Developing and Designing an Administrative Model:
International Language Culture Museum & Research Center
(ILCMARC)

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INTERNATIONAL LANGUAGE CULTURE MUSEUM & RESEARCH CENTER (ILCMARC) FALL 2001

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Preface

The purpose of this paper is to develop and design an administrative model for a non-profit museum of language and culture and research on the Monterey Peninsula. This capstone project, prepared to partially fulfill the requirements for a Masters of Public Administration degree at the *Monterey Institute of International Studies* (MIIS), is the culmination of two years research in the field of Public Administration.

I first came across the idea of developing a museum for the preservation and research of language and culture through contact with the *Community Volunteer Network* (CVN), a non-profit volunteer center recently established by MIIS alumni of the Public Administration program. Community Volunteer Network proposed the opportunity to work with the *International Language and Culture Foundation* (ILCF) because they knew of my interest to work in cultural resource management. This presented an optimum opportunity for me to apply my knowledge of museum studies with my undergraduate degree in Anthropology and Art History. I originally wished to pursue the topic of historic preservation and urban development through a program of the Sustainable Development Department of the Inter-American Development Bank in Washington, DC. However, the idea of developing a non-profit institution as an international collaborative effort on the Monterey Peninsula presented me with the challenge of applying my two years' education and training in public administration to a real-world start-up project.

Abstract

It is generally well accepted in the scientific community that human beings have complex systems of communication - verbal and non-verbal methods of conveying thought processes. Throughout history human beings have communicated in many languages and dialects. Language includes spoken as well as written forms, styles, and social conventions associated with the use of human speech. Each language is keyed to the needs of people who use it. Faulty communication and misinformation can cause conflict. Clear interactive communication requires a neutral, objective receptivity on the part of the listener. Improved communication could enhance peace or stimulate conflict, depending on the types of information dispersed on global networks. One vital step toward peace is to improve communication at all levels and in all spaces of human life - within us, among us, and throughout world society at all levels and in all spaces of life. This model will focus on developing a Learning Organization with Total Quality Management, Human Resource Development and Organizational Development as the framework for applying systems management principles to the overall design of the museum research center. This model will provide an executive summary, a literature review, organizational structure, museum holdings, strategic grant proposal, justification for the project, estimated startup budget, and a projected timeframe to operationalize the model.

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Executive Summary

As telecommunication technology continues to play a vital role in effective communications, public and private institutions are needed at every level to reflect global standards and values that cultivate new trends in strategizing the efficiency in communication markets. As technology evolves to reflect the complexity of our changing world, the role of public and private institutions will evolve to facilitate the spread of ideas that promote education and understanding among different groups. The vision of establishing an international museum and research center of language and culture on the Monterey Peninsula is a collaborative effort in partnership with public institutions and the private business sector to reflect and heighten public awareness and broaden understanding of presenting world languages and cultures through a concrete initiative.

On November 15, 1995, Governor of California, Pete Wilson, officially designated by Proclamation, Monterey, California as the *Language Capital of the World.* This basis alone allows for the establishment of a museum and research center on the Monterey Peninsula to address issues relevant to language and culture. Therefore, the physical location strategically lends itself to such an endeavor. Likewise, due to the creation of the museum and research center's international scope, its physical placement also lends itself to the possibility of being situated in a place with broader international accessibility.

Establishing an institution that would house the world's diverse languages and cultures will serve to promote peace and bring issues relating to cultural demise into the public sphere by creating understanding and dialogue between cultures. The *International Language Culture Museum & Research Center* (ILCMARC) will be created as a cultural institution to preserve languages and cultural heritage through

tangible, and intangible public exhibitions. The museum will trace and show the development of human languages and cultures around the world. The means to convey these concepts will require formalized and professional prototyping of exhibits that will lend themselves to receptive audiences.

The *International Language and Culture Foundation* (ILCF), the implementing organization, envisions developing a multilateral effort with various international, national, state, and local stakeholders. The ILCF, initiator of the project, will work together with committed individuals and institutions to establish the ILCMARC.

The ILCMARC will be designed to show the history of man from a language-cultural evolutionary perspective. The ILCMARC will house a history of the world's languages and cultures through permanent, tangible artifacts, written and visual interpretive interactive exhibits, educational programs, and international conferences concerning issues relating to developing Peace, language and culture initiatives. The museum will trace languages and cultures and show the ascent of human beings from primordial times to the present by tracing their roots, evolution, and histories, and by showing their contributions to humanity. The museum will also account for those languages and cultures, which had flourished in the past, but died, and those languages and cultures today that are at risk of becoming extinct.

The framework for the model of the ILCMARC will reflect a learning organization that lends itself to incorporating *Total Quality Management* (TQM) principles to include Human Resource Development and Organizational Development. This 'Team Leadership' design of management, or Systems approach, seeks to transform, evolve and emerge with new innovations in management design that encourage 'systems thinking' challenging current theories and practices in hierarchical organizational design.

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A. INTRODUCTION

The United Nations General Assembly has designated the year 2000 as the *International Year of the Culture of Peace* and will precede next year's running theme by the Council of Europe as the *International Year of Languages 2001*.

The themes of Peace and language prevalent in our new millennium offer the opportunity to take action for building connections and opening dialogue. This is an opportune time to initiate an absolutely new concept, develop it and bring a necessary change to the understanding of peace, language, culture and the way we communicate in today's uncertain world.

The idea of developing a museum of languages and cultures was initially a vision of James J. Broz, Jr., Co-founder and current Chair of the *International Language and Culture Foundation* (ILCF) of Monterey, California. The ILCF is a non-profit, charitable foundation that funds projects that promote excellence in all areas of language education and the study of cultures.

The Foundation began in 1987 at the *Defense Language Institute* (DLI) of the Presidio, Monterey, California. Today, the ILCF is an independent, public, 501(c)(3) organization. The ILCF also sponsors educational projects and programs and offers awards and scholarships to the international community of language educators, researchers, administrators, students, and others who are making significant contributions to the profession at the primary through university levels in the public and private sectors.

Following are some of the programs supported by the ILCF[1]:

- Cultural Enrichment program (CEP) provides funding for host country sabbaticals and immersion courses for language teachers;
- Annual awards for excellence in language education for both educators and students;
- Scholarships for students of languages and the study of cultures;

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[1] The International Language and Culture Foundation brocure, 1987.

- Efforts to develop public awareness of the importance of language education and the study of cultures;
- International educational exchange programs among public schools, colleges, and universities;
- Annual resource display with current language learning textbooks and educational materials;
- Seminar series on topics related to language education and the study of cultures.

B. BACKGROUND

The diversity of nations, religions, and cultures reflect the direction of the growing world order. Nations that historically and presently face issues of cultural genocide and claims to land are becoming increasingly prevalent in geopolitical conflicts. Creating understanding between these nations through the establishment of a cultural institution that promotes peace and unity through the research of languages and cultures research can steer a world society in transition toward peaceful coexistence.

Establishing a cultural-educational institution to promote peace and issues relating to language and culture demise is our main idea. The *International Language Culture Museum & Research Center* will be created to 'heighten public awareness and broadening understanding of language'[2] and culture through locally-based economic activity that would generate jobs and further research for professionals and students in the field of languages and cultures. While researching this topic, it is interesting to note that no institution like this exists in the world to address world languages and cultures from a holistic perspective. Clearly it is an idea whose time has come to address the necessity of creating an institution that will strengthen the efforts of different international structures, or world governments to promote research on peace, language, and culture, and to create cooperation through effective and neutral means of conveying harmonious relations.

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[2] Quoted Statement directly derived from the Mission Statement of the Center for Applied Linguistics.

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I envision the ILCMARC to be a project of particular interest to international organizations whose interests promote cultivating peaceful agreements as they relate to language and culture. Ideally, garnering the support and endorsement of the *United Nations Educational, Scientific and Culture Organization* (UNESCO) is our goal based on UNESCO's mission statement that seeks to encourage the identification, protection, and preservation of cultural and natural heritage around the world considered that is of outstanding value to humanity. UNESCO's participation in this project is necessary to inspire confidence in the magnitude of this project. Therefore, developing and encouraging multi-lateral public and private partnerships to endorse and support a museum of language and culture of this magnitude will serve to communicate the beauty of the human spirit through artistic mediums of exchange, rather than obliterating the human spirit through forced means of cultural domination.

C. PURPOSE OF THE PLANNED ORGANIZATION

While it is known that language is the purveyor of culture, the *Sapir-Whorf* hypothesis of linguistic relativity theory[3] directly reinforces this theory in which language is seen to determine culture, and culture is determined by linguistic restraints. In other words, both language and culture affect each other mutually.

The purpose of establishing a language culture museum and research center is to expose extant languages and cultures of the world and preserve those that are in danger of extinction. As marginalized ethnic groups increasingly become in conflict with the dominant group of their respective nation states, it becomes necessary, among other alternatives, to either assimilate or revolt against the subjugation of enforced cultural control, such as is being felt globally with the crisis in the Middle East. Effectively, groups will either conform and lose their cultural identity or become oppressed and further marginalized by a society's values and norms which are counter intuitive to the

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[3] Lusting, Koester. P. 167.

traditional world views held by the marginalized group. Enforced acculturation can create conflict and further alienate groups, causing some of those groups with no voice in the political decision-making process to defy governmental control, hence, the rise of political and military factions of groups that question their roles in political affairs of state.

In the political and economic interest of sovereign nations to impose their dominant language and culture on marginalized ethnic groups, the control of these groups by cultural genocide and domination will continue to exacerbate national conditions that lend themselves to international conflict. Eleanor Roosevelt, an Ambassador of Peace, issued a statement attributed to addressing effective communication as a means of accepting and tolerating our differences as human beings. In her statement, she encouraged peaceful coexistence and the importance of human beings to coexist with others different from ourselves or the human race is in danger of annihilation, "We have to face the fact that either all of us are going to die together or we are going to live together, and if we are to live together we have to talk."[4]

Semilla de la Esperanza (Seed of Hope)

The need for dialogue between countries in cultural conflict is served by a museum and research center whose mission is in the pursuit of preserving languages and cultures, with long-term Peace as its driving vision. The ILCMARC will be created to host the world's cultures and languages that are being decimated by cultural genocide. For example, the rise of ethnic groups such as the ETA Basque Separtists, the Mayan Indians in Chiapas and Central America, the Albanian Croats and Serbs, the Palestinian and Israeli conflict, the Greek and Turkish conflict, the conflict in Northern Ireland, and many African nations who are currently and sometimes violently fighting civil wars in their countries, will have a forum to collectively and peacefully convene. Now more than ever with the increase of global terrorism to completely change the way in which nation-

states interact with its neighbors, the creation of the ILCMARC will serves to reinforce the immediate need for establishing a forum of cultural and linguistic tolerance. The museum and research center will not be instituted to create a forum for political agenda setting, rather, the museum will encourage language and cultural awareness, education, and their preservation by showing how groups may inhabit the world through peaceful means.

MUSEUM HOLDINGS

The ILCMARC will illustrate the richness and diversity of human development on this planet through means other than tangible artifacts such as handicrafts or technologies. The complexity of human language expressed through artistic media speaks to the human spirit and encourages seeing others as 'we' rather than 'us against them.'

Within the ILCMARC, some of the holdings and rotational exhibits will include a history of sounds and structures of languages; influences of language on human perceptions, personality, and behavior ; development of ways of analyzing and classifying languages and cultures ; the written and non-written forms (e.g. oral histories and dance performances) of language and the technology that goes with them ; regional music performances, video displays, high-tech anthropological film exploration series presented in a venue such as an IMAX theater, examples of the regional specialization of food; the adoption and borrowing of cultural tradition through migration and assimilation via language and culture, and highlights of regional geographies through the graphic representation of the diversity of our species.

Everyone can ultimately benefit from the tenets of this organization. As the world becomes increasingly dependent on information technology, the concept of conveying

language and culture in an attractive and informative venue where all societies can come and explore the many facets of humanity closes the *Digital Divide,* those nations that have access to the latest technology, and those that have not. The institutional establishment of the ILCMARC will serve to promote these critical ideas through media sources that will allow people from all over the world to have access, to understand, to see and experience first hand the diversities and similarities among ourselves.

Therefore, the ILCMARC will help people recognize the similarities and understand the complexity of human nature by illustrating our most human quality - Language, presented against a backdrop of diverse languages and cultures. Awareness and the diversity and richness of human development will also demonstrate how each society, in one way or another has contributed to life on the planet and to defining universal qualities inherent in the human species.

C. OPPORTUNITY AND STRATEGIC APPROACH

*At this juncture of my research, I would like to emphasize what the design model will **not** cover in this thesis; the actual implementation and evaluation of the model. This endeavor will be left for the second phase of this project, Part II in the event of the successful procurement of solid funding and support.*

The conceptual development of a learning organization model is based on an overview of *Total Quality Management* (TQM) principles that include Human Resource and Organizational Development principles. The model will illustrate the importance of blending these elements to create a prototype that will attempt to organizationally address the creation of a learning organization.

According to Peter Senge's management book, The Fifth Discipline, a learning organization must: (1) foster personal mastery; (2) not be limited by mental models; (3) create a shared vision; (4) promote team learning; and (5) use systems thinking. Senge's thesis allows for seeing the overall interrelationships within a conceptual framework rather than cause-effect chains. Systems thinking require seeing the overall processes of

change rather than seeing snapshots of problem areas that may hinder effective progress, in other words, seeing the trees *and* the forest. An organizational framework that addresses these developmental elements of systems thinking will address systems as a whole set of interrelationships before systemic breakdowns occur.

The author states that breakdowns occur when diverse functions within an organizational model are unable to interconnect. The discipline for seeing how structures interconnect within an organization requires restructuring the way we think. It is shifting our mindsets to include action rather than reaction in crisis situations. Identifying when delays between action and consequence occur is another approach to systems thinking.

Developing methods in systems management such as forecasting, planning, and strategic analysis allows for creating processes of interconnectedness to form within a dynamically evolving environment. The author proposes not looking so much at the detail of complexity in systems analysis, but at the system as a whole. This essentially is Senge's thesis in systems thinking of an effective management model.

To develop and adopt *Learning Organization* principles within a comprehensive framework for the conceptual design of the ILCMARC, I will attempt to maintain Senge's theory in the creation of a learning organization by incorporating interconnected relationships between the theoretical and the applied science of systems management. Combining these principles within this model requires analytically looking at the whole system to define core elements that will effectively address team management techniques.

To find an initial fit for the ILCMARC, the planning process requires the formation of assumptions and over-arching questions concerning compatibility vis a vis vision. The long-term outcomes for the model lend themselves to finding a proper fit within the planned design. The organization can evolve independently given an environment conducive to open-ended results.

Positing generative questions in the planning phase can lead to creating conducive environments. Grass-roots development principles of a start-up will not benefit from the appearance of a singular force that dictates the process of fit. The application of TQM principles at the inception of the project can dictate directional flow of the environment while introducing innovative paths within a structural design management plan.

Total Quality Management encourages the application of *Master Trilogies,* principles in organizational design. The trilogies comprise fundamental guiding principles that can help managers develop strategies to reduce problems and re-invent profitable solutions. In the planning phase it is important to forecast patterns of organizational movement to help apply TQM principles in future day-to-day operations at the management level. These patterns can be visualized by looking at the areas of concern dictated by the *Master Trilogies*. They include: *Expectations*, the perceptions, needs and values of those involved in the process; *Developing Culture*, which implies an examination of the habits, actions and character of the participants; and *Feedback*, from participants, positive, negative or absent.

Inherently, there are other forces within the TQM principals that can be successfully applied to this model. Some include the need to identify the level of functional fit to Human Resource and Organizational Development to achieve a point of congruity within these two components. Another includes the orchestration of choices to attain the desired goals. Significant *Tactical* elements, including technology, are linked to organizational skills; *Training*, in conjunction with the development of Human Resources; and the concept of *Team*, which calls into play the forces of culture and brings focus to the development of skills that reflect their utility to the process. These guidelines serve as a catalyst to effect congruent applications

Master Trilogies is also a tool to help managers get 'unstuck' when faced with the facts of a problem or opportunity. Utilizing this tool also allows for identifying objective facts, discovering the greatest options, and getting the best long-term advantage when

dealing with problems and opportunities. The following headings are considerations that will be applied to this model during the implementation of the *Action Plan* of the organization. They should be considered as the application of theoretical devices significant to this document.

The approach options available through techniques of the *Master Trilogies* allow managers to continue when stuck at a daunting point of a problem or unable to explore an opportunity. These tools allow for identifying objective facts and uncovering unseen options that will help lead to the best possible long-term advantages found within opportunities or adversities that may inevitably arise.

There are seven Master Trilogies' that may be applied in TQM. They include and are linked to:

1. Business Development – Change, Employee Empowerment, Hiring, Profitability ROI Decisions (organization service flow), States of Planning, Appraisals, Company Politics, Information Availability, Information Flow.

2. Individual Maturity - Transactional Analysis, Communication Essentials, Conflict Sources, Individual Drive.

3. Individual Performance Diagnostic - Unproductive Employee.

4. Individual Relationships - Trust, Value of People.

5. Organizational Health - Management, Styles of Thinking, Spiritual.

6. Ownership - Decision-making, On the Job Training, Possessions, Product Flow.

7. Process - Competition Strategies, Delegation, Planning, Time Management.[5]

5

Seven Universal Values

The driving ethos of ILCMARC is to foster the progress of the general welfare of society by a devotion to the future development of world languages and cultures. The combination of effort and cooperation of each member of the organization comprise the foundation for development and progress. Below are the universal tenets of the planned organization to which its governance is expected to ratify.

1. Improved Public Service through Industry and Initiative;

2. Organizational Fairness in Decision-Making;

3. Harmony and Cooperation in Business practices and Social Relations;

4. Struggle for Betterment of the Organizational Mission;

5. Courtesy and Humility within and outside the Organization;

6. Adjustment and Assimilation of Organizational Changes;

7. Appreciation and Understanding of Individual Differences.

Taken to heart, these values provide a spiritual fabric of great resilience underlying the effort of each within the context of success. These values will foster expectations among a workforce that would reach across continents. A decentralized and diversified workforce within a complex organization can evoke enormous continuity for sustainable development.[6]

The following are some of the considerations that will be applied to this model during the implementation of the *Action Plan* of the planned organization. They should be considered as the application of theoretical devices significant to this document.

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Institutional Development Indicators[7]

Institutional development indicators include the following:

The institution's capacity to assess and forecast demand for its services
Indicators:

- Consulting specialists from language and culture disciplines
- Communicating with funding sources, peer institutions, target groups, and beneficiaries
- Strategic plans (See Strategic Planning Initiative Proposal attached)
- Corresponding between the output of products and services and the demand by beneficiaries, target groups, funding resources and selected NGO's
- Disseminating marketing plans and their distribution

The institution's capacity for evaluating its performance and for feeding back changes into the organization
Indicators:

- Process evaluation strategies and practices
- Evidence of improvement by behavior changes in the organization as a result of on-going process evaluations

The adequacy and reliability of the institution's financial, human, and material resources
Indicators:

- Selection criteria for staff and training
- Establishment of policies to attract and retain staff
- Budgetary resources and their stability
- Infrastructure, equipment, and training materials
- Strategies for increased financial self-sufficiency

The institution's capacity to develop a Total Quality Management environment is based on total systems thinking.
Indicators:

- Development of a training manual that addresses organizational values of effectiveness, efficiency, and economic principles

D. STRATEGIC PLANNING INITIATIVE PROPOSAL

Critical issues and strategies that consider constraints and assumptions of a strategic plan are crucial to develop an effective *Plan of Action*. To begin with a conceptual framework, it is necessary to explicitly formulate overarching questions to clearly communicate the results of a clearly well defined model. Taking a broad-based view of the necessary variables in the initial planning phases requires long-term planning and critical analysis, the more complex the plan, the greater the risk.

*This grassroots development model will incorporate management strategies. It will **not** address the implementation and evaluation strategy, a separate Capstone project in itself. At this juncture, the creation and development of planning strategies demands our attention.*

The *Plan of Action* will include: choice of target group; project design; Identification of sources for financial and institutional support; and alternative models based on MIIS Development Professor Jan Black's "Reliability of Engineering"[8] concept.

Other criteria to consider in the planning stages are the types of resources and/or tools to be implemented within the design model. For example, what will be the *Law of Instrumentation* (tools) in the combining of objectives with methodology?; What are the time constraints to this model ? Because concepts of time are in and of themselves time-bound and cultural, what control does the planner have over the fiscal calendar when dealing and negotiating with international political stakeholders?; Locating a feasible site, considering accessibility and investigating factors of globalization, may force a decentralization of responsibility. However, this may lead to greater governance by local authorities in control of immediate resources.

Short-term staffing and outsourcing within the organization of experts in specialized fields and within the epistemic community, such as anthropologists, linguists

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[7] Taschereau. Economic Development Institute of the World Bank. Institutional Development Indicators, p. 19.

[8] Jan Black's definitional concept of development : introducing an approach to sustainability that means bringing externalities in. It assumes that, 'whatever can go wrong, will go wrong.' It predicts failure modes and seeks to build stand-by correctives into the design or plan. PA 692 Course Syllabus. Fall 2000.

technology programmers and technicians, museum planners, exhibition designers, will be necessary in the initial phases of organization development.   Generating long-term employment from local labor sectors (e.g. locally-based international institutions of higher education, MIIS and DLI students), for example, may help to promote tourism revenue to the region, and ultimately to the success and security of the organization through local community involvement. Additionally, training local mid-level technicians or service providers may control the exorbitant costs of outsourcing and hiring long-term professionals.

Since political support is always tentative and precarious, the question of governance and responsibility within the organization arises when establishing a partnership with government and business. The introduction of this model, linked with coalitions and like-minded NGOs helps encourage the incorporation of innovative approaches in institutional governance.   Decision-making by stakeholders may seem the best approach in the initial planning phase. On the other hand, democratic principles of participation and team leadership in the decision-making process throughout the implementation of the project encourages *Systems Thinking,*[9] in which a framework is developed for seeing interrelationships of wholes rather than things.

The objective of communication follows patterns of this school of thought in the development of a multi-leveled enterprise. In some organizational systems, such as a bureaucracy, the tendency is to suppress any form of communication that does not follow an official mandate or written rules. However, because the culture of the organization will be multi nationally based, and norms of communication differ between and among different culture groups and sub-groups, communication within the organization will allow a certain amount of dynamic social energy to emerge, possibly changing the way in which a multinational organization effectively communicates.

Including communications objectives that are multiple, and that seek out complementarities, rather than contradiction, will serve the organization for long-term

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[9] Senge, Peter M. The Fifth Discipline. Currency-Doubleday, New York, NY. 1990. p. 68.

sustainability. Although difficult to measure, the success of this organization depends on service processes rather than product output. Consequently, adhering to best practices within a specific sector (e.g. museum) will generate public support for the concept of consensus building. A multinational research institution's continuity, such as that of the ILCMARC will be dependent on the commitment of individuals and should be adopted by host country supporters and like-minded community organizations.

III. LITERATURE REVIEW

Please note, for the purpose of brevity in this section, I am only including an abstract of possible contributing organizations. Partners and sponsors are the author's suggestions and have not been contacted.

"Preservation is what we do to berries in jam jars and salmon in cans…Books and recordings can preserve languages, but only people and communities can keep them alive." Nora Marks Dauenhauer and Richard Dauenhauer, historians on the Tlingit Oral Tradition (Alaska)

The viability of the ILCMARC has many justifiable reasons for support from local communities and statewide educational agencies. Monterey hosts a number of foreign language schools (ie. Monterey Institute of International Studies, Defense Language Institute, Naval Postgraduate School, CSU Monterey Bay, Monterey Peninsula College Language and Culture Center, and Center for Applied Linguistics, UC Santa Cruz, in the region, respectively). Here, foreign languages are spoken, written, examined, translated, interpreted or taught by language specialists in the many institutions or facilities found on the Monterey Peninsula; a veritable conglomeration of assets for the community.

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According to Jon Strolle, Language Professor at MIIS and Language Capital Advocates member, "Monterey is the language capital by weight and volume". [10] Jon Strolle is playing a key role in the creation of a Center for Intensive Language and Culture at CSUMB. Monterey has all the research language ingredients for successfully adopting the ILCMARC plan. This can be achieved with support from educational facilities, the government through the Defense Language Institute, the private sector and the community sector with our diverse population.

The importance of promoting the study of languages and cultures through concerted studies and awareness aimed at national security issues arrives at a critical juncture in time presenting the nation with solutions for conflict negotiation through the use of language rather than military defense. Monterey County has long depended on the military, agriculture and tourism. With the recent closure of Fort Ord, however, the need to increase visibility for the community through language, research and education becomes more important.

The support and mission of the *Language Capital Advocates Group* encourages the creation of the ILCMARC. Since the language capacity is already here, all that is needed is the recognition of Monterey as a city linguistically rich in its global capabilities to attain competitiveness across the nation and the world. The ILCMARC will follow the model of representation in the Language Capital Advocates view of various institutions coming together to see themselves working together, not in competition, but in a unified manner. The language capital designation will also help deliver communication models and global technologies to Monterey. The group hopes in the future, everyone interested in acquiring second-language skills, or in applying a skill they already have, will consider coming to Monterey.

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[10] Monterey, The Language Capital of the World document. excerpt p.2. Language Capital Advocates. 1995.

Having stated the justification for the creation of the ILCMARC on the Monterey Peninsula sheds light on the necessity to structure a literature framework for consultation and public participation purposes.

There is a growing consensus at the domestic and international level concerning the need to encourage and engage civil society in the decision-making process of development policies and projects. Programs oriented toward strengthening civil society through public participation facilitates the inclusion of societies in the economic and democratic transformation of a community. Establishing partnerships, sharing information, and interacting to design, implement and evaluate development projects requires the involvement and commitment of all interested parties, including the poor and traditionally marginalized, especially disadvantaged racial and minority groups.[11]

Mobilizing public participation is a key ingredient in the quality and sustainability of the ILCMARC, while keeping in mind the evaluation phases. Within this context, many international development agencies such as the *United States Agency for International Development* (USAID)[12] have worked on addressing cultural heritage conservation through sustainable development projects. Proposals for *Electronic Information Systems on the Worldwide We*b, for example, in which cultural heritage and sustainability projects dominate, are addressing the need to open dialogue with civil society to formulate language strategy and policy.

According to the *Inter-American Development Bank* (IADB) working paper on *Building a Framework for Consultation and Public Participation*, the principles of public participation need to be mainstreamed so that venue, leadership, content, methodology, topics and goals of consultation and participation exercises the need to reflect the diverse characteristics of the three main spheres for financial and institutional stakeholders; as

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[11] Building a Framework for Consulation and Public Participation. Sustainable Development Dept., Inter-American Development Bank. Washington, DC. 2000.

provider of funds, proponent of development policies and projects, and as partner in the development programming. These principles together form a multiplicity of views, including those of the marginalized groups, and promote good governance.[13]

Along those lines, world language projects such as UNESCO's *Linguapax Languages and Peace Initiative* whose aim is to promote linguistic tolerance, diversity, and to broaden language education within a wider framework of education for peace. The mission of this initiative is based on the organization's belief that in an increasingly multicultural world, the role of languages, whether national, mother tongue or foreign, is a key factor in promoting international understanding and cooperation.[14]

One of Linguapax's projects is *Pericles,* a learning tool created to promote the learning of neighboring languages by encouraging young people from adjacent countries to work together to preserve shared natural and cultural heritage sites. Although there is international awareness about the need to protect the non-tangible heritage of humanity such as languages, there is no legal document to support the initiative. Unfortunately, there is **no** international agreement referring specifically to linguistic rights. Therefore, it is up to international regimes like UNESCO to draft up an international instrument to protect them that could be adopted by most countries.[15]

Therefore, UNESCO's main objective is to promote language education policies that recognize the dignity of all languages. Peace education also aims to create the conviction that peace is desirable and possible in all conflict situations. The initiative is created to replace the culture of war with the culture of peace thereby bringing additional support to existing initiatives of linguistic heritage, which too often fall victim to cultural domination and to political and economic interests.[16]

United Nations Association of the United States of America, Monterey Bay Chapter, the fastest growing chapter in the country, it has received national recognition for its successful campaign to clear landmines in Bosnia. The mission is to work together for Peace, Freedom and Justice.[17]

The Millennium Project of the American Council for the United Nations University is a global participatory futures research think tank of futurists, scholars, business planners, and policy makers who work for international organizations, governments, corporations, NGOs, and universities. The Project connects local and global perspectives via eleven regional Nodes (groups of individuals and institutions). UN Habitat selected the project among the "100 Best Practices", the "Best 7" foresight

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[12] Fleming, Arlene K. Addressing USAID Objectives Through Cultural Heritage Conservation. Cultural Resources Management Consultabt, January 1996.
[13] Ibid.
[14] http://langue.hyper.edu.chubu.ac.jp/jalt/pub/tlt/96/oct/linguapax.htnl. May 31, 2001.
[15] Linguapax. Defenders of Diversity. The UNESCO Courier. April 2000.
[16] http://langue.hyper.edu.chubu.ac.jp/jalt/pub/tlt/96/oct/linguapax.htnl. May 31, 2001
[17] United Nations Association of the United States of America. New member flyer. No date.

organizations by Battelle Northwest for the US Dept. of Energy, and among the "Top Picks" by *Future Society*, of the World Future Society.

The purpose of the Millennium Project is to be an international utility to assist in organizing futures research by continuously updating and improving humanity's thinking about the future and making that thinking available for feedback as a geographically and institutionally dispersed think tank. The Millennium Project is a gift from our millennium to the next.[18]

The *International Council of Museums* in Paris, France is dedicated to the development of museums and the museum profession, and operates globally for the preservation of cultural heritage. Committed to the promotion and facilitation of professional cooperation, ICOM is a worldwide network for museum professionals of all disciplines and specializations. Created in 1946, ICOM is a non-governmental organization maintaining formal relations with UNESCO and having a consultative status with the United Nations Economic and Social Council. It is financed by membership fees and supported by various governmental and other bodies. It carries out part of UNESCO's program for museums.[19]

The *United States Institute of Peace* in Washington DC's mission is to strengthen the nation´s capabilities to promote the peaceful resolution of international conflicts. An independent, non-partisan federal institution funded by Congress, the U.S. Institute of Peace was created in 1984 to initiate peace programs through grants, fellowships, conferences and workshops, library services, publications, and other educational activities.[20]

The *Museum of Peace,* located in Chicago, is a non-profit cultural and educational institution whose dedication to promoting the cause of peace falls in line with ILCMARC's long-term objective. The museum was established from the firm belief that the United States needed a museum with the issues of peace as its main curatorial focus. The Peace Museum hosts more than 10,000 visitors annually and has a membership of some 4,000. It houses a unique collection of artifacts that reflect issues related to peace.[21]

The Dalai Lama, "Ocean of Wisdom", is an ideal messenger of peace for the ILCMARC. According to the Dalai Lama better understanding and closer cooperation, and greater respect for all nations of the world can attain global peace. The Dalai Lama is a leader in exile whose mission is to educate the world on the repercussions of war and human rights violations. In his message to UNESCO's meeting
in Paris, France in February 1999, he addresses the need for human rights to be accepted as universal because it is the inherent nature of all human beings to yearn for freedom, equality and dignity and they have a right to achieve them. Rich or poor, educated or

[18] http://www.geocities.com. The Millennium Project: Global Futures Studies & Research. American Council for the United Nations University. November 18, 2001.
[19] http://www.icom.org. International Council of Museums. Paris, France. December 16, 2001.
[20] United States Institute of Peace. Washington, DC. no date.
[21] http://www.peacemuseum.org. About the Peace Museum. December 12, 2001.

uneducated, belonging to one nation or another, to one religion or another, adhering to this ideology of that, ultimately each of us is just a human being like everyone else.

We all desire happiness and do not want suffering. If we accept that others have an equal right to peace and happiness as ourselves, then the responsibility rests with those of us who do enjoy such freedoms. The world is becoming increasingly interdependent and that is why he firmly believes the need to develop a sense of universal responsibility. He stresses the need to think in global terms, because of the effects on one nation's action's are felt far beyond its borders. Respect for fundamental human rights should not remain an ideal to be achieved but a requisite foundation for every human society. Therefore, each of us must learn to work not just for one's self, one's own family or one's nation, but for the benefit of all humankind. Universal responsibility is the key to human survival. It is the best guarantee for human rights and for world peace.[22]

Vanishing Voices, is a book recently written by two authors, Nettle and Romaine that speak to educating the world on the fact that few people know that nearly 100 native languages once spoken in what is now California are near extinction, or that most of Australia's 250 aboriginal languages have vanished. In fact, at least half of the world's languages may die out in the next century. What has happened to these voices? Should we be alarmed about the disappearance of linguistic diversity?

The authors of *Vanishing Voices* assert that this trend is far more than simply disturbing. Making explicit the link between language survival and environmental issues, they argue that the extinction of languages is part of the larger picture of near-total collapse of the worldwide ecosystem. Indeed, the authors contend that the struggle to preserve precious environmental resources – such as the rainforest – cannot be separated from the struggle to maintain diverse cultures, and that the causes of language death, like that of ecological destruction, lie at the intersection of ecology and politics.

And while the authors defend the world's endangered languages, they also pay homage to the last speaker of dying tongues, such as Red Thundercloud, a Native American in South Carolina; Ned Mandrell, with who the Manx language passed away in 1974; and Arthur Bennett, an Australian, the last person to know more than a few words of Mbabaram.

In our languages lies the accumulated knowledge of humanity. Indeed, each language is a unique window on experience. *Vanishing Voices* is a call to preserve this resource, before it is too late. Contents of the book include a world of diversity, lost worlds, the ecology of language, the biological wave, the economic wave, why something should be done, sustainable futures, and more.[23]

Cultural Survival, a research and advocacy organization with 30 years of experience in public awareness and the defense of indigenous peoples' rights and cultures, proposes to significantly expand its sphere of operations to engage an increasingly interconnected global society. The organization believes that cultural survival - the respect for and defense of peoples' rights to decide their own futures - is dependent on the existence of reliable channels of communication across cultural

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[22] http://www.dalailama.com. Excerpt from the Address by His Holiness the Dalai Lama, UNESCO. Paris, France. February 1999.
[23] Vanishing Voices. Book Description and excerpts from reviewers. No date.

boundaries and open and easy access to information about the value and richness of cultural diversity worldwide.

Cultural Survival's Ethnosphere database project provides access to information by people, place and issue. The database seeks to provide both primary source material and easy access to indigenous organizations, indigenous voices, international media, advocacy and information resources, and the businesses and industries whose activities impact upon native lives and livelihoods.

The database will become a comprehensive portal through which indigenous and non-indigenous peoples - whether interested publics, scholars, or activists - might explore the diversity and complexity of cultural survival. The database represents the work of a wide network of indigenous and non-indigenous scholars and experts compiling and providing current information on the changing scenario of global cultural diversity. When complete, the Ethonosphere project will be a central access point for those seeking easily accessible sources of information on indigenous rights, political issues, and cultural worlds.[24]

Terralingua, a Michigan-based non-governmental organization established in 1996, believes that preservation of the physical and intangible heritage of humanity are two sides of the same coin, because their fates are intertwined and they are threatened by the same socio-economic factors. Everything that is done to protect the lands, languages and cultures of indigenous peoples is vital for safeguarding the planet's diversity, because although indigenous groups comprise only five percent of the world's population they speak 57 percent of its languages and inhabit regions where biological diversity is greatest.[25]

Linguasphere Observatory, is an independent non-profit transnational research body publishing in February 2000 the first edition of the *Register of the World's*

Languages and Speech Communities, the first ever detailed catalogue of the world's languages and dialects. The Register provides a global linguistic panorama at the dawn of the 21st century.[26]

The *Summer Institute of Linguistics International,* based in Dallas, TX studies, promotes and records the world's least-known languages, especially those that have no system of writing, for more than half a century.[27]

The *International Federation of Teachers of Living Languages (FIPLV)*, founded in 1931 in Paris, France is an NGO recognized by UNESCO and the Council of Europe. It encourages the teaching and learning of living languages to facilitate communication, understanding, cooperation and friendship between all the world's peoples.[28]

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[24] http:/www.cs.org. Cultural Survival Ethnosphere. December 16, 2001.
[25] www.terralingua.com NGOS for Linguistic Pluralism. The UNESCO Courier. April 2000. p. 30-31.
[26] www.linguasphere.org. Linguasphere Observatory. Defenders of Diversity. The UNESCO Courier. April 2000.
[27] www.sil.org. SIL International. Defenders of Diversity. The UNESCO Courier. April 2000.
[28] www.cet.univ-paris5.fr. FIPLV. Defenders of Diversity. The UNESCO Courier. April 2000.

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Language Rights, is the Follow-up Committee for a Universal Declaration of Linguistic Rights champions the principle of equal rights for all language communities. It calls for the adoption of a universal declaration of linguistic rights, including the right to be taught and to communicate with official bodies in the language of one's community.[29]

The *National Museum of Anthropology* in Mexico City is world renown for its Pre-Columbian artifacts. One of the museum's main features is the use of open spaces, with central patios and the inverted water fountain sculpture, symbolizes the melding of two cultures. The museum's exhibits are interesting in that they are dedicated to particular cultures, beginning with the origins of man and encompassing the many tribes indigenous to Mexico. Visitors are able to experience first hand the moving and motivating forces a museum of this magnitude has on the display of ancient cultures. The beauty of the museum's architectural structure speaks through interesting symbolism. The building complex is very similar to Mayan constructions, smooth stone on the bottom and geometrical bas reliefs on the upper levels.

The museum not only displays the magnificence of Mexico's Pre-Hispanic cultures, it rotates exhibitions that present other cultures, such as their exhibit of "The Greatness of Greece and Sicily" or "The Etruscans." It also hosts other international exhibitions, for example, "Imperial China: the Xian Dynasties", and the "The Cloud Men" from Chile. The museum serves as a testament to humanity's ancestors.[30]

The *National Museum of Language*, based in College Park, MD is dedicated to promoting a better understanding and communication among the Peoples of the World. Their mission is to educate, inform, and provide a national forum for the academic, governmental, social, business, scientific, literary, technological circles in the field of language and linguistics. The forums are to create effective means of communication by focusing on language as it relates to all aspects of life, human development and human history. The museum's vision is to enhance understanding of languages within the context of history, contemporary affairs, and the future.[31]

The *Center for Applied Linguistics* in Washington, DC is a non-profit organization of a group of scholars and educators who use the findings of linguistics and related sciences in identifying and addressing language-related problems. The Center aims to promote and improve the teaching and learning of languages, identify and solve problems related to language and culture, and serve as a resource for information about language and culture. CAL has reacted to emerging language issues rapidly as world events call for rapid responses, and at the same time has pursued sustained agendas for research and development. In the process, the Center has earned an international reputation for its contributions to many areas of language acquisition. Over the years,

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[29] www. Linguistic-declaration.org. Defenders of Diversity. The UNESCO Courier. April 2000.
[30] http://www.inside-mexico.com/cultural.html. Galicia, Angie. The National Museum of Anthropology. December 12, 2001.
[31] National Museum of Language. bochure. College Park, MD. Fall 2001.

CAL has adopted new approaches and technologies to further its mission and enhance it work.[32]

CREDE, the Center for Research on Education, Diversity & Excellence is based at UC Santa Cruz, CA. CREDE's mission is to assist the nation's diverse students at risk of educational failure to achieve academic excellence. It focuses its research and development on critical issues in the education of linguistic and culture minority students and those placed at risk by factors of race, poverty, and geographic location. It works directly with the United States Department of Education initiatives, other federal and state agencies, and private, foundation-funded programs through powerful national partners. The Center's comprehensive program of dissemination to many constituencies uses a broad range of communication media. These elements are organized into an integrated and collegial research center that brings issues of diversity and educational risk to the forefront of national attention.[33]

Advocates For Indigenous California Language Survival is a non-profit organization whose mission is to foster the restoration and revival of indigenous California languages so that they may be retained as a permanent part of the living cultures of native California. The organization is based in Berkeley, California and works with the Department of Linguistics at UC Berkeley. It is a recipient of the California Council for the Humanities grant and is an affiliate project of The Seventh Generation Fund.[34]

The *Center for Multilingual Multicultural Research* at the University of Southern California provides a base for those interested in multilingual education, foreign language instruction, multicultural education and related areas for opportunities to come together for research and program collaboration. Currently research faculty and associates are investigating language policy and planning, and literacy acquisition through global learning networks.[35]

The *UCLA Linguistics Department and Phonetics Lab* is equipped for research on mathematical and computational approaches to language understanding, production, and the ability to learn. The lab hosts a variety of language software and tools for the display and manipulation of linguistic structure. It also has access to software to model language evolution and for designing and using simple languages for robots and other real and simulated artificial life forms.

The use of interactive software allows the user "hands-on" experience to explore the complex facets of our linguistic heritage through acquisition and psycholinguistics, phonology, syntax and semantics. It is important to note the UCLA Dept. of Linguistics intends to provide a unique forum for work in progress by scholars in the field. Most

[32] http://www.cal.org. Center for Applied Linguistics. Improving Communication Through Better Understanding of Language and Culture. December 16, 2001.
[33] http://www.crede.ucsc.edu. Center for Research on Education, Diversity & Excellence. University of Santa Cruz, CA. December 16, 2001.
[34] Advocates for Indigenous California Language Survival. Brochure. Berkeley, CA. Fall 2001.
[35] http://www.usc.edu/dept/education/CMMR. Center for Multilingual Multicultural Research. December 12, 2001.

topic discussions will concentrate on specific issues. There will also be interdisciplinary issues dedicated to the analysis of specific languages or language groups.

The lab also has a language database that includes several hundred of the estimated 800 possible speech sounds in the languages of the world. The aim is to present the contrasting sounds so as to provide illustrations of the range of the linguistic phonetic abilities of mankind. The appendix "Sounds of the World's Languages," can be obtained through the department's web edition, 2001.[36]

Ivan Guzman de Rojas, a Bolivian mathematician, developed the first multilingual translator prototype presented in March 1985 in Washington, DC at the Organization of American States. Using a Wang VS multi-user computer, *Atamiri* created based on a computer algorithm that might be the missing link needed to develop multi language translation systems. It is the only program that uses mathematics to transition from one language to another. It is based on the algorithmic structure of Aymara, a 4000-year old language used mainly by Andean peasants and llama herders in the Bolivian and Peruvian highlands. Guzman's system is not only versatile in the range of languages it can handle, but it can also sort out ambiguities in a language as it translates. Guzman is considered to be a harbinger in computer linguistics.   Consequently, ancient languages may prove to be Key to translation systems.   Mr. Guzman's project was presented to various international linguistics symposia under UNESCO's auspices.[37]

The *Technology Museum of Innovation* in San Jose, California boasts a number of high technology exhibits, one of which is an IMAX theater. The basis of this museum is to introduce technology in a public forum dedicated to discovery and education. Opportunities and issues in technology are presented in a hands-on technology museum devoted to inspiring the innovator in everyone. Exhibitions are geared to educating the public through virtual displays of scientific explorations and journeys.[38]

The *Navajo Code Talkers* of World War II are world renown for their heroic contribution to national security and language research. The Navajo Code Talkers took part in WWII in the Pacific from 1942-1945. They were used to transmit messages by telephone and radio in their native language – a code that the Japanese were never able to decipher. Because Navajo is an unwritten language of extreme complexity, its syntax and tonal qualities, make it unintelligible to anyone without extensive exposure or training. It has not alphabet or symbols, and is only spoken on the Navajo lands of the American Southwest.

The Navajo language proved invaluable as a code that can be encoded, transmitted, and decoded in a three-line message in English in 20 seconds. Machines at the time required 30 minutes to perform the same job. The code talkers developed a dictionary and numerous words for military terms.   Their primary job was to talk,

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[36] http://www.linguistics.ucla.edu. UCLA Working Papers in Linguistics. December 12, 2001.

[37] http://www.atamiri.cc. Global Excerpts and Extracts on the Investigative Research in Language Engineering of Ivan Guzman de Rojas. Atamiri Press Releases. December 10, 2001.

[38] http://www.thetech.org. The Tech Museum of Innovation. December 10, 2001.

transmitting information on tactics and troop movements, orders and other vital battlefield communications over telephone and radios.[39]

"The Guggenheim, Bilbao and the 'hot banana'"is an interesting article (Financial Times September 4, 2001) addressesing the issues of economic culture and tourism. The Guggenheim Bilbao is a museum with futuristic gallery designs, many years ahead of its neighbors and is backed by the "Guggenheim effect" in which the power of a well known brand and spectacular architecture give decaying cities such as Bilbao, Spain a new lease of life.

The *Guggenheim Bilbao Museum* opened in late 1997 and has been so dramatic in its contribution to the local economy creating a renaissance for the city, that is has become a case study for the regeneration of other city centers with dying industries and inner-city blight. Urban renewal through culturally economic projects, such as the case of the Guggenheim Bilbao, is a long-term strategy that requires mayors and business leaders searching for policies that will propel their cities towards a more prosperous future. [40]

The Story of Language by Mario Pei (1949) is an instrument of culture and the structure of how language is formed and changed. It is a review of the modern spoken languages. The author discusses language in relation to religion, politics and economics, science and literature, superstition and intolerance. He also explores dialects, place name, family names, problems of language learning and how they can be solved. The evolution of writing, the controversial problem of an international language, slang, cant and jargon are also explored. This book is a truly brilliant and fascinating exploration of the basic weapon by which man has advanced from savagery to civilization.[41]

The *Cultural Council for Monterey Council* is a non-profit organization promoting culture in Monterey County through education, appreciation, and excellence in the arts. The Council fosters awareness of cultural heritage and works to promote Monterey County as an inspiring destination and a stimulating place to live. It provides support for and promotion of Monterey County artists and arts organizations, promotes cultural awareness in youth, encourages ethnic diversity in cultural arts programs, nurtures cooperation among art groups and artists, and it promotes the artistic value of Monterey County.

The Council mission is to act as a networking organization for the many cultural entities of Monterey County, helping to provide an array of aesthetic and educational experiences for adults and children. Formed in 1982, it serves as Monterey County's state and local partner to the California Arts Council. It is also the official, county-appointed arts planning agency.

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[39] http::/www.wae.com/webcat/navajos.html. The Navajo Code Talkers. L.C. Kukral. WWII Committee. December 12, 2001.
[40] Guggenheim, Bilbao and the 'hot banana'. Urban Renewal. Financial Times. Inside Strategy and Management. September 4, 2001.
[41] Pei, Mario. The Story of Language. A Mentor Book. Published by the New American Library. 1949.

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Through a collaborative effort with the Monterey County Travel and Tourism Alliance, the CCMC pursues innovative ways in which the arts can contribute to the support of the visitor economy.[42]

The following website listings are for information purposes only for this section and have not been investigated but are certainly considered for possible partnerships:

"Multilingual Websites Widen the Way to A New Online World," is a Financial Times (February 7, 2001) article on the dominance of English on the Internet, quickly set to decline as global companies realize that to leverage the full value of their sites in global markets they need to approach customers in their own language.

According to the article there fractionally more native Spanish speakers in the world, and the Chinese languages dwarf English as a native language, spoken by 20.7 percent of the world's population. Three-quarters of these, or 15 percent of the world population, speak Mandarin alone – nearly three times as many people as have English as a first language. Thus, the justification arises for the need to conduct e-commerce on multilingual websites.

The author points out that the predominance of English on the Internet is set to decline sharply as international Internet access grows more and companies and institutions around the world put their information online.

As culture can influence the design and operation of a website, new approaches in conducting business online must show that the vast majority of people prefer websites in their native language, especially for leisure activities.[43] Along those lines, "Resisting cyber English has rapidly become a transmission belt for "free market" ideologies. Free expression and free exchange, in one view, inevitably will be furthered by common linguistic understanding.[44]

What is Esperanto? It is an international language ideally created over 100 years ago to make communication possible between all peoples in every part of the world. According to the Esperanto website, Esperanto has proven to be a live language capable of expressing all the matrices of human thought.

Esperanto does not belong to any one country that intends to subjugate others, but to all people all over the world who speak it. Esperanto is not a language of one culture seeking to dominate another, but a language that allows all cultures to communicate. It is considered the easiest language to learn for its simplistic and logical grammar based on a few root systems with an international set of vocabulary words. Scientific studies have shown it to be one of the easiest languages to learn.[45]

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[42] www.culturalmonterey.org. brochure. Cultural Council for Monterey County. No date.
[43] Perkin, Julian. Multilingual websites widen the way to anew online world. Financial Times. Februay 7, 2001.
[44] Language Futures of Europe. Resisting Cyber-English. August 23, 2001.
[45] www.esperanto.net. El Esperanto. Que es? December 17, 2001.

Blissymbolics Communications Institute of Toronto – the system of Blissymbolic is a kind of visually conveyed Esperanto, which should permit communication between speakers of different languages, and thus further international understanding and world peace.

Centro de Estudios Interamericanos – non-profit institution dedicated to the study of American languages and cultures.

Conservation of Endangered Languages – report on a conference on endangered languages and links to related areas.

Constructed Human Languages – Artistic, experimental, logical, personal, Esperanto and reforms, In Actual Use, International Communication, Tolkien, Star Trek, Historical, and Latin Reform/Revival. With links to other sources.

ELSNET – European Network of Excellence in Human Language Technologies aims to bring together the key players in language and speech technology, both in industry and in academia, and to encourage interdisciplinary cooperation through a variety of events and services.

Eesti Keele Instituut/Institute of the Estonian Languages.

Ethnologue – 14ᵗʰ Edition 2000 – 6, 809 languages are described under 41,000 names. This is the largest list of languages in the world. Compiled by Summer Institute of Linguistics International.

Federation of Aboriginal and Torres Strait Islander Languages (FATSIL) – Australian national reference body for indigenous languages. Includes research information, newsletter, and language of the month feature.

Foundation for Endangered Languages – site features announcement of activities as well as archived issues of their newsletter, Ogmios.

GRAMCORD Institute – scholarly resources for the computer-assisted study of Biblical languages.

IGC Internet – is a website clearinghouse of sites related to peaceful conflict resolution alternatives. Its mission is to connect people who are changing the world.[46]

International Clearinghouse for Endangered Languages – information and resources for endangered languages.

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[46] www.igc.org. IGC Internet. November 18, 2001.

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Instituto Cervantes – a public institution created in Spain in 1991 to promote and teach the Spanish language.

IPOLA – collaborates with indigenous communities to revitalize and perpetuate the language and culture of the original inhabitants of the Americas.

Irish Language and Culture in Broadcasting – "Should Irish language broadcasting be left to the mercy of market forces or should it be a function of Government to continue to intervene in the affairs of the language, now on the side of language rights?"[47]

Language Industries Atlas – comprehensive list of national language institutes, translation industries associations, and research centers. Funded from the Multilingual Information Society program, European Commission Directorate – General XIII.

An overview of the atlas: "We live in the information Society, the implications of which are only now becoming clear. Information, documentation and communication are the growth areas of our modern world. And underlying these is language. Language services have to be organized on an industrial basis if they are to cope with the huge demands that are now being made on them.[48]

Language Learning Technology, Georgetown University – Resources for language learning, teaching, and research at Georgetown and beyond.

Teaching Indigenous Languages – papers and conferences on revitalizing endangered languages, and columns on American Indian education. Topics include policy, promotion, school and community efforts, using technology, and curriculum.

Tennessee Foreign Language Institute – Offers instruction in over a hundred world languages for the economic, professional and educational enrichment of Tennessee.

The Languages of Italy – including extinct and endangered languages – 27 in total.

UNESCO Red Book on Endangered Languages in Europe.

University of Toulouse – specialized in developing small educational software.

Washington Academy of Languages – offering intensive English, foreign language, and graduate-level teacher training programs in English as a Second Language and Bilingual Education.

Welsh Language Board Partnerships – Blairite Language Policy: "Many private sector organizations such as the major banks, building societies and large retailers, have entered

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[47] Language Futures Europe. Irish Language and Culture Broadcasting. August 23, 2001.
[48] Language Futures Europe. Language Industries Atlas. August 23, 2001.

into voluntary partnerships with the Board, because they see commercial advantages in satisfying customer expectations of a bilingual service.[49]

The Women's International League for Peace and Freedom (WILPF) – is the oldest and largest international women's peace organization in the world.[50]

Language Futures Europe website collects links on the language futures of Europe, on language policy, multilingualism, global language structures, and the dominance of English.

The global structures of languages and language policy are ideals that are usually associated with geographical visions. Supporters of a cosmopolitan ethic often hope for a universal language. But, in the face of increasing global conflict, regionalists and separatists want all languages to get equal status. Although some fundamental attitudes can be traced in most language policy debates, the standardization of language must be diversified as a value in itself, similar to biodiversity.

The language paradigm presents an interesting perspective on the standardization and strategies for linguistic pluralism. The hegemony of English as a dominant language creates and reproduces inequality, discrimination, colonization of the mind as well as Americanization, and transnationalization, creating further marginalization of non-English speaking societies.

EXPECTED OUTCOMES

The ILCMARC Project intends to be innovative in culture and language and adopt scientific approaches for the development of a new model of organization, and to the intensive character of a research component within the organization. Therefore, the following outcomes are expected:

-       Creation of the base structure for the implementation of the International Language and Culture Museum within a research based environment;

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[49] Language Futures Europe. <u>Welsh Language Board Partnerships</u>. August 23, 2001.
[50] <u>www.wilpf.org</u>. The Women's International League for Peace and Freedom. Brochure. No date.

-    Development of world research networks and innovative language collection techniques, cross-cultural and interdisciplinary in nature. Experiences of participation in the field work of the world research team across borders will be valuable for research and potential user and beneficiaries;

-    Contribution to the development of regional, national and international economic, political, scientific and social networks and co-operation;

-    Database, interactive web page, and workshops will produce valuable dialogue by working with "future projects" and other innovative organizational forms of interaction and formulation of practical projects to be realized through information dissemination;

-    Competence development in user-communities, e.g. scientists, students, professors, teachers, local and central governments, firms, organizations of industries, social movements, and voluntary organizations.

-    A number of project publications relevant to the international scientific language and culture community, to culture tourism firms and organizations, to professionals in the field of languages;

-    Public presentation of main results in mass media.

-    Separate reports evaluating experiences with cross-cultural and interdisciplinary co-operation processes;

-    Contribution to the development of the theories and methodologies of the organizations and languages;

-    Guidelines for the creation of the International Language Culture Museum & Research Center.

Communications objectives included in the project that are multiple and seek out complementary, rather than contradictive decisions, may serve the organization for long-term institutional sustainability. Although difficult to measure, the success of this organization depends on service processes rather than product output. Consequently, adhering to best practices within a specific sector (e.g. museum) will generate public support for the concept of consensus building. A multi-national institution's sustainability, such as that of the ILCMARC, will depend on the commitment of

individuals and should be adopted by host country supporters and like-minded community organizations.

Management Goals and Objectives

This section gives an overview of the application of theoretical principles in organizational design. A model in organizational design that markedly differs in scope from established theoretical models (e.g. bureaucratic, or vertical model of organization) will undoubtedly bring many questions to the surface concerning its feasibility. In this model, I propose introducing a combination of *TQM Principles, Contingency,* and *Systems Thinking* theories, or horizontal decision-making governance that foster team leadership and participatory management in the decision-making apparatus. This plan will also address the coordination of the workplace and visual creation of organizational diagrams, which lead to conceptualizing these theories.

The engineering of this organizational model will also consider the reliability factor inherent in any design. Predicting failure modes at this point is necessary to address when for example, applying *Contingency Theory*[51] to the model. In essence, *Contingency Theory* promotes organizational health and development within an organization by systematically achieving a 'good fit' with its environment. Other criteria arise within this theory that question how to ensure that internal relations are balanced and appropriate to the environment; and what does this mean in operational terms? It is important to note that this theory raises important questions of diagnostic and prescriptive models to identify organizational setbacks.[52]

Other criteria might include the nature of the organizational structure within its environment. Is it stable or complex? Are there interconnections between various elements of the environment? Unforeseen problems that will arise should also consider organizational changes that might occur in relation to economic, technological, market, labor relations, and sociopolitical dimensions.

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[51] Morgan, Gareth. Images of Organizations. Sage Publications, London. 1998.

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Considerations to adopt in *Contingency Theory* address questions of:

- What kinds of strategy are being employed?

- Is the organization adopting an innovative, proactive stance to organizational threats and constantly searching for new opportunities?

- What kind of technology (mechanical vs. non-mechanical) is being used?

- Does the technology create jobs with high or low scope for responsibility and autonomy?

- What technological choices face the organization?

- What kinds of people are employed, and what is the 'dominant' culture or ethos within the organization?

- What are the core values and beliefs shaping patterns of corporate culture and sub-culture?

- How is the organization structured, and what are the dominant managerial philosophies?

These are just a few of the questions necessary to generate when deciding strategic planning and development. Profiles of an organizational structure and flow will follow as questions surface to address how long-term planning of an organization considers many variables which may harmonize or disrupt a model's design.

For purposes of this project, below is a hypothetical start-up timeframe to give the reader

a sense of what will be included in the creation of the ILCMARC.

Activities by Stage
Phase I

The project will be over a period of 24 months and will consist of three stages:

Stage 1 – Months 1-10: Preparation, fund-raising, teambuilding and feasibility study

-        Establishment of a project office;

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[52] Ibid. p. 53.

- Public awareness campaign;

- Fundraising from national and international sources;

- Creation of a computer database;

- Creation of a project web page;

- Recruitment of volunteers for research teams;

- Presentation of the project's concept in different related conferences and seminars;

- Feasibility study.

Stage 2 – Months 11-19: Feasibility study analysis, development of process-evaluation plan, collection of materials, research of the sources

- Analysis of the feasibility and environmental impact studies results;

- Publication of the studies;

- Field work based on the intensive cooperation with local authorities, social movements, civic and business organizations;

- Final selection of the locality for the museum and research center based on the feasibility and environment impact study with respect to wishes of local citizens and authorities;

- Consultations with professional field specialists;

- Workshop for the specialists in the field of culture and language;

Stage 3 – Months 20-24: Presentation and evaluation

- Final writing and publication of research reports and presentation in mass media and interactive conferences with representatives of communities, administration, business, NGOs, and the world scientific community – on regional, national and international levels;

- Evaluation of the research process in respect to quality, interdisciplinary and dissemination of results;

- Decision on the implementation of the museum model, plan of actions for the Phase II (implementation of the ILCMARC).

Depending on the evaluation and decisions in Stage 3, the creation of the ILCMARC will be implemented in a period of 3 years (2003-2006). DOUBLE CHECK

SUSTAINABILITY

Ideally, sustainability of the project will include letters of commitment from international and national organizations such as UNESCO, the Sasakawa Peace Foundation and the Smithsonian Institute. Indeed, any project worthy of support from such institutions will undoubtedly gain international recognition as a world project that promotes humanitarian efforts dedicated to fostering peace, preservation and prosperity. Support of the magnitude of this project will require non-profit activities with a global perspective, thus globally impacting stated initiatives.

COST SHARING

Developing an economically sustainable project requires an aggressive fundraising strategy. Likewise, the long-term viability of an organization like the ILCMARC must begin with a public awareness plan whereby it gains exposure and increased visibility. This plan must occur before fundraising strategies are developed. The reasoning behind this approach is that if people do not know the ILCMARC exists, they cannot be expected to contribute to its establishment. Additionally, people will not donate money to an organization they know nothing about.

The awareness strategy will shed light on the importance of establishing the ILCMARC to the public in numerous ways. It will also reflect ILCMARC's mission and vision statements to the public that will generate interest through a concerted advertising campaign. Advertising in print, radio, television, and the Internet are all methods considered acceptable fundraising strategies. However, differences in costs among them may be an issue. Printing brochures and leaflets that can be distributed at events such as

fairs and conferences alongside a booth featuring ILCMARC's fundraising activities may also be helpful. Brochures and leaflets are good fund raising strategies because they are tangible in contrast to advertising and are permanent in the sense that they can be referred to and contain information that a potential donor will want to have.

In this day of technology, creating an organization website is becoming more and more common, as well as crucial, as more people rely on the Internet for accessible information. The website can also be accessed around the globe and at any time of the day, improving chances for sustained exposure. Products, such as T-shirts, posters of indigenous artwork, lapel pins and writing implements featuring the name and/or logo of the organization are also helpful in making the name of the organization known.

Because each organization is different, it is necessary to formulate a customized strategy that addresses the individual need of our organization. After a massive public relations and fund-raising strategy has been developed, a Communication Plan will follow a period sufficient enough for good exposure and then fundraising can begin.   It should be noted that public relations for the ILCMARC is ongoing work and unless the organization is global, awareness raising never stops. The long-term sustainability of public awareness raising and fundraising is crucial. Several methods to continue awareness raising and fundraising simultaneously include the establishment of a "Friends of the ILCMARC" through a concerted membership drive and developing a volunteer base. This approach is an excellent strategy to promote good public relations. Fundraising can be done by soliciting donations in an organization's website, brochures, newsletters or industry magazines.

The ILCMARC's membership drive can in itself be considered fundraising and different levels of membership subscription can award benefits to those contributing more, such as the creation of a Leadership Circle. Listing the ILCMARC in such places as non-profit directories makes it possible for those who are out of range of advertising to find out about the organization. Likewise, listing the ILCMARC through charity or fundraising websites and with community foundation networks, creating alliances with like-minded organizations whose goals are in the interest of those making the donations

such as the Sasakawa Peace Foundation or the David & Lucile Packard Foundation, is becoming more important as well.

Fiscal sponsorship and institutional endorsement with larger and already well-established institutions is also important. The United Nations Educational Scientific Cultural Organization the Department of Education, and private foundations are examples of the diversity found in sponsorship. Partnering with these institutions will give credence and more exposure to the organization as UNESCO and the DOE are well known and highly regarded. Therefore, keeping track of the fiscal partnership and the costs incurred in the creation of the ILCMARC encouraging receipt of donations must also be highly prioritized by the ILCMARC. Consequently, these are just some of the necessary steps to the establishment of fundraising objectives. Develop a strong Public Awareness Campaign through a concerted Communication Plan (Public Relations and Marketing Strategy); a Plan of Action (Implementation); and finally the creation of donor base.

Cost sharing occurs when research based universities such Standford, also world renown for its many contributions to the sciences and the humanities or in the case of the creation of the ILCMARC, with the Department of Education to contribute financial support to sponsored projects. Compliance with Federal Cost Accounting Standards (FCAS) requires that cost-shared expenses be treated in a consistent and uniform manner in proposal preparation and award negotiation and that the accounting of these expenses be indicated in the financial reports to sponsors.

Additionally, with increasing frequency, however, federal agencies require or expect some cost sharing commitment to be clearly identified within budget proposals. These agencies specify that any cost sharing included in an award budget is a condition of the award and is subject to audit. It is most important, therefore, that any cost sharing commitments be reflected in the project accounts once an award is received.

To meet the reporting and auditing requirements of the sponsoring agencies, cost sharing commitments must be charged either to a separate cost sharing account related to the specified project or to the sponsored project account. Cost sharing commitments for salaries, benefits, materials and supplies, travel, printing, and other operating costs should be recorded in a cost sharing account. Cost sharing commitments in support of fees and equipment acquisitions should be also recorded in the sponsored project account (unless other arrangements are made). The portion of these charges that represent institutional cost sharing will be transferred to the correct account at the end of the budget period.

To use a hypothetical example, the ILCMARC Project Director has committed to cost share 7.5% of the ILCMARC budget with other funding sources in support of a sponsored research project. This commitment should be reflected on a turnaround document and charged to the assigned cost sharing account.

The different methods of foundation support and depending on the immediate needs of the project can be procured to meet certain stages in the creation of the ILCMARC. Stating up front that long-term fundraising be consistent with market outcomes will ultimately create greater efficiency, cost-effectiveness, and responsiveness to the needs of those charities, donors, and private partners who have a monetary investment for the sustainability of the ILCMARC.

The following are the types of funding support the ILCMARC can expect to procure for its short and long-term viability. Since project costs are not necessarily borne by the sponsor, it is important to create accountability measures to ensure long-range commitment by fiscal sponsors. Cost sharing may consist of direct expenditures such as building procurement, land taxes, insurance, and other measures that are directly related to the sustainability of the project.

Other considerations when planning a strategy for finding both public and private institutional and financial support include the establishment of a realistic budget that clarifies the specific type of support ILCMARC will need in order to match funds and de-

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localize priority setting within a multinational organization. Targeting the appropriate funding mechanisms ensures that the organization's financial needs are met. These might include: [53]

Foundation Support

1. **Capital support** - for construction or renovation of buildings or for purchase of major equipment, land, or buildings.

2. **Endowment funds** - which can be invested to provide future support for the organization.

3. **General operating support** - to cover the daily costs involved in running the project.

4. **Seed money -** to help start a new project or organization.

5. **Special projects funds** - to finance a specific service project as opposed to general operation of the organization.

6. **Matching or challenge grants** - to help stimulate giving from other potential donors.

7. **Emergency funds** - to cover short-term funding needs.

8. **Loans or program-related investments** - to support a project which traditional financial institutions would be unwilling to invest in or charge prohibitive interest rates.

The following are questions to ponder when seeking foundation support:

1. Has the foundation demonstrated a real commitment to funding in your subject field?

2. Does it seem likely that the foundation will make grants to recipients in your geographic location?

3. Does the amount of money you are requesting fit within the foundation's grant range?

4. Does the foundation have any policy prohibiting grants for the type of support you are requesting?

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[53] Read, Patricia E. Foundation Fundamentals : A Guide for Grantseekers, 3rd ed., The Foundation Center, San Francisco, CA. 1986. p. 85.

5. Does the foundation like to make grants to cover the full cost of a project or do they favor projects where other foundations or funding sources share the cost?

6. For what period of times does the foundation generally make grants?

7. What types of organizations does the foundation tend to support?

8. Does the foundation have application deadlines or does it review proposals continuously?

Presenting our idea to a foundation on the basis of the project focus, geographic area, target groups, and type and amount of support the ILCMARC will require necessitates a clear and direct implementation plan. Therefore, the main objective to fundraising for the ILCMARC project is to link resources to realistic objectives: Budget (Start-up - Capital $), Technology (IT), and people (experts). Following a clear plan of action is important for the success of the project. Another approach is determined by developing partnerships and service to donors to galvanize support. 'Donor Advised Charitable Funds' (e.g. Fidelity, VanGuard, and Schwab are developed through charity and community foundations. The Importance of using a community foundation is to advise and assist donors in financial management as well as serving as an advising instrument to help donors make intelligent decisions as it relates to the community's needs.

There are four separate foundation types:

1. Independent Foundation – Family (ie. David & Lucile Packard Foundation)
2. Corporate Sponsored Foundation – Language Line Services Intl (formerly AT & T Language Lines).
3. Operating Foundation – Sasakawa Peace Foundation
4. Community Foundation – where granting and funding decisions are made by a board of directors or a board of trustees. This type ideally should represent the diversity of the community.

Developing a steering group and setting up a donor base is the best fundraising strategy, considered to be vital to increasing and securing total revenues. Tapping into civil society as an effective tool for fundraising will deliver long-term viability of a non-

profit which must be considered when establishing a public/private partnership. Fostering and maintaining the identity, strength and values of each sector is important when garnering the public support for the project. The following is a list of fund raising tools to make the ILCMARC visible to the community:

1. Silent Auctions
2. Direct Mail
3. Sweepstakes – a great way to raise donations by connecting with corporate donors and links with membership base.
4. Bequests
5. Web contributions – Internet fundraising through organization website which will shape the project's agenda.
6. Membership drives
7. Special events
8. Invest in Fundraising software
9. Government funding
10. Focus on high-end contributors
11. Fundraising spending – Expenses (must spend money to make money!)
12. IRS Form 990 – used as a gauge to investigate an organization's financial status. Suggest IRS adopt (Financial Accounting Standardization Board) standards to be more understandable. The way in which financial information is being presented is very important when requesting donations from public or private investment.
13. Preparing successful grant proposal
14. Building the Annual Fund
15. Managing the Capital Campaign
16. Developing Leadership for Major Gifts
17. Enhancing Donor Relations
18. Marketing for Fundraising – Public Relations (all media channels)
19. Developing a Volunteer base – who should convene a steering committee?
20. Where will be a neutral communication site?
21. Who will get credit?
22. Who will fundraise and who pays for the fundraising?
23. Benefit Concerts by globally renown and socially conscious performers such as Sting ($1000/couple).
24. Specially invited world renown speakers to endorse and promote the project, such as (Dalai Lama, not impossible considering the mission of promoting peace as the main conveying concept of the ILCMARC).

One important aspect of the fundraising strategy is to consider indicators that present how foundations can collaborate with potential partners:

1. **Differing Missions** – Before entering a collaboration, each of the partners should conduct a hard-headed analysis to be sure that the partnership will further its own priorities and that it can work with the potential of the partners. Not only should each foundation/fiscal partner view the partnership as advancing its own mission, which is usually pretty general, but the potential partnership should also be perceived as furthering more-narrow goals or objectives. It is equally important that each foundation understand, to the extent possible, the culture and operating style of its potential partners. That means examining the potential partner's values, style, approach to grant making, and manner of doing business.

2. **Sharing Credit** – The partners should develop clear and limited objectives. Although formulating clear objectives is desirable in any case, it becomes more important when many parties – each of which can interpret things differently and is likely to undergo staff changes – are involved. Clear and limited goals prevent ambiguity, and more importantly, give the partnership a sense of purpose. Keep in mind that partnerships are as much arrangements between people as between institutions. Human relations, which are critical to successful alliances, can be enhanced by involving senior executives at all stages, getting more than one or two people at each foundation involved in the collaboration, holding regularly scheduled face-to-face meetings, and showing sensitivity to the partners' needs.

3. **Cultural Clashes Hassle** – Expect cultural differences to emerge and plan in advance how to deal with them. The single most pervasive obstacle to successful partnerships is difference in institutional cultures. While an organization's culture is integral to its identity and cannot be expected to change, steps can be taken to reduce and deal with the tension arising from the mingling of different cultures. Agreeing on mechanisms for group governance and resolving disagreements is one. Another is developing limited forms of collaboration, such as joint financing arrangements, rather than partnerships that require a greater degree of shared decision-making. And while equality among the partners is not necessarily possible nor always desirable, fair and respectful treatment of the people representing other collaborating institutions should be.

4. **Hassle** – Ensure transparency in decision-making and open channels of communication to share information. Transparency involves sharing all relevant information before any decisions that may affect the partnership are made, regardless of who has jurisdiction for the decision. While transparency may not ameliorate differences of opinion or interpretation, it preserves core values of fairness and mutual responsibility – the pillars upon which trust is built.

5. **Career Enhancement** – If partnerships are important, change the reward system to encourage them. Right now grant makers trying to develop partnerships with other foundations get little credit that will advance their careers.

Payable Milestones

Payable milestones are established by dividing the project into logical, observable, and technical accomplishments to determine the planned expenditure for each phase. Establishing cost sharing and time parameters to the project will ensure that each phase will meet a benchmark before the project can move ahead. These milestones include the cost sharing amounts contributed to the project from a partnership or a joint financial agreement between two separate entities.

Addressing the fiscal sponsorship in the creation of any organization requires a funding base that allows for flexibility and adaptability within specified cost parameters. Presenting cost-sharing principles in theory applied to the establishment of an institution like the ILCMARC encourages transparency in fiscal sponsorship and accountability. The underlying premise inherent in any organization is the importance of linking objectives to resources. Thus, economic sustainability is mastering the art of financial techniques and principles that serve to create strategic alliances. Mobilizing public and private resources for the public good in the most economic, efficient and equitable manner requires dedication to the vision that the ILCMARC inspires.

START-UP BUDGET (See Attached Appendices)

[1] The Budget includes the following costs:

- Office space and equipment (furniture, desks, lamps, etc.). Five volunteer language interns will donate their work and time for credit of their respective degree fields;
- The Project Administrator and staff will use their own transportation.

[2] Travel costs relate to research and conference travel within the US and sometimes abroad. It includes gas costs, public transportation costs and the least expensive airline tickets. Travel also includes overnight stay in a hotel.

[3] Accredited accounting agency, Deloitte & Touche, of Monterey, for example, may be contracted to conduct a feasibility Study.

[4] Computer equipment will be used for the creation of a database for the planned museum and for creating a network between the relative cultural and language institutions and like-minded NGOs worldwide. It will also be used for the production of leaflets, brochures and booklets about the project.

[5] Materials and supplies include paper, printer cartridges, toners, and stationery.

[6] This price is based on a standard Web site design package. A local web design company will do the work. The company will be chosen on a bid competition.

[7] There will be 2 information dissemination workshops. The first workshop will take place after the completion of the Feasibility Study, the second at the final part of the project. Representatives of the cultural and language foundations and organizations will take part in these workshops (up to 20 people). The cost may include boarding participants and printed materials.

[8] Professional consultants will be contracted to give necessary information concerning the implementation of the museum. Their expertise will be used in different stages of the project upon the completion and approval of the Feasibility Study.

[9] Communication costs include phone, fax and postage costs.

ILCMARC PROJECT MATRIX (See Attached Appendices)

EVALUATION

The ILCMARC project will encompass a monitoring and evaluation plan consisting of formative and summative components. The monitoring plan is designed to make on-going adjustments to the project in order to achieve its goals in the most efficient manner and is geared to serve the service providers implementing the Action Plan, the ILCMARC project staff, and donor agencies. Two subsystems within the project will be given particular attention to transition within the matrix of the

organization, program management and logistics, and information flow. These will be addressed in the implementation and evaluation plan of this project.

Program management and logistics monitoring and evaluation will answer accountability questions concerning the daily operations and implementation of the organizational design of the project. Some of the criteria to consider in the evaluation may include:

- To what degree has ILCMARC's objective been carried out in a timely manner in accordance with the initial implementation plan?
- To what extent were all relevant stakeholders included in the implementation plan?
- To what degree are baseline measurements documented?
- To what degree were transparency and accountability characteristic of management practices?

In order to address on-going logistical questions, a system for monitoring activities within the ILCMARC project will be implemented to provide the following assessments:

- A system of field reports of activities/services for record keeping and documentation related to all project activities.
- Routing reporting to the project donor on a quarterly basis. Reports will compare actual and planned outputs by utilizing qualitative and quantitative data.
- All financial activity for the ILCMARC project will be provided to the project donors on a quarterly basis.

Monitoring and Evaluation of Programs

Establish a performance measuring system to determine how well or not well we are able to accomplish indicators using standard costs vs. actual costs of implementation. The ILCMARC will seek to answer fundamental questions concerning delivery of educational programs through exhibitions/seminars/workshops (film/theater/dance/music) and topic speakers at scientific symposia/forums. These include:

- To what extent will all targeted participants attend a given program's completion?
- To what degree will program mission be accomplished?
- To what extent will participants learn the required topic?
- To what degree are the participants empowered to advocate the ILCMARC's mission of creating and systemizing best practices in the field of language and culture preservation and research?
- To what extent are relevant program indicators derived in a participatory manner?

Indicators will be instituted to measure questions such as program participants, targeted participant satisfaction scale, and a ratio or percentage of material mastered by participants. Qualitative and quantitative data will be collected through participant attendance sheets, participant surveys, and participant observation checklists. Analysis of data collected will follow and be carried out by an outside evaluation firm and presented to the donor agencies in a specified time period within a calendar year.

At this point of the project process, it is necessary, for objectivity purposes, to consult an outside evaluation firm. Hiring an outside evaluator who is unaffiliated with the project or the organization will help ensure objectivity and thus provide an accurate assessment of the changes brought about by implementation of the project. A crucial indicator of success will be a rise in the level of public awareness in areas such as language and culture which will in turn help to promote conflict resolution globally. The evaluation team will also ensure that the database created is fully functional and that it is updated regularly for purposes of transparency. The final assessment will include publishing the results of this project to interested stakeholders and to the general public.

Summative Evaluation

The ILCMARC will seek to answer more fundamental, overarching questions about the impacts of its existence on public participation within program and public exhibition venues. The overall purpose and goals of summative evaluation will be formulated in a participatory process and include relevant stakeholders at all levels. The following is an example of the types of information that such a study might seek to gather:

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- To what degree is ILCMARC's long-term goal of preserving and educating the public through "best practices" in the field?
- To what degree are the project's objectives and goals able to meet the actual outcomes in the quality of improvement after the project was administered?
- To what extent are public exhibitions and programs receiving increased financial support form local or international donors directly related to their new accountability?
- To what extent do regional donors and decision makers have access to outcomes data?

Ideally, summative evaluation will be conducted utilizing input from al relevant stakeholders and should reflect the values and goals identified by them as key measures of progress. The following are "Big Ideas" to consider as overarching questions arise on the viability of the project:

- There is a difference between impact and effects.
- Focus on the intended impact, not on the effects of our intervention, in order to understand whether the specific goal was achieved.
- Evaluation is not only for the purpose of capturing effects and impacts, but for the purpose of redesigning projects.
- Evaluation and program design are two sides of the same coin.
- Evaluation is a judgmental activity.
- Evaluation is both an art and a science.
- Evaluations are useful and should be performed at all stages of the program life cycle.
- Tailor the type of evaluation to the state of the project life cycle.
- When evaluating, be specific. Don't generalize.
- Always ask if the right people are served.
- How you ask the question often determines what kind of answer you will get.
- Develop questions about the four core values of development: equity, participation, sustainability, and empowerment.
- The art of asking good questions is central to good evaluation.
- A good evaluation question is one to which the answers are not known.
- If the answer cannot be measured, it is not a good question.
- Beware of tautological statements.
- It is impossible to conduct a development project without having a set of hypotheses; unfortunately, the hypotheses are often either wrong or not explicitly stated.
- The project logic can be useful both in designing a project and in evaluating a project at either the design or at the implementation phases.
- When considering projects designed to change the human condition, we must focus, ultimately, not on capacity for change, but the actual change that has occurred in the human condition.
- Knowledge does not equal action or behavior change.

- Indicators are often expressed as a rate or incidence level and must be able to fluctuate.
- If an indicator does not fluctuate over time, it is worthless.
- The values of participation, empowerment, sustainability, and equity are not theoretical; we have to live them. Indicators need to reflect these values.
- Goal-free evaluations are preferable.
- Outreach and dissemination should influence policy and contribute to an ongoing redefinition of best practice.
- We should look at projects as systems and generate key questions in relation to each subsystem.
- Questions plus systems plus identifying instruments and documentation to track data equal an evaluation.
- Group dynamics are important to the evaluation process.
- Question formation is the most difficult part of the process; once you have good questions everything else falls into place.
- It is important to keep the four core values in mind.
- Beware of the subjective; focus on behaviors and practices that can be observed.
- We need to take the life cycle phases, core values, indicators and systems as guardrails without getting bogged down by them.
- Operational definitions of key terms should be specific.
- To operationalize we need to set standards and/or describe specific behaviors.
- Assumptions are concepts that relate to achievement of goals, purpose, output and input; they cannot be known or predicted.
- Log frames give terms of reference and parameters for a goal-based evaluation and monitoring system. Inputs and outputs are related to monitoring. Processes and goals are related to evaluation.
- The purpose statement is not activity-related or oriented.
- Log frames focus on a project's logic; the design matrices focus on comprehensiveness.

**S.W.O.T. ANALYSIS
(See Appendix X of Constraints & Assumptions for inclusion of Strengths, Weaknesses, Opportunities, and Threats)**

CONCLUSION

To conclude the project design, I would like to reiterate the importance of the conceptual model and how it may be modified to fit existing structures and/or environments. Indeed, the fact that the ILCMARC will be an institution that strives to influence cultural policy and serve as a public forum for the social good warrants

consideration.   It will not merely be a museum that preserves the past, but a research center that educates the future.

As an institution of culture and language, the ILCMARC will strive to meet its mission and long-term objectives, and bring new light to the issue of culture and language demise. The proactive participation of governments and NGOs to push ahead on the Peace initiative outlined in UNESCO's culture platform necessitates action and resources from institutions.

Creating alliances with likeminded institutions will further invite action in others to act immediately in the process of culture and language preservation. Collectively we not only ameliorate the human condition, we inspire future generations and leave humanity all the richer for having planted the seed of hope.

RECOMMENDATION

Since planning is failure oriented, good planning considers alternatives.   In every project design, contingency planning considers developing alternative models integrated in any project proposal.   Therefore, at this stage of the design process, the author acknowledges the necessity of including other models based on similar foundations.

Introducing recommendations to the existing model will allow the action group to shift their mindsets to remain flexible and realistic. To emphasize and present the model, One or two alternative approaches will underscore the viability and adaptability of the model. Alternative models will be considered when the opportunity is presented.

Please Note: Considerations of this aspect of the project proposal will be submitted for review purposes of this course and not necessarily included in the overall design proposal. Partners and sponsors are the author's suggestion and have not been contacted.

ASSUMPTIONS ANDCONSTRAINTS TO MODEL

The feasibility of the project will address obstacles, contingencies, and problems in implementation. Every complex new project has unforeseen stumbling blocks.   But if

a planner in planning a social program or project begins with a mindset that it is unrealistic, it is impossible to move forward on the proposed plan. When a project is possible it will adapt to stumbling blocks. After all, the ILCMARC will be a museum and research center and the world has experience with museums and research center. So, while planners try very hard to anticipate obstacles, there will always be opportunities to address them within the complexity and innovation of the model.

Assumptions

- UNESCO, Sasakawa Peace Foundation, the Smithsonian Institute, Cultural Survival Organization and the Center for Applied Linguistics, the David and Lucile Packard Foundations are some examples of groups/institutions that may endorse the project;
- Local city officials realize the importance of this project for the community;
- Administrative model addresses Core Values: Efficiency, Economy and Equity;
- Project falls within cost and scheduling parameters;
- The key to developing this project as it concerns language is that language either brings people together or divides them.

Constraints

- The perpetuation of language and cultural differences can stimulate nationalism;
- How to avoid political ideologies/agenda-setting in this context;
- How to address the sustainability factor through research dollars;
- Validity, Replicability and Reliability of the model: Developing 2-3 alternative models to find "Contingency Fit;"
- Keeping the objectives of the project realistically linked to resources ($).
- Issues arise as to the magnitude of the project relating not only to language and culture, but to issues of land and authority, (e.g. regional conflicts in international scenarios);
- What type of approach to take bringing in externalities while engineering the reliability of the project's main concept;
- How to establish long-term economic employment for immediate community benefits;
- How can questions pertaining to developing a multinational organization engender a culturally rich and dynamic environment assuming a lack of cultural conflict within the organization?
- May be too varied with language and culture and research, "everything under the sun."
- Project may seem to "lofty"or grandiose to some. It is possible to start on a smaller scale to evolve into a larger capacity carrying project.

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- The stress is for UNESCO to "institutionally endorse" and not fund the project and although UNESCO has no real projects in the United States, the creation of the ILCMARC to address the problem of language and culture demise globally can motivate UNESCO to establish a project in the U.S.

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