens and Minor, Inc.
 Performance Food Group
 Philip Morris USA
 Quiznos
 Scott and Stringfellow, Inc.
 SunTrust Banks, Inc.
 Sutton Inn
 TGI Friday's
 Tomaro's Bakery, Inc.
 Tredegar Corporation

Ukrop's/First Market Bank
 Wachovia Bank, N.A.
 Young, Morgan and Cann

Civic and Community Groups

Alabama State University
 Arizona Interfaith Movement
 Arizona State University
 Asian American Society of
 Virginia
 Austin Recovery Center
 Better Housing Coalition
 Blue Ridge Theatre Festival
 CENTRA
 Chesterfield County, VA
 Chesterfield Public Education
 Foundation
 City of Cape Coral, Camelot Park
 City of Clarksburg, WV
 Clarksburg Convention and
 Visitors Bureau
 Clarksburg Mission
 Faith and Politics Institute
 Family Lifeline
 First Things First
 First Presbyterian Church,
 Bridgeton
 Florida Gulf Coast University
 Gilcrease Museum
 Gordon College
 Greater Richmond Chamber of
 Commerce
 Greenwood Cultural Center
 History Healing and Hope
 Jepson School of Leadership
 Studies, UR
 The Jewish Federation of
 Bridgeton
 Just Children
 Leadership Metro Richmond
 Leadership Tulsa
 Lehigh County Historical Society
 Liberty High School
 Montgomery Rosa Parks Museum
 Mount Zion Missionary Baptist
 Church, Clarksburg
 Museum of the Confederacy
 Palmetto Church of God,
 Fort Myers
 Quioccasin Baptist Church,
 Richmond
 Richmond Community Action
 Program
 Richmond Hill
 Richmond Public Schools
 Richmond Sheriff's Office
 Robert C. Byrd High School,
 Clarksburg
 Sacred Heart Center
 Selma Chamber of Commerce
 Selma Rotary
 Southern Poverty Law Center
 St. Catherine's School, Richmond
 St. Christopher's School, Richmond
 St. Matthew's Episcopal Church,
 Austin
 St. Paul's Baptist Church,
 Richmond
 St. Paul's Episcopal Church,
 Richmond
 St. Peter Lutheran Church,
 Fort Myers
 University of Oklahoma, Tulsa
 Vineland Rotary, Bridgeton
 Virginia Museum of Fine Arts
 Westminster-Canterbury

Initiatives of Change

Trustbuilding through hospitality and honest conversations across divisions of race, class, religion and politics.

Equipping individuals and groups by offering leadership formation and increasing the capacity of local networks to take action.

Intervening through mediation or facilitation in order to resolve specific conflict situations.

Campaigning to raise new visions for America.

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