



THE MAGAZINE OF
THE BUSH FOUNDATION
Second Issue | 2015
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STANDING ROCK STRONG

*2002 BUSH FELLOW
JODI GILLETTE*

**GREAT
TEACHERS
CULTIVATE
GREAT
MINDS**

A Look at Major
Education Investments



CONTENTS



FEATURES

12 Standing Rock Strong: Bush Fellow Jodi Gillette

As the Obama administration's special assistant to the president for Native American affairs, 2002 Bush Fellow **Jodi Archambault Gillette** brings the lessons she learned on the Standing Rock Sioux Reservation to the White House. *By Heid Erdrich (2001 Bush Fellow)*

18 Great Teachers Cultivate Great Minds

Halfway through the Teacher Effectiveness Initiative, the Foundation is building on lessons learned and pursuing new strategies to make postsecondary success for all students a reality. *By Andy Steiner*



24 Fifty Years of Fellowship

In his personal giving, Archie Bush bet on talented people; his Foundation followed suit. Fifty years later, the fellowship strategy is still paying off. **Plus:** The newest Bush Fellows, Native Nation Rebuilders and Ron McKinley Philanthropy Fellows. *By Laura Billings Coleman*

48 Think Bigger. Think Differently.

Minneapolis's Cultural Wellness Center is where 2005 Bush Fellow **Repa Mekha** finds inspiration in the power of community. *By Laura Billings Coleman*

ON THE COVER: Bush Fellow Jodi Gillette, special assistant to the president for Native American affairs, photographed at the White House. Photograph by Tracey Brown

Welcome to



After your great response to last year's inaugural issue of *b*, we're back with more amazing stories about our 60+ years of investing in great ideas and the people who power them. We've also packed this issue with what was new in 2014: bushCONNECT, a revamped website, event sponsorships and two open grant programs—Leadership Network Grants and Education Ecosystem Grants.

We want to do more good every year, and 2015 is already off to a terrific start. We'll work with the Community Creativity Cohort, organizations from around the region that will help us shape our future work in the arts. We'll add several new Major Investments in education to complement our current education work. We're celebrating 50 years of fellowships in 2015—a great chance to look both back and ahead at the incredible individuals who have changed and are changing their communities. And we're beefing up our work to build a network that inspires, equips and connects the people and organizations in the region who are thinking bigger and thinking differently about what's possible in their communities.

With this issue we've given *b* a digital home at bMag.BushFoundation.org; we hope you'll check it out. As always, we want to hear what you think and what you're doing. Be in touch at bMag@BushFoundation.org.



Jen Ford Reedy
President

DEPARTMENTS

Reverb 2
From fine-tuning your “escalator speech” to axing the conference room mindset, 2014 BushCON was a big day designed to inspire, equip and connect people. **Plus:** Event sponsorship, an Archie Bush legacy grant and more.



In Progress 6
Men as Peacemakers is preventing violence against women in Duluth one youth and one jumpball at a time.

Community Innovation 8
Eight Sioux tribes will harvest the wind together as the Oceti Šakowin Power Project, one of a dozen-plus Community Innovation grantees across Indian Country since 2013. **Plus:** Follow the 10 winners of the 2014 Bush Prize for Community Innovation.

34 By the Numbers
The Foundation's payments topped \$30 million in 2014. **Plus:** counting the “connect” in bushCONNECT and more.



36 Learning Log
For the last 15 years, ArtsLab has been giving urban and rural arts organizations the keys to growth.

38 Buzz
Meet Celtic musician **Laura MacKenzie**, South Dakota State Representative **Kevin Killer** and “Fighting Kilo-watt” **Jen Alstad** in this round-up of Bush Fellows, Rebuilders and Foundation Board members and staff who've got buzz.

46 Forecast
Mark your calendar for upcoming convenings, and new grant and fellowship opportunities.



The Bush Foundation invests in great ideas and the people who power them.

BushFoundation.org
bMag.BushFoundation.org

President: Jen Ford Reedy
Communications Director: Dominick Washington
Editor: Victoria Tirrel
Writers: Laura Billings Coleman, Nick Coleman (2010 Bush Fellow), Heid Erdrich (2001 Bush Fellow), Andy Steiner
Art Director: Brian Donahue
Graphic Designer: Jessica Collette



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REVERB

Here's a little of what's been going on at the Bush Foundation.



CREATIVE COLLISIONS

From escalator pitches to sword-play, the first-ever bushCONNECT pushed participants to see their work from a whole new angle.



The opening session of 2014 bushCON with author Steven Johnson and interviewer Tom Weber.

PHOTO: RJL PHOTOGRAPHY

More than 1,000 leaders from across the region grabbed a seat at Minneapolis's Guthrie Theater in May 2014 for bushCONNECT—a first-of-its-kind event that was equal parts summit, networking mixer and tent revival.

“What we’re trying to create today is a space where you collide with new ideas,” Foundation President Jen Ford Reedy explained in her welcome. “You will meet new people who may be useful to you right now, or a week from now or a year from now, when you’re needing a new perspective on your work.”

The idea for bushCON had emerged more than a year earlier, when the Foundation’s increased efforts to bring community leaders together were earning rave reviews from participants. “There was a strong feeling of isolation among leaders in many of the communities we serve; they craved opportunities to be in the same room,” says Dominick Washington, the Foundation’s communications director. “We decided to double down on that and see what more we could do.”

Inspired in part by Steven Johnson’s bestseller *Where Good Ideas Come From: The Natural History of Innovation*, the Foundation aimed to break out of the conference room mindset (“where ideas go to die,” Johnson joked to the bushCON audience in his remarks). The experience pushed participants a little outside their comfort zones by encouraging them to trade randomly assigned session tickets and construct the day’s activities based on their interests—from the art of stage combat, to rapid-fire five-minute talks with Ignite Minneapolis, to “The Four Habits of Highly Ineffective Conversations” brought to life by The Theater of Public Policy.

The Foundation transformed an entire floor of the Guthrie into a Network Zone where attendees recruited from more than 20 partner organizations could study a network map presented by Michael Bischoff and members of Social Innovation Lab that showed how everyone in the room was connected. In the Network Zone, attendees could share their personal and professional stories with Pollen for on-the-spot illustrations called “Careercatures.” The Guthrie’s escalator—the longest in Minnesota—became a storytelling vehicle for coaching on how to create a great one-minute escalator pitch.

A team devoted to creating fresh connections across social media promoted the event throughout the day with the #bushCON hashtag. By noon that day, Washington says, “#bushCON was trending nationally, which exceeded all of our expectations. The energy of the day was great.”

So are the after-effects: 94 percent of bushCON goers who responded to the post-event survey reported that the event helped expand and strengthen their networks, allowing them to connect with an average of five new people that day. That and other feedback has helped the Foundation plan for bushCONNECT 2015 slated for May 4, again at the Guthrie. —LAURA BILLINGS COLEMAN

Learn more about the connecting effect of bushCON in *By the Numbers* on page 34.

A HOME FOR HOMELESS YOUTH

In November 2014, the Edyth Bush Charitable Foundation chose Beacon Interfaith Housing Collaborative to receive a one-time Archibald Bush Legacy grant of \$100,000, which the Bush Foundation matched. Based in Archie and Edyth Bush's winter home in Winter Park, Florida, the Edyth Bush Charitable Foundation wanted to support a nonprofit serving Saint Paul that best exemplifies Mr. Bush's commitment to his home community. Community nominations identified 80 organizations; Saint Paul Mayor Chris Coleman narrowed those to five, from which the Edyth Bush Charitable Foundation selected the recipient. The Collaborative will use the \$200,000 for Prior Crossing, the largest supportive youth housing development in Ramsey County with 44 studio apartments, situated along the light rail line that runs between the Twin Cities' two downtowns.

Learn more at bfdn.org/Beacon.



PHOTO: BRUCE SILCOX

From left, Edyth Bush Charitable Foundation President David Odahowski, Beacon Interfaith Housing Collaborative Executive Director Lee Blons and Bush Foundation President Jen Ford Reedy.

From left, Calvin Grinnell; Board members Tim Mathern (BF'99), Dee Thomas and DeAnna Cummings (BF'07); staff Allison Barmann, Kristi Ward, June Noronha, Jaime A. Pinkham, Julie Wells; Rebuilder Roger White Owl Jr. (Cohort 5); staff Mandy Ellerton; Board member Peter Pennekamp; and staff Jen Ford Reedy, Lars Leafblad and John Fetzer.



FORT BERTHOLD ROAD TRIP

A group of Foundation Board members and staff visited the MHA Nation in May. The trip included a stop on the shores of Lake Sakakawea near New Town at the Earthen Lodge Village (above), which honors Mandan, Hidatsa and Arikara history and culture. The group traveled highly trafficked Highway 22 along the western edge of the reservation to see some of the impacts of oil development. They also learned about the progress of the MHA Nation Tomorrow project, a new strategic plan for the MHA Nation, supported in part by the Bush and Northwest Area foundations.



PHOTO: CK PHOTOGRAPHY

SPONSORED BY THE BUSH FOUNDATION...

In April 2014, the Foundation earmarked \$280,000 for a new event sponsorship program to inspire, equip and connect leaders across the region. "We receive so many great sponsorship opportunities, we committed that money in a matter of months," says Julie Cohen, communications program manager at the Foundation. "So we kept going."

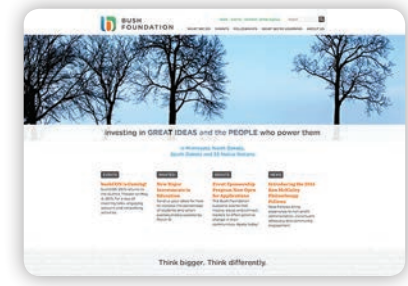
All told, the Foundation provided \$642,795 to support 65 gatherings across the region in 2014, ranging from the Women's Business Conference in Bismarck, to the South Dakota Innovation Expo in Sioux

Falls, to the Indian Business Conference in Eagle Butte, to TEDx Fargo.

For 2015, the Foundation increased its event sponsorship budget and shifted to a quarterly application schedule. (See Forecast on page 47 for deadlines.)

Beyond a good investment in the region, the event sponsorship program advances the Foundation's work in other ways. "We want to reach audiences that can benefit from our grant and fellowship programs, while we support efforts to bring leaders together across many sectors," says Cohen.

To learn more or apply, visit bfdn.org/EvSponsor.



Visit the rebooted BushFoundation.org Making programs and priorities more transparent was the goal of the Foundation's streamlined and simple-to-search website, launched in July 2014. Be sure to check out the "What We're Learning" section, where we share the impact of our investments in great ideas across the region, and lessons that may be useful in your own work.

BushFoundation.org

REFLECTING ON THE ARTS

Participants in the Foundation's long-running Regional Arts Development Program gathered in July to celebrate. As the program came to a close after nearly 20 years, they reflected on ways the multiyear grant initiative had strengthened the arts ecology of the region.

All told, the program provided \$24.6 million in unrestricted, strategic funding to 28 mid-sized arts organizations.

Continuing support for the arts is evident in the Foundation's priorities for 2015. In late March, the Foundation will announce the Community Creativity Cohort, which will help define new needs in the arts and shape the Foundation's future arts funding.

Learn more at bfdn.org/CCC.



PHOTO: ACKERMAN+GRUBER

RADP participants, from left, Heart of the Beast's Sandra Spieler (Bush Fellow '86 & '02), American Composers Forum's Bonnie Marshall and storyteller W. Loren Niemi (BF'98).

MEN AS PEACE-MAKERS

TAKES TO THE PLAYING FIELD TO PREVENT VIOLENCE AGAINST WOMEN

Photographs by David J. Turner

No one's keeping score at this Monday night pick-up game between members of the University of Minnesota Duluth Bulldogs and two dozen kids taking part in the Building Champions Program. Even so, **Men as Peacemakers** (MAP), the violence prevention organization behind this afterschool youth sports program, has plenty riding on the outcome.

"Male athletics can promote a very homogeneous and hypermasculine culture, which research would suggest can increase the likelihood of harm coming to women through sexual violence," says Ed Heisler, MAP's executive director. "We're aiming to shape athletic environments that promote gender equity and respect." With sports pages that have been dominated by headlines about players charged with domestic and sexual assault in the last year, Heisler adds, "it's an idea that has found a lot of traction."

That's why the program is fanning out to playing fields across Duluth, training coaches in the Arrowhead Youth Soccer Association on the powerful role they play in the lives of young athletes, setting expectations for fair play that go far beyond the locker room. Partnerships with the University's athletic department and the Boys and Girls Club also bring male and female college athletes from several sports together with youth for post-game conversations about what concepts like sportsmanship and teamwork really mean off the field of play.

While this new approach to violence prevention will take time to play out, the community of Duluth has a history of creating new approaches to domestic violence, driving the creation of "The Duluth Model" in the 1980s, now the most widely used batterer intervention program in the country. MAP sees its work as the logical next step, says Heisler, "heading to a place where men are actively engaged in this movement to end violence."

"The kids probably don't realize they're getting violence prevention training, but role modeling and messaging can really make a difference as they grow," Heisler says. "Our ultimate goal is to connect boys' and men's heads with their hearts." —LAURA BILLINGS COLEMAN

menaspeacemakers.org



Men as Peacemakers is the recipient of a 2013 Community Innovation Grant.





CATCH THE WIND

Community Innovation in Indian Country

The prairie winds that roll across South Dakota and eight Sioux nations carry the potential to produce three times the electricity their citizens can use. Harvesting the wind energy—and the green jobs that go with it—has long been the goal of the Oglala Sioux Tribe. But year after year, it ran into the same roadblock.

“We’d been trying about 10 years now to establish a commercial wind farm that belonged to us,” says Lyle Jack, development manager for the Tribe’s Office of Economic Development. “We tried every model there was to make this a reality, but every time you’d get investors interested in the idea, they’d want ownership of the project.” Aware that other Sioux tribes across South Dakota, the fifth windiest state in the country, were encountering the same hurdle, he says, “We decided it was time to reach out and see what we could do together.”

The result is the **Oceti Šakowin Power Project**—a first-of-its-kind effort to launch a tribally owned power authority across eight Sioux tribes: Crow Creek, Cheyenne River, Flandreau Santee, Oglala, Rosebud, Sisseton-Wahpeton, Standing Rock and Yankton. The planned one-gigawatt wind farm would create as many as 500 construction jobs and more than 75 permanent jobs

for Native and non-Native people.

“The potential of this is staggering,” former President Bill Clinton said at the Clinton Global Initiative in July 2013. That’s where Oceti Šakowin—Lakota for the Seven Council Fires of the Sioux Nation—shared its plans for the first time. “This is an amazing thing, and if it works, there are a lot of other tribal lands and a lot of other tribes out there who will be able to take this and make their contribution to our country’s future.”

Oceti Šakowin partners pitched the project to President Obama last summer during his historic visit to the Standing Rock Sioux Reservation. In November, tribal leaders met with eight federal agencies in Washington, D.C. Despite the support of two presidents, the project still faces stiff headwinds before it can move forward with plans to issue up to \$3 billion in power revenue bonds. “There are still lots of obstacles,” Jack says. The project will need to come up with about \$11 million in seed money, a high financial hurdle for tribal communities settled across several of the most impoverished counties in the United States.

High-risk projects like this can be unsettling for some funders, but Mandy Ellerton, co-director of the Foundation’s Community Innovation work, says the

groundbreaking nature of the Oceti Šakowin Power Project helped push it through the 2014 Community Innovation Grant selection process. “The projects we want to fund are the ones that tackle tough issues—problems communities don’t know how to solve yet. Our support gives them time and space to work toward a breakthrough,” Ellerton says. The Foundation launched this new, open grant program in 2013 because “instead of supporting the program-focused work organizations have always done, we want to get behind groundbreaking ideas that haven’t been tried or fully realized before.”

Tribal communities have been particularly successful at earning Community Innovation Grants. Of the 69 projects funded since 2013, 16 have been to projects in Indian Country. For instance, the **Native American Community Board** is using its radio station to support the Yankton Sioux people in a rural community coping with chemical dependency, relationship violence and high drop-out rates. **Grassroots Indigenous Multimedia** in Minneapolis is creating a culturally relevant early childhood curriculum that builds on a recent explosion of Ojibwe language revitalization. With its grant, the **Leech Lake Band of Ojibwe’s Green Team** is partnering with University of Minnesota Extension on

a self-sufficiency effort aimed at revitalizing traditional food practices. And **REAP Investment Fund** is supporting volunteer and paid plan directors in 19 western North Dakota counties as they implement new county or tribal strategic plans for addressing challenges caused by the oil boom and sustaining economic viability post-boom.

In 2009, the Foundation had focused its work in Indian Country on partnerships with elected tribal leaders that support their unique plans for expressing their nations’ self-determination. The launch of Community Innovation Grants

in 2012 opened the door for all community organizations, including those led by and focused on serving Native people, to approach the Foundation for support. Ellerton says the selection panel was thrilled to see in the mix of applications so many from tribal communities addressing issues that ranged from hunger to homeownership strategies on tribal lands.

“We don’t want to support top-down, go-it-alone strategies. We want groups that are partnering with their communities to solve problems,” Ellerton says. “Some of the ideas we fund will fail; that’s a huge part of the process of innovation.

Our goal is to create the space for experimentation to happen.”

Oceti Šakowin is in that experimentation stage, and the future is not certain. Jack admits that bringing so many tribes to the same table has posed challenges. “Some tribes have more land, some have more wind,” he says, and each community has different priorities. “That’s always a hard thing to do—to get tribes to work together—but once you start looking at reaching the same goals, then you can set aside the differences and start breaking new ground.”

—LAURA BILLINGS COLEMAN



PHOTO: CLINTON GLOBAL INITIATIVE

This is an amazing thing, and if it works, there are a lot of other TRIBAL LANDS and a lot of other tribes out there who will be able to take this and make their contribution to our country’s future.

—PRESIDENT BILL CLINTON, JULY 2013

FOLLOW THE LEADERS

Winners of the 2014 Bush Prize for Community Innovation

Bush Prize winners have proven track records for converting bright ideas into powerful solutions for their communities. Follow these 10 winners in 2015 and beyond to stay on top of how the recognition (and creative capital) of the Prize supports them to do more good across the region.

DOMESTIC VIOLENCE CRISIS CENTER MINOT, ND

North Dakota's oil boom more than doubled the number of women seeking assistance from the DVCC, which opened the New Beginnings Campus for women and children who are recreating their lives. bfdn.org/DVCC



LEGAL SERVICES OF NORTH DAKOTA BISMARCK, ND

To serve disadvantaged clients across the state, LSND pioneered an intake system that's become a national model for increasing legal service delivery under challenging conditions. bfdn.org/LSND



FACE IT TOGETHER SIOUX FALLS SIOUX FALLS, SD

Face it TOGETHER Sioux Falls takes a community approach to recovery, with a nonclinical, peer-to-peer addiction management model and results that outpace more traditional treatment methods. bfdn.org/FITSF



DESTINATION RAPID CITY RAPID CITY, SD

Main Street Square transformed a blighted urban area into a buzzing village green that continues to grow new businesses. bfdn.org/DRC



FIRST PEOPLES FUND RAPID CITY, SD

First Peoples Fund connects Lakota, Dakota, Nakota and Ojibwe artists to materials, markets and entrepreneurial mentors so they can be culture bearers and leaders of social change. bfdn.org/FPF



COMMUNITY OF CARE ARTHUR, ND

Providing caring, cost-effective services and support that allow rural seniors to "age in place" has made Community of Care both a resource and role model for rural communities across North Dakota. bfdn.org/CoC



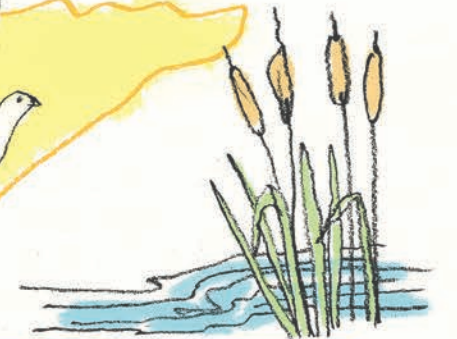
BREAKING FREE ST PAUL, MN

Led by survivors of prostitution and sexual exploitation, Breaking Free has helped more than 6,000 women and girls escape sex trafficking, abuse, addiction and poverty. bfdn.org/BFree



CANNON RIVER WATERSHED PARTNERSHIP NORTHFIELD, MN

The Partnership takes a grass-roots approach to keeping waterways clean through its Southeast Minnesota Wastewater Initiative—21 communities that together have prevented 1.25 billion gallons of untreated sewage from polluting lakes and rivers since 2002. bfdn.org/CRWP



NATIVE AMERICAN COMMUNITY DEVELOPMENT INSTITUTE MINNEAPOLIS, MN

NACDI asked Native people to envision a future that went far beyond meeting basic needs, then it created an innovative asset-building approach where American Indian culture is the engine of economic growth. bfdn.org/NACDI



LANESBORO ARTS LANESBORO, MN

Turning this small town on the Root River into a thriving center for the arts has sparked a rural renaissance and earned Lanesboro Arts national recognition as a leader in creative place-making. bfdn.org/LA

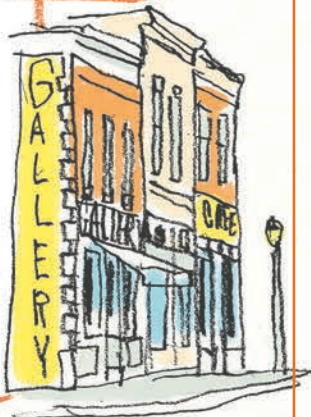


ILLUSTRATION: ERIC HANSON

STANDING ROCK STRONG

2002 BUSH FELLOW
JODI GILLETTE



Bush Fellow Jodi Gillette ('02) at the White House, where she is the special assistant to the president for Native American affairs.

PHOTO: TRACEY BROWN / PAPERCAMERA.COM

By Heid E. Erdrich
(2001 Bush Fellow)

*White House Tribal Nations Conference,
Washington, D.C., December 3, 2014*

President Obama takes the podium and someone in the crowd cries out, “We love you!” Love is all around with 566 tribal leaders, Native youth and elders in the room. “Love you back!” Obama replies. A few minutes later, he remarks, “I’m proud to have Native Americans serving with dedication and skill in my administration, including somebody I love—Jodi Gillette of the Standing Rock Sioux Tribe.” The crowd of Native leaders cheers in agreement and recognition for Gillette, a woman known for her mile-wide smile and her high-wattage intelligence.

Bush Fellow **Jodi Archambault Gillette** ('02) is quietly powerful, unshowy, humble—still, people love her like she’s a rock star. In fact, serving as special assistant to the president for Native American affairs does make her a star in Indian Country. Jodi Gillette gets things done and done right. What’s not to love?

For a Lakota woman to have the love of the people means her leadership is true and strong. And with no experience working in Washington, Gillette’s Lakota upbringing and culture have been an unusual, but valuable, skill set as well. “My Indian name means *the people watch her*,” she explains. But the name implies a two-way gaze.

PHOTO: MARK McDONALD



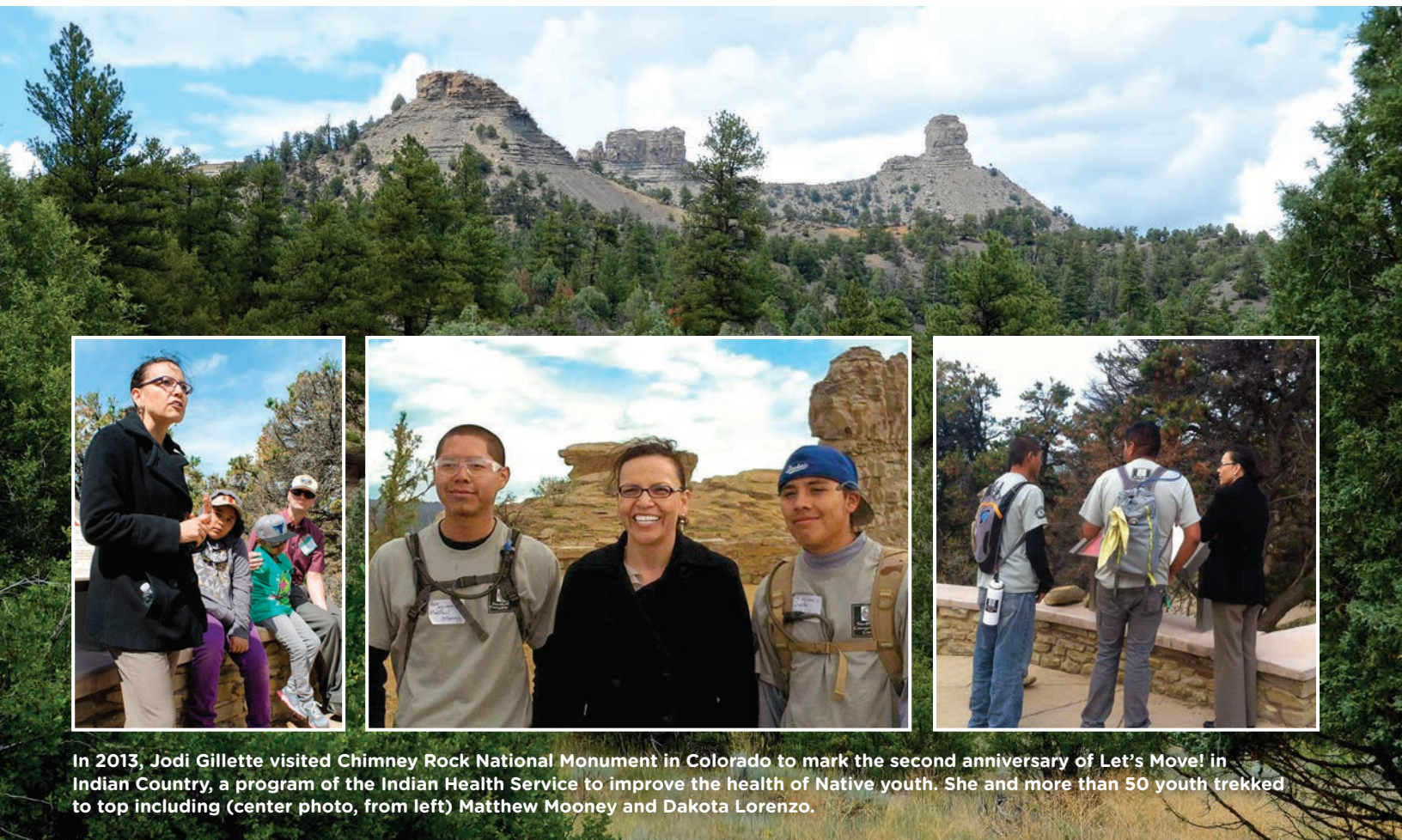
Gillette’s fully beaded “two-hide” dress is on exhibit in *The Plains Indians: Artists of the Earth and Sky* at the Metropolitan Museum in New York in March. Inspired by an historic image of a Lakota woman’s clothes, Gillette designed and created the dance dress of deer leather, which is embellished with 15 pounds of beads.

“My grandparents and my mother always reminded me that someone’s watching me too, and it is important to always be very careful of my words and actions.” That early advice prepared Gillette for the spotlight in which she now must serve not only Lakota people, but hundreds of tribes: “I never imagined that I would have a platform to be in front of so many people. But my family helped me become self-aware, which is very useful in my current position. I hope to continue to honor my name and the dignity of my family.”

Gillette’s doing a good job there. And her work is noticed. Kevin K. Washburn, assistant secretary for Indian affairs in the U.S. Department of the Interior, says, “Jodi works as though all of Indian Country

is riding on her shoulders. She is a great example of how talented people can make government work better.” Washburn goes on to note, “She can also be tough, which is an important qualification for the White House position. I have seen her fight to ensure that her constituency needs are heard loud and clear among numerous competing priorities at the White House. She may not win every bureaucratic battle, but she wins a lot of them because she never goes down without a fight.”

In 2009, the new president appointed Gillette deputy associate director of intergovernmental affairs. It was an historic honor—she was the first Native American to hold that position, which acts as the “front door” to the White House for tribal



In 2013, Jodi Gillette visited Chimney Rock National Monument in Colorado to mark the second anniversary of Let's Move! in Indian Country, a program of the Indian Health Service to improve the health of Native youth. She and more than 50 youth trekked to top including (center photo, from left) Matthew Mooney and Dakota Lorenzo.

nations. Over the years, Gillette coordinated the disbursement of \$3 billion in funds for Native American communities via the Recovery Act, and she conducted intensive efforts on provisions of the 2013 Violence Against Women Act, which finally recognized the inherent right of tribal nations to prosecute non-Indians who commit violence against women.

In 2012, President Obama appointed Gillette to her current position, in which she advises him as a member of the White House Domestic Policy Council. In a statement announcing her appointment, President Obama said, "Jodi Gillette will be an important member of my administration's efforts to continue the historic progress we've made to strengthen and build on the government-to-government relationship between the United States and tribal nations. She has been a key member of my administration's efforts for Indian Country, and will continue to ensure that Native American issues will always have a seat at the table."

THE ROAD TO THE WHITE HOUSE

The Standing Rock Sioux Reservation straddles North Dakota and South Dakota. Gillette lived in both states growing up, as well as on Pine Ridge Reservation. When asked to identify three moments along the road from Standing Rock to standing next to President Barack Obama, she said, "I actually have four."

Moment One: *My upbringing—being raised on a reservation—and my homeland have made me the person I am today. I could not know the things I know if I was raised somewhere else. My upbringing and my experiences living on the reservation impact my work each and every day.*

One of seven children, Gillette's parents are respected educators and administrators of schools and programs in Indian Country. She was also raised with her

grandmother on Pine Ridge and often remarks on the influence of her elders. Family is at the center of Lakota values and for Gillette. She spent more than a decade serving families and children in North Dakota as director of the Native American Training Institute, which works to create a safe and healthy environment for children.

Gillette also shared her passion for basketball through coaching and has become a nationally known and competition-winning pow-wow dancer and traditional artist. These are all forms of leadership very much within Native culture, as Gillette explains. "My grandmothers were very inspiring, and they always emphasized the importance of dance and beadwork as part of our culture. I have danced and beaded since I can remember. I want to pass down the traditions of my grandmothers to my grandchildren, so that they know culture is important; being a Lakota is important. My beadwork and clothing is a way for me and my family to honor my grandmothers."

PHOTOS: SOUTHWEST CONSERVATION CORPS; BACKGROUND PHOTO: WOODY HIBBARD

Moment Two: *I was very fortunate to go to great schools and have a college experience that opened up numerous opportunities. My higher education played an instrumental role in my career path and my desire to see all Native youth graduate from high school and enroll in higher education.*

Gillette attended reservation schools in South Dakota and graduated from Bismarck High School in North Dakota. For a time, she planned to be an engineer. "I was enrolled in a science and math program in high school where, for the first time, I was exposed to successful people of color who were engineers and scientists. That experience opened my eyes to other professions." But her call to public service was there from an early age as well. "I also considered becoming a member of the Peace Corps after the organization came to my community to discuss their work. I found their work very interesting since I always knew that I wanted to help people in some capacity." Rather than enrolling in engineering school or working abroad, Gillette earned a degree in government and Native American studies from Dartmouth College in 1991.

In 2002, Gillette earned a Bush Fellowship, which she used to obtain her master's degree in public administration from the University of Minnesota Humphrey School of Public Affairs. "I don't think I would have gone to graduate school without the Bush Fellowship," she says, adding, "The graduate degree was pivotal to my career, because it gave me the credentials and the self-awareness of what type of leader I would like to be." That combination, much like her cultural upbringing and early education, serves Gillette well in that she says being self-aware fits the leadership style of the Obama White House. "Luckily, in this administration, I've gotten to work side-by-side with several senior White House officials who do the hard work to make meaningful progress on important issues. They are humble and quiet leaders, and soldiers in the fight to make a better future."

Moment Three: *I was inspired to join the Obama campaign after the candidate gave a speech to the Crow Nation. That speech, his ideas and that he deeply cares about Native Americans motivated me to work on the campaign and do everything I could to get him elected.*

During the 2008 presidential campaign, Gillette led North Dakota First American Vote, a tremendously successful get-out-the-vote drive aimed at reservations. Not only had Obama impressed her with his speech to the Crow Nation, he made promises she would soon be helping him keep. "The idea for the Tribal Nations Conference was something the president talked about when he was a candidate," she explains. Obama lost North Dakota but won the election, and soon after Gillette began her work in Washington. With her help, the president and his team have convened tribal leaders and cabinet members on a government-to-government basis for six years running.

Moment Four: *My family is everything. My children and my husband have provided a different perspective on the work I do on behalf of this administration. They keep me grounded and focused.*

Gillette has a lifelong commitment to families and children. She knows what the hideous statistics on suicide and dire dropout rate mean in real terms. In this job, Gillette says, "I have an opportunity to make real change for our Native youth and a president who supports my goal." Gillette comes at the serious issues Native youth face by building on success. "We know that tribes are doing great things. But like tribal issues, Native youth issues sometimes are invisible because we are such a low percentage of the United States' overall population." With such little attention paid by the nation, how will the Obama administration increase the visibility and voice of Native youth?



PHOTO: TRACEY BROWN / PAPERCAMERA.COM

JODI GILLETTE IN SIX

When I was a kid, I thought I'd grow up to be...

An engineer. I also considered becoming a member of the Peace Corps.

Best advice I ever got was...

Always work hard; you never know who's watching.

People might be surprised to find out...

I am a beadworker and my Lakota clothing is showing at the Metropolitan Museum of Art in New York in March.

My mantra is:

What would my grandmothers say?

Our elders would never have imagined...

That we, Native nations, could be such an integral part of how the federal government makes decisions regarding tribes.

I let Native youth know they are special by...

Asking them what they are thinking and letting them know that they could be anything they want.



During President Obama's historic visit to the Standing Rock Sioux Reservation in June 2014, he and First Lady Michelle Obama posed with Jodi Gillette's family. From left, Gillette; parents Dave Archambault I and Betty Archambault; the Obamas; brother Dave Archambault II, chairman of the Standing Rock Sioux Tribe; sisters Billi Hornbeck and Sunshine Archambault Carlow; and sister-in-law Nicole Thunder Hawk Archambault. Learn more about the visit at bfdn.org/xObamaSR.

Words cannot describe the honor and pride I have in our president. He gets it. He understands that NOBODY in the United States SHOULD BE LEFT BEHIND. He sees the urgency and magnitude of the work that we have to do as a country and within our own borders. I'm excited that I get to work for a president who wants to make lasting change now and not wait for the next administration to take action. —JODI GILLETTE, 2002 BUSH FELLOW

Gillette is enacting a plan. "We hope to break through the silence by starting a Native youth network under the Generation Indigenous initiative (bfdn.org/xGenI). 'Gen I' focuses on removing the barriers that stand between Native youth and their opportunity to succeed."

THE ROAD AHEAD

Four important moments brought Gillette from North Dakota to Washington, D.C., and to reflection on how her work makes a difference: "Several tribal leaders have told me that the Obama administration has provided hope where there was none. With progress like restoring jurisdiction to tribes over non-Natives who commit domestic violence, they tell me they feel like anything is possible." Perhaps most remarkably, she says, members of America's most marginalized group "feel like what they say matters, and that people from all levels are listening to them."

That tribal leaders are now being listened to is due in no small part to a humble dancer from North Dakota. Assistant Secretary Washburn sees the long-term impact in Gillette's work, "Probably her most important accomplishment is the creation of the White House Native American Affairs Council, which brings an all-of-government approach to serving Indian tribes." Most of the president's cabinet are members of the Council, which, Washburn says, "has succeeded in dramatically raising the profile of Indian issues among the highest level of government officials. We are working now to institutionalize the Council so that it will live long after this administration is gone. If we can succeed, that may be Jodi's most important legacy."

Gillette has made Native nations an integral part of how the federal government makes decisions regarding tribes. "It can only get better from here. Through tribal consultation and constant communication and dialogue we can get some amazing things accomplished." And Gillette's work is a big part of the reason things will get better, according to Assistant Secretary Washburn. "Her most important success has been earning the trust of the president."

Where does Gillette see herself next? "Continuing to help improve the lives of Native Americans," she says, adding, "at some point, I would like to return home and help the people on my reservation." 

PHOTO: PETE SOUZA, WHITE HOUSE

ON ASSIGNMENT

Bush Fellow Heid Erdrich at the 2014 White House Tribal Nations Conference



PHOTO: SETH ROFFMAN

Jodi Gillette in 1992 with other attendees of *Our Visions: The Next 500 Years*.

A velvet rope separates me from the tribal leaders gathered in Washington, D.C. I'm a poet with a White House press pass—roped off with the photogs, gazing amazed at the dignitaries, the code talkers, the all-female Native color guard. I post myself in the back so I can stand. Good choice because soon I'm next to **Jodi Gillette**. She's called her job "the front door to the White House" for Native people. Yet here she is, at the back door briefly, surveying the room, assuring elders a clear path to their seats, making history ready to happen.

We have been together like this before. In 1992, just out of college, Jodi honed her organizational skills as primary coordinator for *Our Visions: The Next 500 Years*. The brainchild of her mentor, Suzan Harjo, the gathering involved dozens of Native American tribal leaders, educators, and artists. Jodi had asked me to help wrangle elders (Ojibwe artist George Morrison, a Hopi prophet, an Alaskan carver) and to write notes. Here

we are, decades later, in our same roles—only on a national level—at the sixth White House Tribal Nations Conference.

Native youth are attending the Conference for the first time; they bring a buzz to the room everyone can feel. When President Obama—the first president to visit a reservation since Clinton—announces a plan to uplift Native youth called Generation Indigenous, they know that, even though they are on the bottom by U.S. standards, today they are at the top of the American leader's agenda. He says it's not just a promise—it will happen. And because it's not just a promise, the president needs the right person to make sure it gets done.

No problem. Jodi Gillette is right there for him, at the front door.

Heid E. Erdrich is a member of the Turtle Mountain Band of Chippewa Indians and a 2001 Bush Fellow. Her most recent book is *Original Local: Indigenous Foods, Recipes, and Stories*. HeidErdrich.com

GREAT TEACHERS CULTIVATE GREAT MINDS

Even before there was a Bush Foundation, **Archibald Bush** invested in education. His support to both individuals of promise and multiple educational institutions inspired a Foundation priority that's been constant for the last 62 years.

by Andy Steiner

Over six decades, the Foundation has worked to improve education using broad strategies that encompass grants to colleges and universities (see *By the Numbers* on page 34) and investments in Bush Fellows (see *50 Years of Fellowship* on page 24).

But in 2009, the Foundation focused its resources on a specific education goal: increase the percentage of students from all backgrounds who attain postsecondary success. Today, we are pursuing this goal in two ways—Major Investments and Education Ecosystem Grants.

Through **Major Investments**, the Foundation invests in large, long-term grants focused on specific education improvements. This developing portfolio began with the \$40 million Teacher Effectiveness Initiative in 2009. We invested in a second Major Investment in 2014 that explores alternative pathways to teacher licensure. And we'll launch several new Major Investments by the end of 2015, with more to follow in future years.

To support these Major Investments, we began offering **Education Ecosystem Grants** in 2014. These provide operating support to organizations that help create an education ecosystem where other organizations can succeed in reducing disparities and improving student outcomes.

The five stories that follow spotlight only a sample of grantees' education efforts in the region. Much like Archibald Bush's early investments, they illustrate how individuals and organizations are thinking bigger and thinking differently about how to reach better educational outcomes for all students in the region.

Our EDUCATION Work At a Glance

Major Investments

- *Teacher Effectiveness Initiative*
- *Alternative pathways*

...Plus new Major Investments
in late 2015

Education Ecosystem Grants

PHOTO: TOM ROSTER

Master teacher Bridget Weigt mentored Josh Engel through his first two years in the classroom they ran jointly as part of a co-teaching fellowship

Co-Teaching for Success



Josh Engel pretty much always knew he wanted to be a teacher.

"Teachers were very impactful in my life," he says. "I am the youngest of five boys, so I never had a younger brother to help when I was growing up. I wanted to someday have the opportunity to help younger people. That's why I became a teacher."

Engel earned his teaching degree from Minnesota State University, Mankato (MSUM) in 2012, and entered a two-year co-teaching fellowship program borne out of a partnership between MSUM and Mankato Area Public Schools. The fellowship program, funded in part through the Bush Foundation's Teacher Effectiveness Initiative (TEI), is a way new teachers like Engel can make a smoother transition from a preparation program into teaching.

During the fellowship, Engel earned valuable teaching experience under the watchful eye of co-teacher **Bridget Weigt**, a master teacher with years of experience in the district. He credits Weigt with helping him become a better, more effective teacher. Her years of experience and perspective paid off when it came to lesson planning, classroom management, understanding school culture and working with parents, he says.

"We'd have conversations about things I was struggling with, what was going well, what she could do to help," Engel says. "Bridget would co-teach lessons, give feedback and even help prep for lessons when I needed more time. She would do anything that I would ask of her. My first two years in the classroom would have been much more difficult without her."

The many challenges new teachers face in the classroom result in startling statistics—more than 40% leave within five years, according to a 2014 report by the Alliance for Excellent Education. Co-teaching is one strategy that the Foundation believes can help reduce this number.

The co-teaching fellowship offered at MSUM, says Allison Barmann, the Foundation's vice president for strategy and learning, "gives new teachers the best possible start to their careers. And it strengthens the 'co-working' bond between the teacher-preparation program and the K-12 school district." The various co-teaching strategies of TEI partners were specifically called out by external evaluators in 2014 as one of the biggest successes of the Initiative to date.

With Weigt's support and guidance, Engel was able to make the most of his two-year fellowship, teaching physical education and health at two middle schools in the district. Though the work was full time, he completed his masters in experiential education in 2014.

Engle now works as a full-time developmentally adaptive phys ed teacher at Futures, a Mankato Area Public Schools program for children with special needs. Engel says he hopes to one day be able to pay it forward, by serving as a mentor for another up-and-coming teacher like Weigt did for him.

"Bridget's had such a great impact on so many teachers, improved how they worked with students. Who wouldn't want to be able to do that?"



Sheri Allen,
superintendent,
Mankato Area
Public Schools

"When I student taught, I observed a teacher teach. Then the teacher handed me the lesson-plan books and said, 'Review it.' I thought I had a great experience. However, when I look at the co-teaching model we have at Mankato Area Public Schools now, I see how much better it can really be.

"The co-teaching model is really powerful for everyone involved. Our experienced teachers tell us they're gaining new perspectives from the teacher candidates. They are getting mentor benefits and that's priceless. When two adults work together to build the classroom experience, it positively impacts student achievement."



**Vang Yang, a
teacher for Saint
Paul Public Schools**

PHOTO: SAINT PAUL PUBLIC SCHOOLS

Reflecting Student Diversity

Patrick Duffy and his colleagues at the Saint Paul Public Schools (SPPS) have been working for years to solve a puzzle common across K-12 schools—in an urban district where the academic achievement gap splits along racial and ethnic lines, how it can diversify the teaching workforce to better serve its students.

"We think it's important in boosting achievement for our students of color that they see themselves reflected in the curriculum and instruction," says Duffy, director of leadership development for SPPS. "To do that, we need to hire teachers whose life experiences reflect our students' lives."

Seventy-four percent of SPPS students are students of color, while the teaching staff is 93.7 percent white. Duffy and his colleagues believe that building an ethnically diverse workforce of qualified teachers is key to boosting achievement across racial lines. But it's not always easy to find teachers of color.

The Foundation's midpoint evaluation of the Teacher Effectiveness Initiative (TEI) validated that reality. "We heard loud and clear that K-12 districts wanted more teachers of

color, and higher education was struggling to meet that demand," says Kayla Yang-Best, the Foundation's education director. In response, the Foundation created a supplementary grant program to develop new, groundbreaking strategies that increase teacher diversity. (The program is open to organizations working with one of the 14 TEI partners.) SPPS is among the five organizations funded under this supplemental program and has teamed with the Twin Cities Teacher Collaborative (TC2), a partnership of six institutions of higher education.

Together, SPPS and TC2 will develop new ways for professionals of color to pursue teacher training and certification. These potential teachers may not come to SPPS through traditional teacher training. Instead, individuals with an understanding of the communities the school serves and who demonstrate interest and skills in working with children may be encouraged to consider new teacher-training programs co-designed by the organizations.

"WE NEED TO FIND AND SUPPORT NEW TEACHERS WHO ARE GOING TO SERVE AND STRENGTHEN SCHOOLS AND COMMUNITIES AT THE HIGHEST LEVELS"

—Patrick Duffy
Saint Paul Public Schools

during the planning year. Participants will work with a team of advisors, including "master" teachers with years of experience working in the district. Duffy hopes that this added mentoring will help boost graduation rates for participants and ensure an influx of new, culturally diverse teachers to the district.

Offering multiple, supported ways for individuals invested in communities of color to become teachers feels like a good starting point for educational transformation in the district, Duffy says. "The teacher candidates will already have the commitment they need to succeed. And once they go through a university program, they will have a greater understanding of the will, skills, knowledge and capacity it takes to be a strong teacher in Saint Paul Public Schools."

The district's achievement gap justifies this approach. Duffy says, "We realized that in order to make measurable improvements, we need to do something that goes beyond 'tweaks' to the system. We need to make bold leadership decisions that ensure that we're supporting our existing teachers to be the best teachers they can be for the students in their classrooms. And we need to find and support new teachers who are going to serve and strengthen schools and communities at the highest levels. This partnership has the potential for great change."

Meet the other partnerships that are working to increase teacher diversity at bfdn.org/TeachDiv.

"We are looking at folks who are currently working in the district in paraprofessional positions," Duffy explains. "We are also looking at community members already working with students as parents or volunteers. These people might not have completed college degrees, but they have expressed an interest in working as teachers. We want to help them achieve that goal."

Through this new partnership, teacher trainees will earn their teaching degrees at a TC2 institution, to be named

Driving Improvement with Data

Associate Professor **Stacy Duffield** and her colleagues at North Dakota State University have always wanted to create the best teacher-preparation program in the nation. But it wasn't until they began collaborating with the 13 other partners in the Foundation's Teacher Effectiveness Initiative (TEI) that they were able to collect the robust data that drive their improvement strategies today.

To get a more accurate measure of NDSU's program performance, Duffield has collaborated with assessment personnel from the 13 other colleges and universities to design and implement a new system they all use to gather and compare feedback about their teacher-preparation programs. They call it the Common Metrics system.

Over the last five years, the Common Metrics system has designed and administered, with support from TEI and two technical assistance consultants, four surveys that span a teacher candidate's path from entering teacher-preparation through the first teaching year. The surveys cover factors from what inspired the candidate to teach, to how well they apply specific teaching skills. All participating programs use the resulting aggregate data to inform their improvement strategies.

Although the teacher-preparation institutions that make up the Common Metrics system compete for teacher candidates, they have committed to working together for the common good of their teacher trainees—and the young people they will be educating. This is key to the project's success, Duffield believes. "Our collaboration is really about program improvement and preparing better teachers. We just want to make ourselves better as a group. We're a cohesive group with a lot of trust."

Evaluators who conducted the midpoint evaluation of TEI recognized the collaborative as one of the biggest successes to emerge thus far from the Foundation's current work.

"From the beginning of the Teacher Effectiveness Initiative, the need for a way to share data across the partners was clear," said Allison Barmann, the Foundation's vice president for strategy and learning. "It is to the partners' credit that they've looked beyond what it would

mean to share their data to how doing so can benefit each of them and the teachers they prepare."

The partners in the Common Metrics system have presented papers on the results of their collaboration at education conferences, most recently in spring 2015 at the annual conference of the American Association of Colleges for Teacher Education. "We have really high-quality, well-aligned instruments that are the envy of many teacher-preparation programs around the nation," Duffield says. "When we present at national conferences, our room is just packed."

While that professional acclaim is nice, Duffield says that the best measure of the Common Metric system's success is the quality of teachers the participating institutions produce.

"In the end, what we're really focused on is creating the best teachers," she says. "We want the kids in our region to have the best education in the nation. We can use data to reach that goal."



"IN THE END, WHAT WE'RE REALLY FOCUSED ON IS CREATING THE BEST TEACHERS. WE WANT THE KIDS IN OUR REGION TO HAVE THE BEST EDUCATION IN THE NATION. WE CAN USE DATA TO REACH THAT GOAL."

—Stacy Duffield
North Dakota State University

Forging a New Path to Teaching

Most educators begin their careers after earning a degree from a traditional teacher-preparation program. But in some regions, the demand for teachers in areas of need has encouraged education leaders to develop nontraditional ways to recruit and prepare new teachers.

In the Twin Cities, for instance, the national organization Teach for America (TFA) has partnered with the University of Minnesota to launch a new teacher-preparation program that will prepare urban educators who come from nonteaching backgrounds.

TFA recruits a diverse pool of recent college graduates and career-changing professionals who have a track record in both leadership and academics. The two-year Alternative Pathway to Teaching Program at the University's College of Education and Human Development prepares TFA corps members over an in-depth, eight-week summer program. That fall, they become the teacher of record for classrooms in struggling urban or rural schools. The new teachers receive ongoing support from the University, school-based mentors and TFA instructional coaches, and their teacher training at the University continues through that school year and the next.

"As part of our work in teacher-preparation, we had long intended to support an alternative pathway program," said Kayla Yang-Best, the Foundation's education director. "When the University and TFA came together, we were eager to support the planning and launch of this first true alternative pathway to teaching in Minnesota." The Foundation has provided \$1.9 million to support planning and startup of this Major Investment.

Deborah Dillon, associate dean of graduate and professional programs at the University's College of Education and Human Development, was part of the team that developed the curriculum for TFA corps members. She says these teacher candidates have the desire and ability to work in public schools for the common good. Having completed an undergraduate program at a top institution, Dillon says,

Middle school science teacher Amy Napleton is in her first year of the TFA/UMN program. She came to that program after completing a bachelor of science degree in chemistry at Yale University.

"These individuals are excellent candidates for this type of program."

With its long history of preparing teachers, the University brings to the program expertise, a commitment to research-based programs, a strong reputation and infrastructure. TFA's established history of recruiting college graduates and professionals who are changing careers—particularly those who self-identify as people

of color or as coming from low-income backgrounds—to become teachers made it a perfect partner for a program focused on an alternative pathway to teaching.

It's easy to imagine that proponents of the University's comprehensive teacher-preparation program might view TFA as competition. In actuality, the situation can be win/win—undergraduates and post-baccalaureate students will still

enter teaching through the comprehensive pathway while the alternative pathway will make it possible for others to fulfill their dream of being a teacher, too.

Anil Hurkadli, executive director of Teach for America Twin Cities, says that alternative pathways for earning teaching degrees are key to diversifying the educator workforce and help produce more teachers who look at education from a fresh perspective.

Now, with a year under their belt and a cohort of teachers at work in several schools across the Twin Cities, the University/TFA collaboration feels established and ready to make big changes with kids. "It's exciting," Hurkadli says. "This partnership shows a lot of promise, and we're only just getting started."

Read more about this new partnership at bfdn.org/xTFA+U.

Customizing Learning through Technology

Two years ago, Watertown High School began offering some of its students a chance to customize what they studied and to set their own pace of learning. Principal **Mike Butts** is leading the school's customized learning program, but he credits another organization in South Dakota's education ecosystem—Technology and Innovation in Education (TIE)—for the early thought leadership that made the program possible.

"TIE is leading the customized learning movement in South Dakota," Butts says. "It brought together the think tank of education leaders that developed the program and today trains teachers at customized learning programs across the state in how to ensure students succeed."

It's because of work like this to improve the education ecosystem that TIE and 11 other organizations are inaugural recipients of 2014 Education Ecosystem Grants.

Julie Mathiesen (2003 Bush Fellow) is TIE's director. She came to her current work at TIE through the classroom as an art and biology teacher. In the classroom, she says, "technology created more engagement with my students. It allowed

them to pursue content of interest in a way that was more student-directed and less teacher-directed, and it freed up my time to work one-on-one with students who needed extra help and support."

Mathiesen's skills at merging technology with education eventually brought her to TIE, where she leads efforts to teach South Dakota educators about the benefits of creating modern information-age classrooms where learning plans can adjust to meet the unique needs of individual students. Enabling technologies allow for a shift to more customized and personalized education. By moving away from a one-size-fits-all, time-based, batch processing mode of education, schools can reach more children at their skill and interest level. And performance-based, student-paced education increases student agency and success.

The Education Ecosystem Grant to TIE "helps us spread these ideas and build this capacity in schools so they can engage in more customized learning for students," Mathiesen says. "We have pieces of these ideas and technology established around the state, but we need more organized leadership to record that information, share it, and help grow and disseminate it within all schools in South Dakota."

TIE is a component of Black Hills Special Services Cooperative, an agency that advances public education and technology in the state's rural communities. **Joe Hauge**, the Cooperative's executive director, says that TIE, which began some 30 years ago as a way to distribute computer technology and training to South Dakota schools, continues to live out that mission as it helps educators across the state make the transition to customized learning.

"With the Bush Foundation dollars, we're just starting to see the first steps happen," Hauge says. "We're reporting best practices. We're learning from each other."



"TECHNOLOGY CREATED MORE ENGAGEMENT WITH MY STUDENTS. IT ALLOWED THEM TO PURSUE CONTENT OF INTEREST IN A WAY THAT WAS MORE STUDENT-DIRECTED AND LESS TEACHER-DIRECTED."

—Julie Mathiesen
Technology & Innovation in Education



Freshmen at Harrisburg High School in South Dakota take part in a customized learning program that builds off the work done by Technology and Innovation in Education.

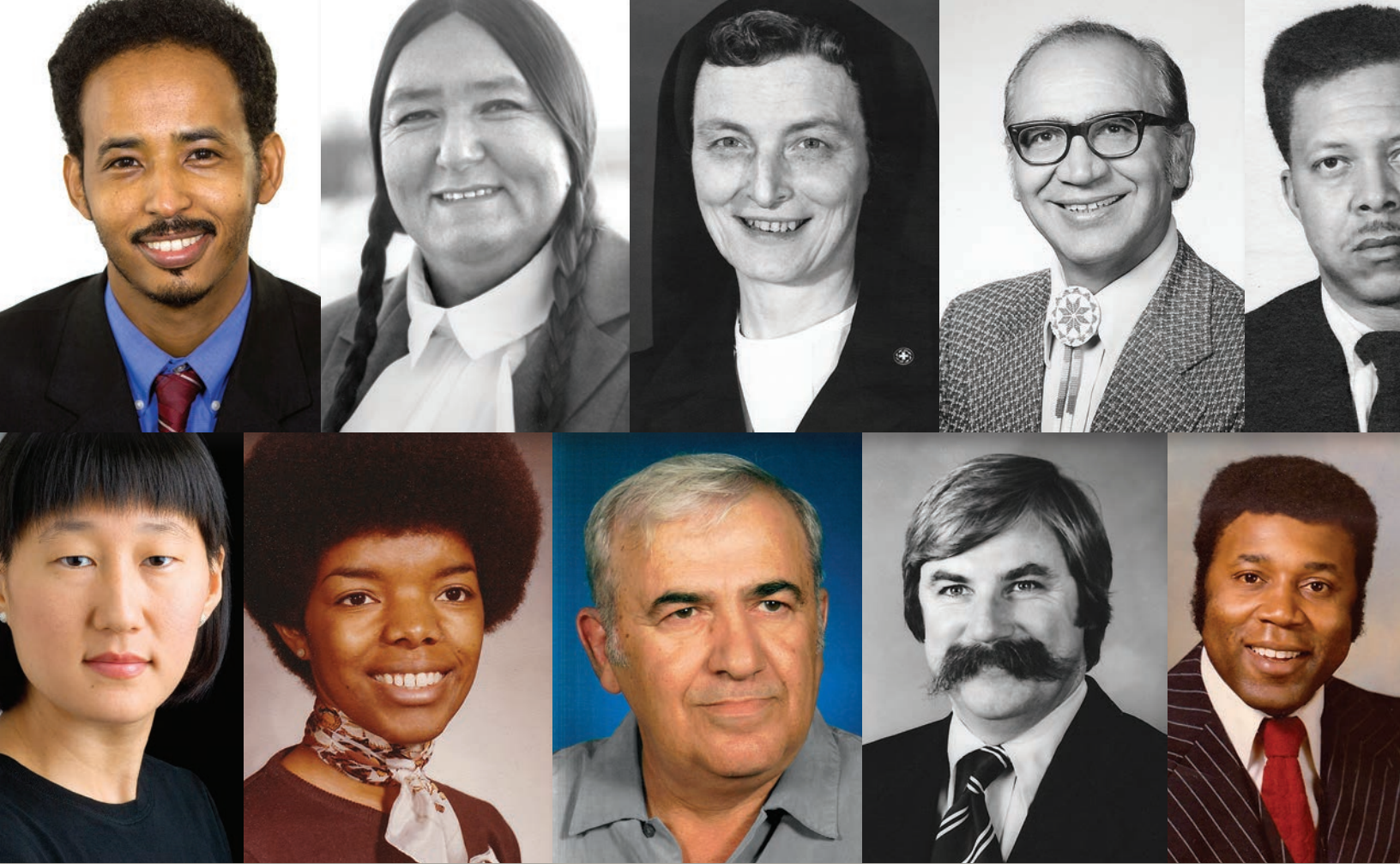
At the end of a couple of years, we will have this concept really ingrained in schools across the state."

Mathiesen is excited by the promise of this new way of learning and teaching. "My work at TIE is really my dream job," she says. "It is about helping teachers make teaching more relevant for students by showing them how to improve the learning experience through technology."

Learn more about Education Ecosystem Grants at bfdn.org/EdEco.

About Education Ecosystem Grants

These grants provide operating support to organizations that collect, analyze and provide critical data; advance policy and public awareness; and shape and share best practices in education. By doing that, these organizations help create an education ecosystem where other organizations can succeed in reducing disparities and improving outcomes for all students in the region.



50 YEARS OF FELLOWSHIP

The fellowship program Archibald Bush first envisioned has evolved over the last 50 years without straying far from its original goal —investing in extraordinary people with extraordinary potential.

By Laura Billings Coleman

“The success of the program and of the Fellows may not be shown by any immediate results, nor by quick changes either in the man or his work; rather, program success will be measured by the broad-gauge responsibilities and leadership activities of each Fellow over the 10 to 20 years after he leaves the program.”

—1964 BUSH LEADERSHIP FELLOWSHIP GUIDELINES

Who are they? Find out online at bfdn.org/50Fel.



PHOTO: BONNI ALLEN

Since launching the world’s first charitable beer company in 2000, Bush Fellow **Jacquie Berglund** has turned FINNEGAN’S into one of the flagship brands of the social enterprise movement, investing 100 percent of profits in locally grown produce to fill food shelves across the Midwest. Over the last 14 years, the positive buzz she’s built for such brews as “Finnegan’s Irish Ale” and “Dead Irish Poet Stout” has also made Berglund a sought-after guru on the social entrepreneur circuit, fielding dozens of calls and emails every week from like-minded start-ups hoping for her help.

“The number one thing everyone always wants to know is if I had investors, but I didn’t. I had \$500 in the bank,” says Berglund. “I’m what you call a professional boot-strapper.”

Sharing what she’s learned with other businesses committed to more than the bottom line is one of Berglund’s passions, but with just six employees behind FINNEGAN’S 10,000-barrel operation, finding time to answer every request isn’t easy. So when a friend encouraged her to consider whether a \$100,000 Bush Fellowship could help her do more good, Berglund took a closer look at the program; turned out the Foundation was seeking applicants with “a record of success,” “generosity of spirit” and the vision to create a greater impact.

“I’d already been doing some soul-searching about how I wanted to give back, and I had a project I’d been working on in my head,” she says. “Just being asked to think about what I could do with a Bush Fellowship helped me get some clarity on what my next chapter was going to be.”



In the Words of Bush Fellows...

In 2014, the Foundation conducted the Bush Census, a survey of the more than 2,300 Fellows and Rebuilders over the last 50 years. We asked them to report how their experiences had an impact on what they were doing today. Throughout this story you'll see what just a few of the 400 respondents told us.

In the coming years, evaluators will follow Bush Fellows to help the Foundation determine how its investments in individuals can be better deployed to improve communities throughout Minnesota, North Dakota, South Dakota, and 23 Native nations.



Who are they? Find out online at bfdn.org/50Fel.

*The Fellowship
CHANGED MY LIFE.
This work I am making
with others can be compli-
cated and consuming, but
after receiving a Bush Art-
ist Fellowship I began to
feel that it was possible.*

—CEDRIC CHATTERLEY

2010 BUSH FELLOW, SIOUX FALLS, SOUTH DAKOTA

More Bush Fellows quotes at bfdn.org/50Fel.

Last March, Berglund learned she'd received a 2014 Bush Fellowship, a gift of time and money that she's investing in what she calls the "FINNovation Lab," a business incubator aimed at growing other socially responsible start-ups.

"The hardest part of the Fellowship for me so far has been putting the money into what I need to be the best leader I can be in five or 10 years," says Berglund, who just hired a coach to help her make the most of her \$100,000 Fellowship stipend. "I have to admit I'd never heard of the Bush Fellowship before, so I still can't believe that an organization is investing money in the givers and the rescuers and the people in my field who are trying to figure out how to do good. I feel really honored—and also really motivated to do more." See an interview with Berglund at bfdn.org/xFinn.

...
"This program is designed to seek out and develop broad-gauge men who can be effective leaders."
—1964 BUSH FELLOWSHIP PROGRAM GUIDELINES

If Jacquie Berglund never imagined she'd be a Bush Fellow, it's a safe bet that Archibald Bush could not have imagined it either. Though Archie was a boot-strapper himself, starting his journey from Granite Falls to the Fortune 500 with just \$25 in his pocket, he was also a teetotaler who saw little redeeming value in beer. More to the point, the fellowship he first outlined was never intended for women, seeking only "experienced men between the ages of 25 and 40 so that they may train themselves further

for major leadership in business, government, the professions and union management."

In fact, the very first fellowship program was created in the image of the Bush Foundation's founder, a quick-on-his feet square dance caller who quit school in the eighth grade to help out on his family's farm. In 1908, at the age of 21, Archie Bush set out for Duluth, attending business school at night and landing a bookkeeping position recently vacated by William McKnight, the future chairman of the board of 3M. A natural-born salesman and fast study, Bush helped save the company from near bankruptcy, riding the firm's turn-around all the way to a rosewood paneled office, where he served as McKnight's second in command and chair of 3M's executive committee.

While he'd built a fortune worth more than \$200 million at the time of his death in 1966, Bush himself believed he might have accomplished even more if he'd had time to look up from his desk and take the long view of the business climate and his own career path. "The Bush Fellowship really came from Archie's own observation that if he'd had a mid-career opportunity to strengthen his skills and refocus, he could have been a more effective leader in the later part of his career," says **Susan Showalter**, a 1983 Bush Fellow, who served as a long-time consultant to the Foundation.

"In his own career, Archie Bush saw that great ideas are nothing without the people to power them," says Bush Foundation President Jen Ford Reedy. "And so investing in individuals is one of the things we do that feels most directly tied to his philanthropic lineage." While every initiative created over the last 50 years, from the first

Bush Leadership Fellows Program to the current Native Nation Rebuilders Program, has expanded on Archie Bush's original aim, Reedy says they've all shared the same premise. "Every fellowship we make is a statement of our belief in the power of people to get things done. It's true that investing in individuals can be a little riskier than funding organizations or ongoing programs, but for us the higher risk means there's a higher return, too. If you look at the extraordinary people the Foundation has backed over the last 50 years, there's no question that providing fellowships has given the region a great rate of return."

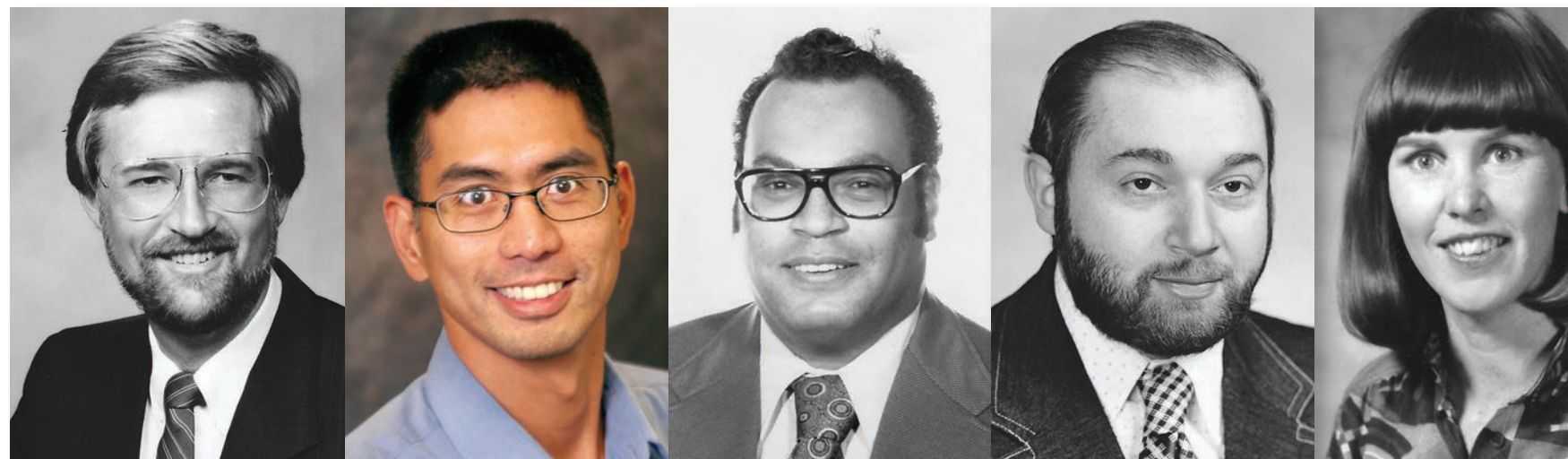
...
"The Bush Leadership Fellows Program seeks men of force, inquiring minds, integrity and vision to be groomed for leadership in government, industry, professions or with unions. Such men may be found in and from widely diverse backgrounds."
—1964 PROGRAM GUIDELINES

Theatrice Williams (right) was the executive director of Phylliss Wheatley Community Center in 1970 when he applied for a Bush Fellowship, driven by a "desire to get reenergized" around the issue of racial equality, and by a growing frustration with how few people of color served on public boards and behind-the-scenes commissions. "I made it my mission to write to every governor who came to office and remind



“The Fellowship provided me with an opportunity to expand my own cultural lens. I came to understand the developmental nature of intercultural competency, and I have been able to create ways to work with others to assist them in their INTERCULTURAL JOURNEY.”

—JOAN SARGENT, 2002 BUSH FELLOW, DULUTH, MINNESOTA



him that civil rights and human rights were not the only areas where black folks were equipped to serve,” says Williams.

During a break between interview sessions for a handful of finalists for the 1970 Fellowship, Williams ran into his friend **John Taborn** (left), a professor in the department of Afro-American and African studies at the University of Minnesota. “We wished each other luck because we didn’t believe that both of us could be awarded the Fellowship,” recalls Williams, who later served as the state’s first prison ombudsman, and was elected to the Minneapolis School Board. “But we both got through it.”



Ensuring that the Fellowship program served communities of color, emerging immigrant groups and other underrepresented voices was a drive led by the Foundation’s first president, **Humphrey Doermann** (far right), and the Fellowship program’s first director, **Don Peddie** (right). Both Harvard grads who had worked on the business side of the former *Minneapolis Star and Tribune*, the two followed their own news sense for seeking out emerging leaders. They also encouraged the talented people they encountered through the Foundation’s organizational grant programs to apply for Fellowships. Impressed by the leadership team behind the state’s first battered women’s shelter, for instance, grantmaking staff practically insisted that Women’s Advocates founder **Sharon Rice Vaughn** pursue a Fellowship, which she received in 1979. (Though she was not the first woman to earn a Fellowship, “I may have been the first Bush Fellow to wear sandals,” she jokes.)

Many other applicants were recruited via “Peddiegram”—3x5 notecards Peddie typed up and sent to promising people, encouraging them to pursue the Fellowship program and, particularly, placement at Harvard’s Kennedy School of Government—the academic destination for more than 100 Bush Fellows since 1964. **John Archabal** (right), who joined the Foundation in 1973 and served as director of the Bush Leadership Fellows Program for much of the next 36



years, shared the Foundation’s early commitment to encouraging emerging voices from every point of view. “John used to emphasize that the Bush Foundation was agnostic on the issues,” Showalter says, choosing Fellows from across the political spectrum and with a broad range of backgrounds and experience. “We knew that the Bush Fellowships could provide credibility to people and open doors, but the respect for the process went both ways,” Showalter says. “Many times after an applicant interview John would lean over in awe and say, ‘Wow, this person is so smart.’ The Foundation itself had great respect for applicants who came forward.”

Leadership Network Grants

Ensuring that organizations across the region have the cultural agility to effectively lead and advocate for diverse communities was the inspiration behind the new Leadership Network Grant Program the Foundation launched in 2014.

These grants support projects that range from building bridges among different Asian ethnicities and generations through the Coalition of Asian American Leaders, to expanding programming in rural areas in Minnesota served by the Initiative Foundation and West Central Initiative, to building a talent pipeline for public service through the New Sector Alliance.

“Creating the Leadership Network Grant Program was a natural extension of our Fellowship work,” says Foundation President Jen Ford Reedy. “We want leaders to be better equipped and better networked to lead change. By partnering with other organizations who do this, we ensure leaders have a more options to discover and develop the skills and support they need to become more effective leaders.”



After a career in social services, Mekha was considering a shift toward economic and community development, “but I wasn’t thinking big enough,” he recalls. “In my original plan I think I’d suggested going to Metro State, but everyone insisted I had to get out of town and go to Harvard. That changed everything for me. It gave me a balcony view of the work I wanted to do, and a global reach that I don’t think a local experience would have provided me.” (Read how Mekha continues to “Think Bigger, Think Differently” on page 48.)

“The Program is unusual in design and appears to be producing worthwhile results....Roughly 90 percent of the Bush Fellows who completed questionnaires felt that the program had been ‘very instrumental’ in quickening their career progress.”

—1979 BUSH FOUNDATION ANNUAL REPORT

Investing directly in individuals emerged as one of the Bush Foundation’s best strategies for advancing its mission by the late 1970s, which saw the launch of several new initiatives. The Bush Artist Fellowship began in 1976, investing more than \$15 million in 431 individual artists over 34 years; **Sally Dixon** (left) was its first director.



Improving rural health by helping primary care physicians gain new clinical skills was the focus of the Bush Medical Fellows Program, which started in 1979; **Jon Wempner** (BF’79), right, became its first director. Over 30 years, it expanded to include urban physicians and specialists as well, investing nearly \$15 million in 324 physicians around the region.



Developing new leaders in education was the goal of three separate Bush Educator programs for district superintendents, school principals and classroom teachers, efforts that strengthened the skill sets of 712 educators between 1976 and 1997.

And since 2010, the Native Nation Rebuilders Program has invested in building the leadership skills and nation-building knowledge of more than 110 emerging and existing Native leaders. In 2010, the Foundation launched its current Bush Fellowship Program and in 2013 initiated the Ron McKinley Philanthropy Fellowships (see page 32). All told, the roll call of individuals who have benefited from support of the “fellowship” model—the Foundation’s five Fellowship programs, three Bush Educator programs, and the Rebuilders program—now includes the names of more than 3,000 people who’ve received nearly \$100 million in support.

While each program had different audiences and aims, **Martha Lee**, manager of Fellowships for much of the time from 1994 to 2014, says they were all fueled by a similar philosophy. “There was a strong feeling that the Bush Fellowships were meant to give people a push to do something they couldn’t do on their own. It wasn’t intended as financial aid for people taking the obvious next step in their careers,” she says. “It was meant to disrupt your work in an important way, and force you to think bigger about what was possible.” (Read more about Lee on page 43.)

The Fellowship selection panels frequently encouraged applicants to take their proposals back to the drawing board, pushing them to take greater risks with their Fellowship plans. “Human nature being what it is, people don’t always see in themselves the same talent and potential that other people can see,” Lee says, pointing to **Repa Mekha**, a 2005 Bush Fellow, now the president and CEO of Nexus Community Partners, as an example of the process.

After a career in social services, Mekha was considering a shift toward economic and community development, “but I wasn’t thinking big enough,” he recalls. “In my original plan I think I’d suggested going to Metro State, but everyone insisted I had to get out of town and go to Harvard. That changed everything for me. It gave me a balcony view of the work I wanted to do, and a global reach that I don’t think a local experience would have provided me.” (Read how Mekha continues to “Think Bigger, Think Differently” on page 48.)

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Bush Leadership Fellowship staff Martha Lee (left) and John Archabal (right) in 1997, with Bush Fellow Susan Showalter (’83), a longtime consultant to the program.

Native Nation Rebuilders

Cohort 6

The Native Nation Rebuilders Program is a cohort-based leadership program to equip and connect Native leaders to drive nation-building efforts within and across their nations.



Marc Benoist
Cheyenne River Sioux Tribe



Cecelia Big Crow
Oglala Sioux Tribe



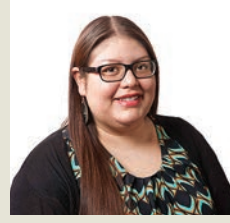
Christina Bowstring
Leech Lake Band of Ojibwe



Melissa Boyd
Mille Lacs Band of Ojibwe



Nicole Buckanaga
Leech Lake Band of Ojibwe



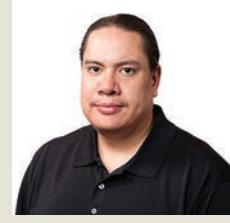
Lisa Casarez
Mandan, Hidatsa and Arikara Nation



Laurie Davis
Turtle Mountain Band of Chippewa



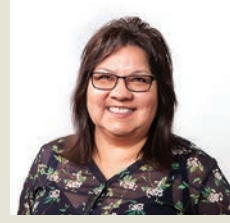
Joe Dunn
Standing Rock Sioux Tribe



Brandon Ecoffey
Oglala Sioux Tribe



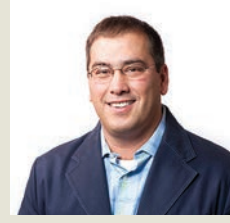
Kendra J. Enright
Cheyenne River Sioux Tribe



Barbara Fabre
White Earth Band of Ojibwe



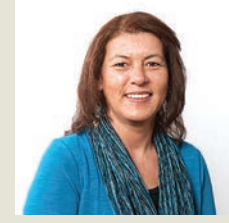
Betty Hamley
Turtle Mountain Band of Chippewa



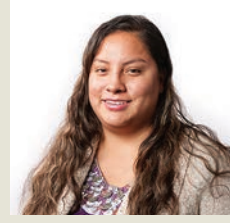
Chad Harrison
Standing Rock Sioux Tribe



Brad Hawk
Crow Creek Sioux Tribe



Lorna LaGue
White Earth Band of Ojibwe



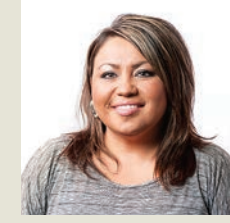
Blue Dawn Little
Oglala Sioux Tribe



Chelsey Luger
Turtle Mountain Band of Chippewa



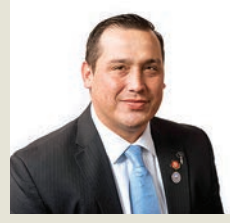
Ila McKay
Spirit Lake Nation



Michelle Moran-Walking Elk
Cheyenne River Sioux Tribe



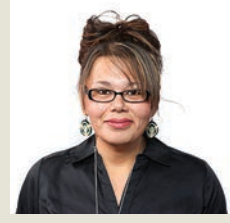
Vanessa Northrup
Fond du Lac Band of Lake Superior Chippewa



Steven Sitting Bear
Standing Rock Sioux Tribe



Veronica Smith
Fond du Lac Band of Lake Superior Chippewa



Cheyenne St. John
Lower Sioux Indian Community



Anna Takes Shield
Oglala Sioux Tribe



Mona Thompson
Cheyenne River Sioux Tribe



Joshua Weston
Flandreau Santee Sioux Tribe



Whitefishwoman
Mandan, Hidatsa and Arikara Nation



Tipiziwin Young
Standing Rock Sioux Tribe

Accepting applications for Cohort 7 of Native Nation Rebuilders from July 21 to August 27, 2015. Learn more about these Rebuilders and the program at bfdn.org/C6Reb.

PHOTOS: BRUCE SILCOX

...
“The diversity in career paths of Fellowship recipients has characterized this program since its inception. ...This pattern seems likely to continue.”
—1991 BUSH FOUNDATION ANNUAL REPORT

Another common denominator across all five decades of Bush Fellowship programs is the highly competitive selection process. Over the years, applications have required various degrees of essay writing, book reviewing, soul searching, personal reference gathering and public speaking. “Just applying for the Bush Fellowship is like taking a graduate seminar on self-reflection,” says 2014 Bush Fellow **Michael Strand** (left), a ceramic artist who heads up North Dakota State University’s visual arts department. “It forces you to consider where you are and where you want to go so that, in a way, the benefits of being a Bush Fellow actually start the moment you begin the process.”



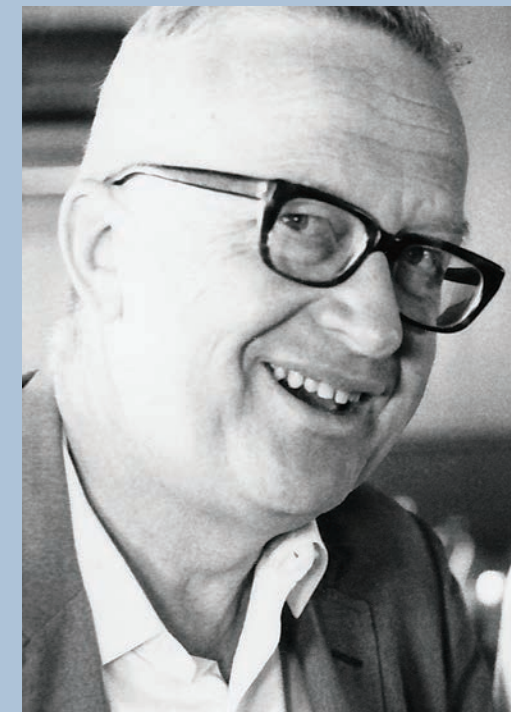
PHOTO: VIDTIGER

“The first time I applied for a Bush Fellowship in 2000, I didn’t get it,” says **Andrea Jenkins** (right), a poet and policy aide in Minneapolis’s eighth ward who is a 2011 Bush Fellow. But the process helped set her own mission in motion. “By the time I applied again, I’d accomplished everything I’d set out to do, and now I was thinking about my application less as a ‘project’ I wanted to do and



PHOTO: SOPHIA HANTZES

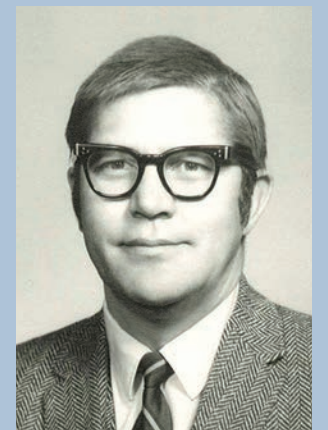
Academic Bias



Don Peddie (left), the Bush Foundation’s first Fellowship director, died in 2013, at the age of 93. A scratch golfer and long-time human resources executive at the *Minneapolis Star and Tribune*, Peddie took an impartial approach to recruiting talent—but when it came time for Fellows to choose an academic path, he couldn’t hide his strong bias in favor of Harvard Crimson.

“Harvard was his alma mater, so he did his best to get everyone to go,” says **Will Antell** (right), a 1974 Bush Fellow who went on to found the American Indian Education Association. While Antell, a member of the White Earth Band of Anishinabe, was choosing between four university programs to attend during his Fellowship, Peddie arranged for him to meet Harvard’s famous hockey coach Bill Cleary, an Olympic silver medalist, during his visit to Cambridge. With hockey-playing kids, the meeting was enough to tip Antell toward moving to Massachusetts for a year.

“Don just made a lot of things happen,” Antell recalls. “He wasn’t just an advisor. Once you were a Bush Fellow, he wanted to help you out in every way he could.”



“The Fellowship opened up a **WHOLE NEW WAY** to look at healing. It rebuilt confidence in my potential to help patients.”

—PARIN WINTER

2003 BUSH FELLOW, PLYMOUTH, MINNESOTA

more as a life goal, which is to develop myself on behalf of the transgender community to be a national leader and a voice for advocacy.”

During her selection interview, Jenkins says the challenges she outlined in the transgender community, from high rates of domestic violence to growing disenfranchisement caused by voter ID laws, “were new territory for 98 percent of the people on my selection panel, but they gave me their stamp of approval.” Four years later, Jenkins makes time to meet with other emerging leaders looking for advice about how to apply. “Having the Bush Fellowship puts you in this lineage of leadership that is very empowering, and you want to keep paying it forward.”

“The Fellowship is distinctive in its flexibility, allowing Fellows to articulate what they need to become a better leader—whether through a self-designed learning experience or an academic program. It provides them with the resources and support to make it happen.”
 —2015 BUSH FELLOWSHIP GUIDELINES

Listening to the challenges leaders like Jenkins see in their communities has helped the Foundation be more responsive in its grantmaking, both to organizations and to individuals. “The defining feature for the Foundation’s Fellowship programs over most of the last 50 years has been flexibility,” says Reedy. “The Bush Fellowship is really unusual in the degree to which it’s personalized—Fellows design their own Fellowships.”

Even so, **Kendra Enright** worried she was in the wrong place when she took a break from the cafe and bar she ran on the Cheyenne River Sioux Reservation to show up for her Fellowship interview in 1998. “It seemed like everyone else I met was planning to pursue higher education. I wanted to go to paramedic school,” says Enright. She made a strong case to the selection committee showing how her training could improve health care in her rural tribal community, which sometimes relied on ambulance teams from more than 60 miles away. “I was 42 years old, and I also wanted to show people that you can do what you want at any point in your life,” Enright says, adding that the same philosophy inspired her to start nursing school at the age of 51.

“There is a ‘right time’ for a Bush Fellowship, but the timing isn’t related to age,” says Reedy. “It’s related to moments of openness in a person’s career, where for one reason or another you’re ready to take a risk, and introduce some chaos and disorder and uncertainty into your life. It has to be a moment when you’re willing to be transformed.”

At the same time, Reedy adds, “The time to start thinking about a Bush Fellowship is now—whether you’re ready or not. The power of the program is often in articulating what you want to do. I encourage people to see it as a participatory process—talking to

“It was a life-changing intervention. The Fellowship helped me get significantly aligned to my **INTRINSIC PURPOSE** and provided an avenue to serve society.”

—RAJIV TANDON

1987 BUSH FELLOW, BLOOMINGTON, MINNESOTA

people about your vision and getting help as you figure out the distance between where you are and where you want to go. Then when it fits that right moment of your life, you’re ready.”

The Bush Fellowship helped Enright see how every person in a community makes a difference based on how they answer challenges: “Yes or no—those are the two basic options we’ve got in life. Most of the time we live in our own little boxes, and it’s hard to lift your head up and look out when we’re so tied down to what we’re doing every day—struggling financially or struggling professionally,” she says. “Having the Bush Fellowship gave me the financial means and also that little push to get out of my box and to see what I can do for my people.” It’s also why, after a few years of considering taking part in the Bush Foundation’s Native Nation Rebuilders Program, Enright applied in 2014 and earned a place in Cohort 6 (see page 30).

“I’d say if you want to make a difference,” Enright says, “the answer is usually ‘yes.’”

2015 Ron McKinley Fellows

In January, the Foundation welcomed new Ron McKinley Philanthropy Fellows to the Foundation—**Aya Johnson** (right) and **Avi Viswanathan** (far right).

Launched in 2013, the Ron McKinley Philanthropy Fellowship prepares high-potential individuals from communities underrepresented in leadership positions in philanthropy for careers in the field.

The program is run by the Minnesota Council on Foundations. The Fellows are employed by MCF and placed at participating foundations for three years. Over the course of their appointment, Fellows receive significant professional development and networking opportunities.

“For foundations to remain credible partners, their staff must reflect the shifting diversity of communities,” says Alfonso Wenker, MCF’s director of diversity, equity and inclusion. “These leaders bring strong community relationships that will help position their host sites for the future.”



The Fellowship is dedicated to the late Ron McKinley, a longtime member of the philanthropic and non-profit communities.

Learn more about the Ron McKinley Fellowships at bfdn.org/RMPFellow.

INVESTING IN PEOPLE

2015 Bush Fellows

A Bush Fellowship is both a recognition of extraordinary achievement and a bet on extraordinary potential. These 23 exceptional Bush Fellows have demonstrated creative, committed leadership and have compelling visions for what more they can do for the region. The Fellowship provides up to \$100,000 to help them realize their visions. The money can be used for academic programs or for self-designed programs to grow their personal impact. Since 1965, the Foundation has named more than 2,200 Bush Fellows.

Accepting applications for the 2016 Bush Fellowship beginning June 30, 2015. Learn more about the program and meet this year’s remarkable Bush Fellows at bfdn.org/2015BFP.



Jennifer Almanza
Inver Grove Heights, MN



Sarah Bellamy
Saint Paul, MN



Natalie Bergquist
Pierre, SD



Malcom Chapman
Rapid City, SD



Laura Connelly
Grand Rapids, MN



Matthew Ehlman
Hermosa, SD



Irene Fernando
Minneapolis, MN



Chris Francis
Madison, SD



Amelia Franck Meyer
Minneapolis, MN



Elena Gaarder
Minneapolis, MN



Latasha Gandy
New Brighton, MN



John Glover
Spearfish, SD



R. Scott Gray
Golden Valley, MN



Trista Harris
Burnsville, MN



Ty Hegland
Fargo, ND



Kevin Killer
Pine Ridge, SD



Eric Mahmoud
Brooklyn Park, MN



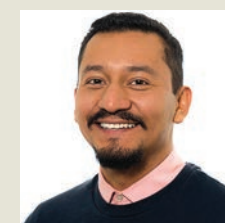
Adam Perry
Minneapolis, MN



Tea Rozman Clark
Minneapolis, MN



Kashif Saroya
Blaine, MN



Ernesto Velez Bustos
Owatonna, MN



David Whitesock
Vermillion, SD

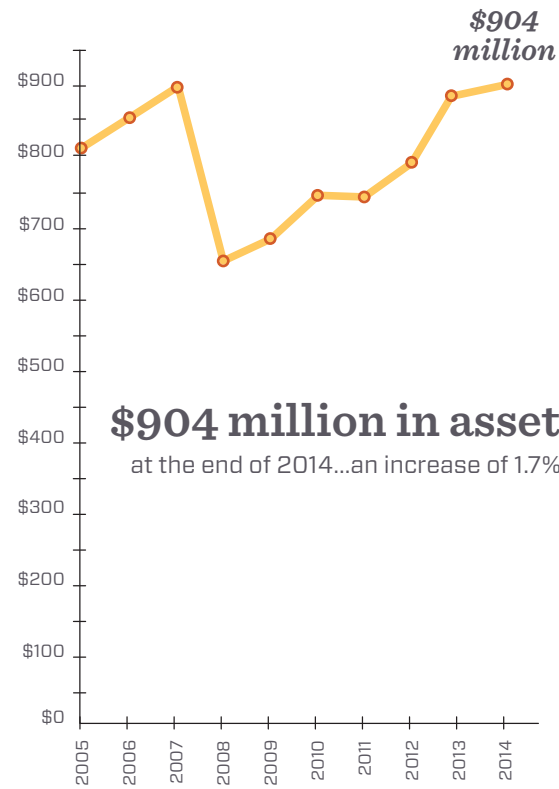


Alex Zeibot
Minneapolis, MN

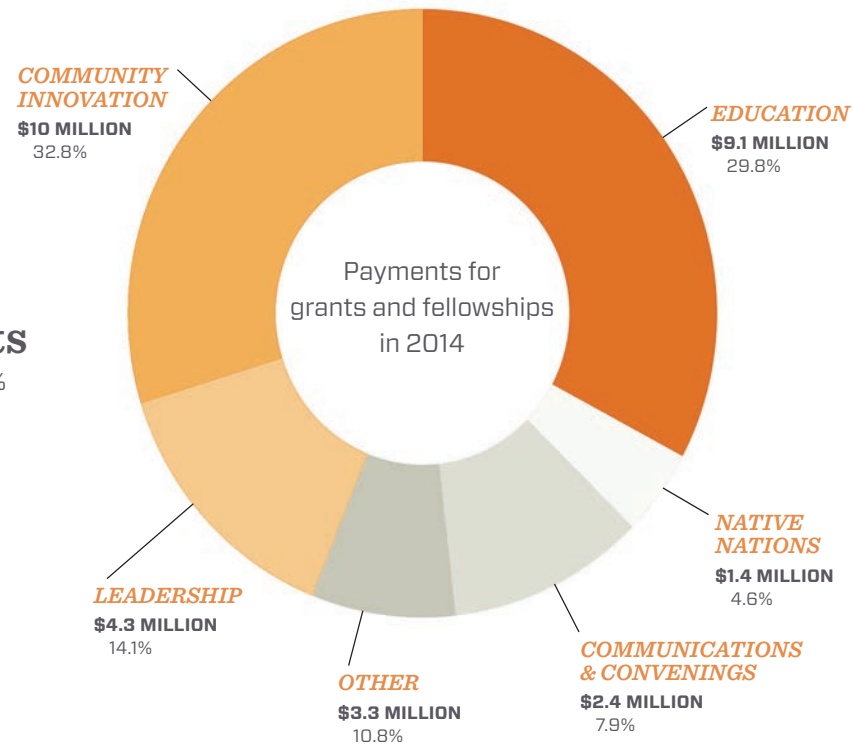


Are you ready to be a Bush Fellow?

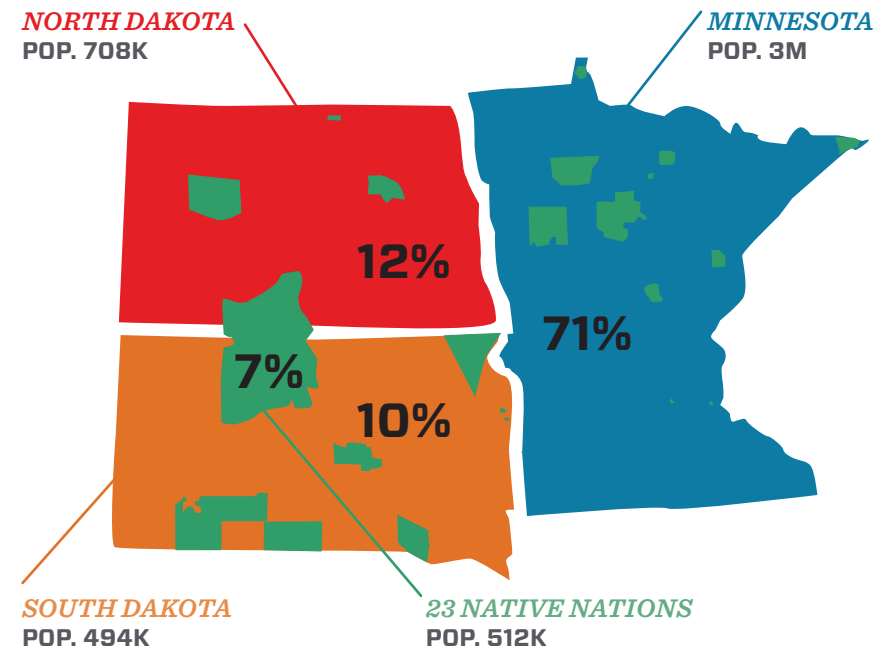
BY THE NUMBERS



7% increase in payments
in 2014...a total of \$30.5 million



2014 PAYMENTS OF \$30.5 MILLION WENT TO...

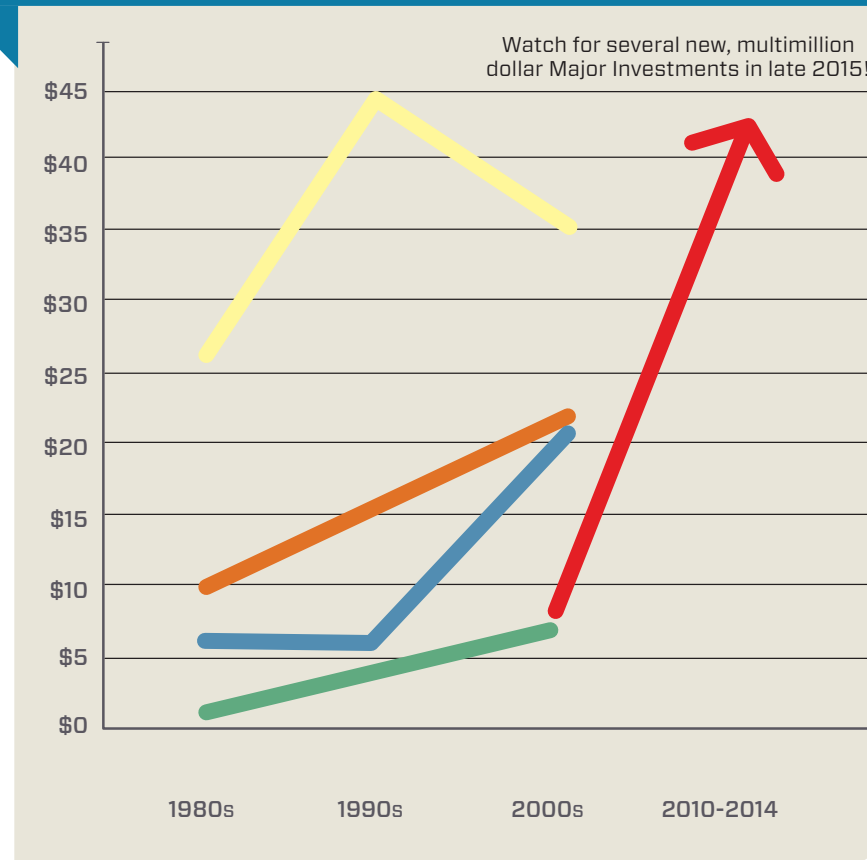


We spent less to operate in 2014...



that's **37% more** in grants!

\$337.3 million to education...



...since 1969, including \$240.7 million to five long-term programs since the 1980s:

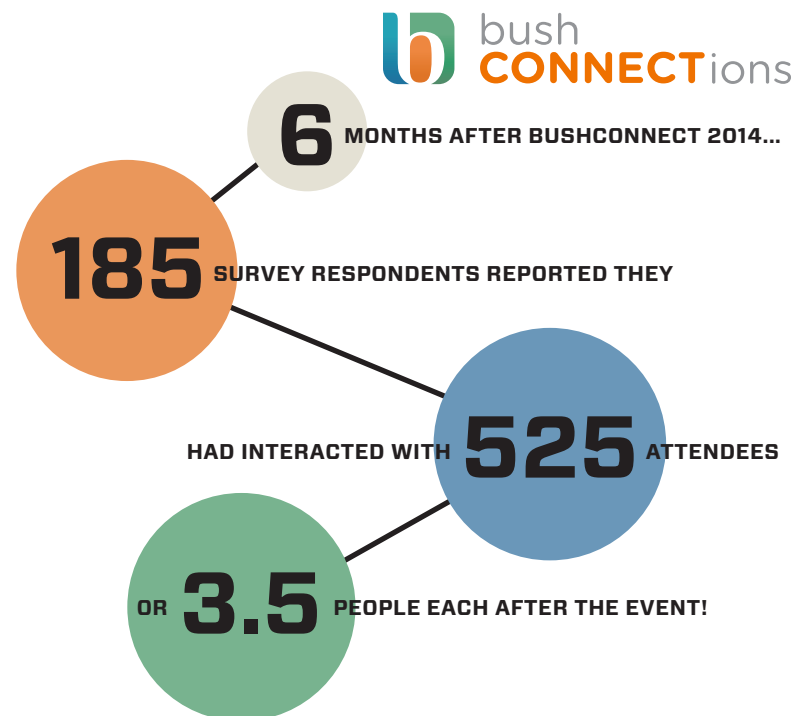
- Child Development 1980-2009
- Regional Colleges 1980-2009
- Historically Black Colleges & Universities 1981-2008
- Tribal Colleges 1982-2008
- Major Investments 2009-present

Grants awarded through open process

56% 2014

39% 2013

9% 2012



LEARNING LOG



Artistic License

Jamestown Arts Center's artist-in-residence Debi Rogers sharing her Celtic heritage with third-grade students from Washington Elementary.

PHOTO: ANGELA MARTINI

For the last 15 years, **ArtsLab** has been giving urban and rural arts organizations the keys to growth.

The **Jamestown Arts Center** had a beautiful vision for brightening up downtown, but the business community of this east central North Dakota town of 15,000 wasn't buying it.

The multi-use arts center, located in Jamestown's historic business district, wanted to transform a vacant lot into a community Arts Park. Unfortunately, the idea wasn't gaining any traction with policymakers, who had begun reducing funding for the organization with plans to phase it out completely. "Downtown business just didn't see us as a serious partner in economic development and improving

our downtown," says Angela Martini, the Center's advertising and PR coordinator. "Our relationships with city officials were deteriorating."

But just two years later, Jamestown Mayor Katie Andersen has become one of the Arts Park's greatest advocates, showing design plans to potential developers and assuring them they'll want to be in on the creative action. "It sounds like a miracle, doesn't it?" Martini says. "But that's what we got out of being in **ArtsLab**."

ArtsLab is a peer-to-peer capacity-building program that works to strengthen small and mid-sized arts organizations—often the most overlooked groups in the arts ecology. Launched in 1999 as a pilot project of five Twin Cities foundations including Bush, ArtsLab brings together a cohort of more than a dozen arts organizations for a demanding collaborative learning experience designed to strengthen the range of skills arts groups need to succeed—from motivating board members, to strategic planning, to articulating the positive impact creative capital can bring to urban and rural communities. "ArtsLab actually was borne of a belief among those arts

fundors that providing dollars to organizations year after year for projects, without supporting building their capacity, would not likely bring them to the next level of sustainability," says Sharon Rodning Bash, program director for ArtsLab, which became a core program of Arts Midwest in 2012.

ArtsLab participants are selected through a competitive process and chosen from a variety of disciplines. They discover plenty of common ground through weekend retreats and webinars. "One of the best parts of ArtsLab is finding out that you're not the only one challenged by board development or fundraising or finding an audience," says Randy Reyes, artistic director of **Mu Performing Arts**. "Everyone in the room is struggling with the same things."

During Mu's recent ArtsLab immersion, the Asian-American arts organization was faced with managing the retirement of founder and executive director Rick Shiomi, and choosing his successor. To begin that transition, ArtsLab encouraged Mu to drill down on its bedrock values and vision, before starting the search for a new leader. "It was really important to understand the value of the organization beyond the founder, and to put Mu's mission on the forefront of the process," says Reyes. The process also assured Reyes that "we all understood what our work was going to be" before he accepted Mu's offer to take over the position.

The Jamestown Arts Center—which also managed a leadership transition during its ArtsLab experience—chose the Arts Park as the focus for its forward momentum. The Center began breaking down resistance to the plan by showing city officials how creative spaces have helped drive economic development in other small towns. They also fanned out for a series of artist-led "imagination conversations" encouraging community buy-in by asking residents to brainstorm ideas for elements they'd want to see in the Arts Park. "We really got people involved, and I'm not sure we would have thought to do all of that without the ArtsLab team," says Martini. "The amount of wisdom in the room really helped us to do a 180 on this project."

In fact, the Jamestown Arts Center generated so much public support for the Arts Park that it's now included as part of the City's Land Use and Transportation Plan, one of the innovative ingredients that earned the Center a 2014 Bush Foundation Community Innovation Grant. In the end, Martini says, the Center's ArtsLab experience was the key to helping thaw the organization's chilly relations with city officials and making Jamestown's Arts Park a reality. "Now when the snow melts this spring, we can really make it happen." —LAURA BILLINGS COLEMAN

ArtsLab actually was borne of a belief among those arts fundors that providing dollars to organizations year after year for projects, without supporting building their capacity, would not likely bring them to the next level of sustainability.

—SHARON RODNING BASH, PROGRAM DIRECTOR, ARTSLAB



A Mu Performing Arts production of *Little Shop of Horrors* with actors Randy Reyes as Seymour and Sheena Janson as Audrey II.

PHOTO: MICHAEL DANIEL

To read a report on ArtsLab, "Capacity Building and Resilience: What Participants Learned Through ArtsLab," visit bfdn.org/xALeval.

BUZZ

A showcase for the ongoing work of more than 2,300 Bush Fellows, Rebuilders and Foundation Board members, consultants and staff. Share your Buzz and stay in touch at bMag.BushFoundation.org.

HISTORIC CHANGE: OGLALA LAKOTA COUNTY



Kevin Killer

South Dakota State Rep. and 2015 Bush Fellow **Kevin Killer** (Rebuilder Cohort 1) won re-election to serve District 27 for a fourth-term in November—and a

second victory at the polls he values just as highly. By a four-to-one margin, the community he represents in Shannon County voted in favor of adopting a new name: Oglala Lakota County.

Located entirely within the Pine Ridge Indian Reservation, where 93 percent of the population is Native American, the county was originally named for a chief justice of the Dakota Territory Supreme Court who worked to wrest the Black Hills from Lakota tribes and place Native people on reservations. When Killer and other Native leaders learned of those origins, changing the name became an urgent cause. “We don’t want to be branded,” says Killer, one of four Native American members of the legislature. “This is a significant step: Half of our population is under 18 years old, and we want to leave them a better legacy.”

Rebuilder **Anna Takes the Shield** (Cohort 5), a member of the county commission, also played a leadership role in the historic effort to rename the county in recognition of the people who live there. The change received formal recognition by the South Dakota Legislature on March 5.

Killer hopes the new name will remove the stigma that was associated with Shannon County and its high poverty rates, and replace it with a name reflecting the pride and heritage of the Oglala Lakota people.

“This is a declaration saying, ‘Hey, we are still around—the policy to stomp out our language and our ways failed,’” Killer says. “All you’ll have to do is look at the map in 2015 and see we are still here. That’s something to build on, and inspire our young people, and all of our partners who invest in our community. It is setting us up for success.”

—NICK COLEMAN



Anna Takes the Shield

Celebrating 50 YEARS OF FELLOWSHIP at the Bush Foundation. Read more beginning on page 24.

BUSH FELLOWS & REBUILDERS NEWS

Don Ardell (BF’72) was honored as one of two founding fathers of the wellness movement at the 2014 Global Spa & Wellness Summit in Marrakesh, Morocco in September. Ardell is the current U.S. champion for his age division in both triathlon and duathlon.

Rebuilder **Twyla Baker-DeMaray** (Cohort 2) was named president of Fort Berthold Community College in October. She previously served as director of the National Resource Center on Native American Aging at the University of North Dakota.

Dan Bergin (BF’01) received a special Emmy as producer of *Make It OK*, a documentary in which Minnesotans from all walks of life talk with candor and humor about mental illness.

Rebuilder **Shawn Bordeaux** (Cohort 3) was elected to the South Dakota House of Representatives in November, serving District 26A.



Bounxou Chanthraphone

Traditional Lao weaver and 2010 Bush Foundation Enduring Vision Award recipient **Bounxou Chanthraphone** (BF’02) is one of 26 international artists whose work is on exhibit through April 2015 at Hartsfield-Jackson Atlanta International Airport, the world’s busiest airport. The exhibit, called “Flight Patterns,” hangs in the T-North Concourse. To see a short film the Bush Foundation created to honor

Chanthraphone’s Enduring Vision Award in 2010, visit bfdn.org/xBounxou.

The Kri Foundation granted **Ananya Chatterjea** (BF’02) a residency with Guru Sadashiv Pradhan in Bhubaneswar, India, to study the Mayurbhanj style of Chhau, the martial arts form that is part of Ananya Dance Theatre’s Yorchha technique. The Theatre’s latest work, *Aahvan: Invoking the Cities*, opened the new Ordway Concert Hall in February in downtown Saint Paul. Find film excerpts at bfdn.org/xAahvan.

Gary Cunningham (BF’91) became president and CEO of the Metropolitan Economic Development Association in August. “If we’re going to impact poverty, and if we’re going to impact these deep issues of equity, we really have to focus on how we build an entrepreneurial class within communities of color,” says Cunningham, who had been the chief program officer of the Northwest Area Foundation.

The *Argus Leader* named **Melissa Goodwin** (BF’12) as one of “15 to watch in ‘15” for her contributions to the Sioux Falls creative community. She is working with others to bring a community “maker” space to town: “A place where those crazy ideas you’ve had clattering around in your head can come to life. It’s a place where dentists and designer machinists can mingle and exchange ideas. Maker events for families encourage parents to learn alongside their children. That’s the magic of these spaces. It’s economic development. It’s workforce development. It’s community development.”

The Hmong American Farmers Association, led by executive director **Pakou Hang** (BF’11), hosted an open house of its new farm in Vermillion Township, Minnesota, in September. HAFA earned a Bush Foundation Community Innovation grant for its effort to create a land cooperative ownership model to help Hmong farmers find new markets for their produce. To see a short video

FELLOWSHIP: FIVE YEARS OUT LAURA MACKENZIE

A classically trained performer heading toward a recital career, Northfield, Minnesota native **Laura MacKenzie** was gobsmacked by a college term abroad that introduced her to the airs and ancient musical traditions of her Celtic ancestors in the British Isles. “That’s when I turned the corner,” says MacKenzie, a multitasking musician regarded as one of the most knowledgeable proponents of Celtic music. “I never looked back. I was totally changed after that.”

A recipient of numerous honors, including a Master Folk Artist Award from the Minnesota State Arts Board, MacKenzie spent part of her 2009 Bush Fellowship shadowing Martin McHugh, a legendary Irish accordionist living in Saint Paul who has inspired traditional Minnesota musicians for decades. The result was *The*

Master’s Choice, a 2013 release featuring McHugh’s seminal Irish musicianship. The CD was produced by MacKenzie, who also plays flute, concertina and tin whistle on the recording, and assisted by Irish musician **Dáithí Sproule**, himself a 2009 Bush Artist Fellow.

In November, the Irish Music and Dance Association paid tribute to MacKenzie’s contributions to traditional music with an event and a city-wide “Laura MacKenzie Day” proclamation from Saint Paul Mayor Chris Coleman. “The true font of traditional music is learning from the elders,” MacKenzie says. “I’m just so lucky to be part of this fantastic community, and proud to be doing this legacy-building work. That’s more important than trying to get gigs and have people clap for me. The music will never die.”

—NICK COLEMAN



Laura MacKenzie

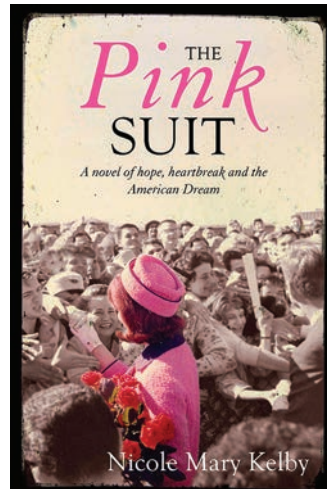
about the project, visit bfdn.org/xHafa.

John Hildebrand (BF'94) has a new book, *The Heart of Things: A Midwestern Almanac*, published by the Wisconsin Historical Society Press.

Rebuilder **Mindy Iverson** (Cohort 4) was promoted to assistant general manager of Shooting Star Casino, Hotel and Event Center in Mahanomen, Minnesota. An enrolled member of the White Earth Nation, Iverson also holds Advanced Tribal Human Resource Professional Certification from the Falmouth Institute.

Visual artist **Seitu Jones** (BF'92 & '04) has won the 2015 McKnight Project Grant from Forecast Public Art. He'll use it to build *ARTARK*, a floating platform for artistic and scientific experiences that will document Saint Paul's 13-mile-long Mississippi River watershed segment with writing, visual art and performance. *ARTARK* will be built during a six-month

residency in a public exhibition space; youth from the Kitty Anderson Youth Science Center and Urban Boatbuilders will collaborate in its design and construction.



Syl Jones' (BF'14) *Stars and Stripes* is being performed at high school assemblies across Minneapolis by actors from Mixed Blood Theatre. Commissioned by the Hennepin County Attorney's Office, the half-hour drama takes on everything from gossip to gun violence. Read

the *Star Tribune's* take on it at bfdn.org/xSylJ.

Nicole Marie Kelby's (BF'99) new book, *The Pink Suit*, was published by Little, Brown in April. The novel focuses on the Irish immigrant who sewed the iconic pink bouclé suit Jackie Kennedy wore on the day JFK was assassinated.

Janice LaFloe (BF'12) launched the American Indian Montessori School on Saint Paul's East Side in October, a first-of-its-kind child care center focused on embedding the Ojibwe and Lakota languages in early childhood education. "That knowledge is there, but we have to transfer it and share it with our children, and we have to hurry up because once it's gone, it's gone," says LaFloe, an enrolled member of the Turtle Mountain Band of Chippewa. Hear about her plans at bfdn.org/xLaFloe.

Larry Long (BF'96) talked to the *Star Tribune* in April about the connection between song-

writing and activism, and his friendship with Pete Seeger, who died in 2014. Read the profile at bfdn.org/xLLong.

Muralist **Jimmy Longoria** (BF'10) and a team of 30 teenagers transformed a Brooklyn Center, Minnesota, freeway wall marred by gang graffiti into a 1,600 foot mural in July. Longoria is the founder of Mentoring Peace, a nonprofit arts group. See their work at bfdn.org/xLongoria.

Theater artist **David Mann** (BF'06) performed his original one-man show *Bottle Rockets and Soda Pop*, a nostalgic journey of growing up in Minnesota, at The Dreamery Rural Arts Initiative of Wykoff, Minnesota, in June.

Shanai Matteson (BF'13), collaborative director of the art and design studio Works Progress, was invited to Arkansas' Crystal Bridges Museum of American Art to deliver the keynote address about the power of collaborative public art at the State of the

PHOTO: TOM ROSTER

Art Symposium. In December, Matteson and her husband and collaborator Colin Kloecker were also honored with the Emerging Leaders Award from the Saint Paul Riverfront Corporation in recognition of their work as "river stewards" for the Mississippi.

"Theater for me is not about playing, but about life," **Marion McClinton** (BF'93) told the *Star Tribune* in August in an in-depth profile of the Tony-nominated director. Read the full story at bfdn.org/xMcClint.

Rebuilder **Tina Merdanian** (Cohort 1) is now director of research and assessment at Oglala Lakota College in Kyle, South Dakota.

Hazelden Betty Ford Foundation CEO **Mark Mishek** (BF'85) spoke with the *Star Tribune* in July about the launch of new digital platforms to expand the reach of Hazelden's publishing division. Read more at bfdn.org/xMishek.

Susan Neidlinger (BF'79) received the Homeless Mental Health Advocate Award from the Mendocino Coast Hospitality Center, which provides homeless services in Fort Bragg, California.

Michael Osterholm (BF'82), director of the Center for Infectious Disease Research and Policy at the University of Minnesota, gave the keynote about the global response to the Ebola virus at a symposium sponsored by the John Hopkins Bloomberg School of Public Health in October.

Rebuilder **Crystal Owen** (Cohort 4) was elected secretary of the Sisseton-Wahpeton Oyate.

Matt Rasmussen (BF'09) is a poetry mentor for the 2014-15 Loft Mentor Series, which offers 12 emerging Minne-

sota writers the opportunity to work intensively with six nationally acclaimed writers of prose and poetry.

Writer **Mary Rockcastle** (BF'83) is winner of the 2015 Kay Sexton Award, an annual honor given by the Friends of the St. Paul Public Library that recognizes "long-standing dedication and outstanding work in fostering books, reading, and literary activity." She will be feted on April 18 at the Minnesota Book Awards.

Bush Fellow **Lori Saroya** ('14) received the Governor's Distinguished Service Award and has been named to the national board of the Council on American-Islamic Relations, the Muslim civil rights and advocacy group.

Twin Cities dancer, choreographer and artist **Patrick Scully** (BF'92) performed *Leaves of Grass—Uncut*, a dance-theater work inspired by the life and work of Walt Whitman at the Illusion Theater in June. "Whitman's language is so body-based, so physical, it begs you to press your body up against his words," Scully said.

Rebuilder **Prairie Rose Seminole** (Cohort 5) has been invited to sit on the Great Plains Advisory Council of the Federal



Prairie Rose Seminole

FELLOWSHIP: 20 YEARS OUT RITA KELLY

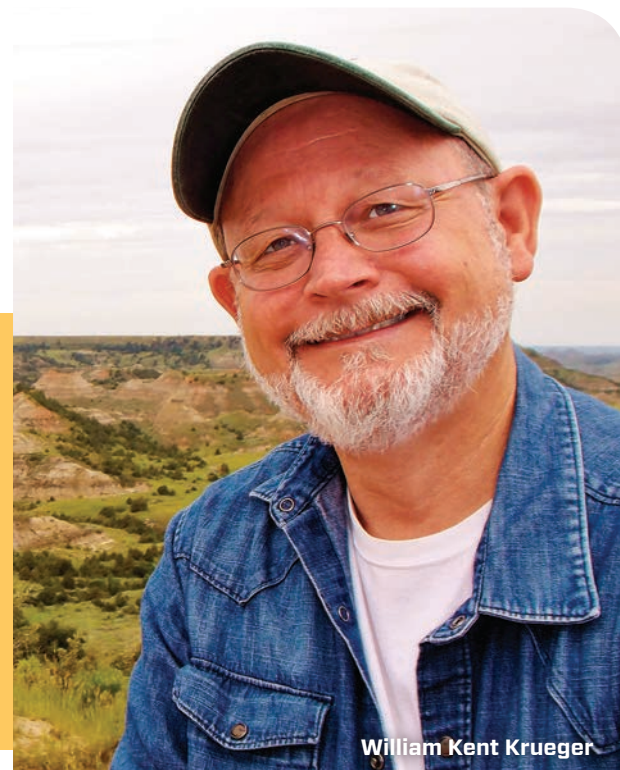
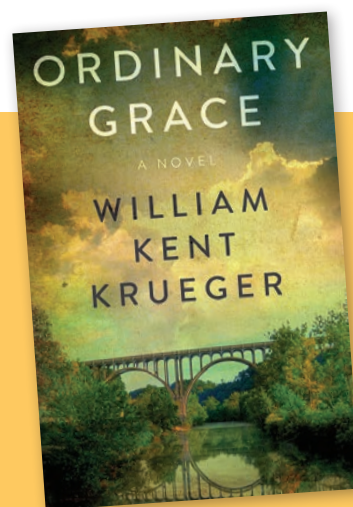
What's the biggest obstacle to opportunity students in North Dakota's public schools face? "Poverty," says **Rita Kelly** (BF'94), a former high school principal in Bismarck. "I can't think of anything bigger."

Twenty years ago, Kelly won a Bush Fellowship that allowed her to earn a Ph.D. in school administration, writing her doctoral dissertation about the experiences of Native American students in urban schools. One lesson she took away: Teachers need more training when it comes to understanding the daily challenges faced by low-income kids. "Things look very different, depending on where you're standing," Kelly says, adding that it was once a "revelation" to her that schools had to send food packages home with many students to ensure they had enough to eat over the weekends. "You have to be an extraordinary child to overcome the effects of poverty, but not everyone can be that extraordinary."

Now retired from her role overseeing gender and race issues in North Dakota's Department of Instruction, Kelly hasn't stopped advocating for Native American and minority students in her state: "If these problems were simple we'd have solved them a long time ago. But they're not simple. The deeper you go, the more layers you find. It's humbling." —NICK COLEMAN

The Full EBAM (EDGAR, BARRY, ANTHONY, MACAVITY)

WILLIAM KENT KRUEGER (BF'88) won all four major awards for mystery writing for his novel *Ordinary Grace*, a grand slam known in the genre as "the full EBAM." Those are the Mystery Writers of America Edgar Award, the Barry Award, the Anthony Award, and the Macavity Award. Krueger also won his fifth Minnesota Book Award in 2014 for *Tamarack County*.



William Kent Krueger

PLANTING SEEDS OF CHANGE

As a new 2013 Bush Fellow, **Chuck Waibel** of Milan, Minnesota, hoped to work on an initiative to relieve rural food deserts with winter-grown produce. He died of colon cancer in August 2013, just weeks after his Fellowship began.

Before his death, Waibel told his wife and greenhouse partner, Carol Ford, of his hopes for his memorial: “I would like to see all the people I’ve worked with on local foods come together to say goodbye to me but also hello to each other. I can imagine them meeting and greeting, finding common cause and pondering new collaborations. So invite them in and, you know, let them be sad for a while, but then bring them together to share food and conversation and just watch what happens! It’s always been about building community. All of it has. Putting all those dedicated minds together—it’s bound to make great things grow.”

Ford is carrying on their shared work by establishing a greenhouse growers network with a memorial grant the Bush Foundation made to the Southwest Regional Sustainable Development Partnership in 2014.

—NICK COLEMAN



🌐 Check out *Northlands Winter Greenhouse Manual*, co-written by Ford and Waibel in 2009, at bfdn.org/x/Waibel.

Reserve Bank of Minneapolis. During her three-year term, she and other Council members will provide anecdotal information and additional perspectives on economic information and reactions to district and federal economic policy.

Puppet master **Sandy Spieler** (BF’86 & ’02) was honored with the prestigious McKnight Distinguished Artist Award in 2014. Spieler is the artistic director of *In the Heart of the Beast* Puppet and Mask Theatre, as well as the founder of the annual May Day Parade.

In February, *The Roseville*, a composition by Irish musician **Dáithí Sproule** (BF’09), debuted at *Aisling Gheal* (Irish Gaelic for “bright vision”), a joint concert of Sproule’s band Altan and the East Metro Symphony Orchestra that explores the intersections of traditional Irish and classical orchestral music.

Erik Takeshita (BF’05), deputy director of Twin Cities LISC, is leading a new national initiative to support creative placemaking in low-income areas. Supported through a partnership between the Local Initiative Support Corporation and the Kresge Foundation, the effort will invest in economic development and cultural activities that create jobs, attract patrons and build a strong sense of community among residents.

Anton Treuer (BF’08) will leave his position as executive director of Bemidji State University’s American Indian Resource Center to return to BSU’s faculty and work directly with students. “My primary passion is teaching our students and working with our culture.”

Prudence, a new novel by **David Treuer** (BF’03), was

published by Riverhead in February 2015.

Roman Verostko (BF’69), a pioneer in code-generated imagery, reprised his 1982 computer-coded light show “The Magic Hand of Chance” for a special showing as part of the 2014 Northern Spark celebration. A former Benedictine priest and professor emeritus at the Minneapolis College of Art and Design, Verostko also discussed his lifetime of work at the sold-out Eyeo Festival, a creative-coding and data-design event that attracted guests from 14 countries to Walker Art Center in June. Learn more about his work at verostko.com.

Erma Vizenor (BF’88), chairwoman of the White Earth Nation, spoke at the unveiling of a new memorial to Native American veterans at the Minnesota State Capitol in May. “For once, we want the facts stated and

the truth known,” said Vizenor, who began pushing the state to recognize its Native warriors nearly a decade ago. “Our American Indian veterans have served this country honorably and well.”

Poet and Macalester College professor **Wang Ping** (BF’03) published *Ten Thousand Waves*, a collection of poems from Wings Press. A film inspired by the title poem was featured at the Museum of Modern Art in New York in 2014.

Composer **Judith Lange Zaimont’s** (BF’05) new *Symphony No. 4, PURE, COOL, (Water)* had its premiere in Vienna, Austria, in November. Performed by the Janacek Philharmonic Orchestra Ostrava under Niels Muus, the new five-movement symphony was conceived as an exploration of the various states of water.

BUSH BOARD & STAFF NEWS

The Board welcomes two new members: **Kathy Annette** is president of the Blandin Foundation in Grand Rapids, Minnesota. **Paul Batcheller** is partner at PrairieGold Venture Partners in Sioux Falls.

Allison Barmann, the Foundation’s vice president of strategy and learning, was chosen as a 2014 Cross Sector Leadership Fellow, a program of the Presidio Institute.

Communications Program Manager **Julie Cohen** will take part in the James P. Shannon Leadership Institute, a year-long personal and professional renewal experience for leaders of philanthropic, civic and community service organizations. In spring she’ll leave the Foundation to become the communications and engagement director at Pollen.

PHOTO: COURTESY OF BRIAN DEVORE, LAND STEWARDSHIP PROJECT



PHOTO: BRUCE SILCOX

Practicing the Art of Fellowship

Deciding when a person is ready for a Bush Fellowship is “an art, not a science,” according to **Martha Lee**, who served as manager of the Bush Fellowship Program before leaving in December 2014 to start her own consulting practice. “I think it starts with a person who has some scars. A person who’s been knocked down and had to pick themselves up—people who know what they don’t know, who are at the point where the investment in them could really make a difference.”

Hired in 1994 by Foundation President Humphrey Doermann and Bush

Leadership Fellowship Director John Archabal, Lee started in a part-time role that required some heavy lifting. Literally. “It was my job to send out the application forms, sort out the information, request the references...there were bags of mail. And it was my job to open them up.

“There were so many bright, accomplished people who were Fellowship applicants or were working at the Foundation—I was just praying I wouldn’t sound stupid,” Lee remembers, laughing. But by the time her mentor Archabal retired in 2009, she had a firm grounding in the Foundation’s long

legacy of investing in individuals.

During her 20 years at the Foundation, she says, she learned two things. “I found out that the Foundation needed the grantees as much as the grantees needed the Foundation, because we learned so much from them. Second, this idea of providing an invitation to people to step outside their comfort zone in the service of their own learning and growth is crucial. Not a lot of other foundations do it, so my hope is that the Bush Foundation will continue to invest in bright, accomplished individuals with great potential.”

—NICK COLEMAN



WHO IS JENNIFER ALSTAD?

Five facts about Foundation Board member Jennifer Alstad

- 1 MULTICULTURAL, MULTILINGUAL:** Adopted as an infant from Korea, Alstad was raised in a Norwegian-American family on a “century farm” near Granite Falls, Minnesota—the same town where Archibald G. Bush grew up. In addition to Norwegian and French, she is fluent in Mandarin and moved to Taiwan to study the language.
- 2 BAKED TO PERFECTION:** To improve her award-winning entry in the Minnesota State Fair’s 4-H baking competition, Alstad baked 200 practice loaves of pineapple bread with a cinnamon-and-coconut topping at the age of 13.
- 3 COMMUNITY CONTRIBUTOR:** “My belief system stems from growing up in a place where you can’t just pick things to do because you’re good at them—you have to do them because they need to get done.” Alstad served as president of her class from seventh to tenth grades, and earned varsity letters in tennis, basketball and track for the Granite Falls Kilowatts. “I was a terrible athlete, but they needed everyone so they had enough kids for practice.”
- 4 EARLY RISER:** After tenth grade, Alstad earned a scholarship for the University of Minnesota, becoming the first high-school-age student to enroll under the state’s new postsecondary options. (Her parents made sure she lived in a dorm on the farm campus in Saint Paul.) After graduating with a degree in political science in 1992, she considered becoming a lawyer before she cofounded bswing, a digital design and consulting firm based in Minneapolis.
- 5 FORCE FOR THE FUTURE:** The mother of a first-grader and a preschooler, Alstad was named Minnesota’s Young Entrepreneur of the Year in 2000 and made *Minnesota Business Magazine’s* “(Real) Power 50 List” in 2013. She joined the Foundation’s Board in 2010 and believes passionately that the Foundation is “an important force for good and innovation” in the region. She likes to ask questions to help decide what work needs to be done: Why does it matter? What difference does it make? How will it make things better in the future? “I think we are true to what Archibald Bush envisioned—to ask how your gifts and challenges can be used in the world, to make it a better and stronger place. We have to hold those things up.”
—NICK COLEMAN

PHOTO: BRUCE SILCOX



Duchesne Drew

Duchesne Drew joined the Foundation in March as the community network vice president. He was with the *Star Tribune* for 22 years, most recently as managing editor for operations.

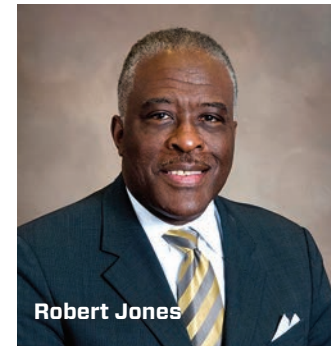
Mandy Ellerton and Molly Matheson Gruen were promoted to co-directors of the Foundation’s Community Innovation work.

Native Nations Program Manager **John Fetzer** will be part of the inaugural cohort of a new Leadership Institute launched by the Emerging Practitioners in Philanthropy and the Young Nonprofit Professionals Network of the Twin Cities.

Board member **Tony Heredia** gave the keynote at the 2014 Torch Award for Ethics hosted by the Better Business Bureau of Minnesota and North Dakota.

Board member **Curtis W. Johnson** wrote about the challenges posed by explosive growth of North Dakota’s oil industry in *Voices*, a publication of the Governing Institute in June.

Bush Fellowship Director **Lars Leafblad** left in June 2014 to launch Ballinger | Leafblad, an executive search firm focused exclusively on civic sector clients.



Robert Jones

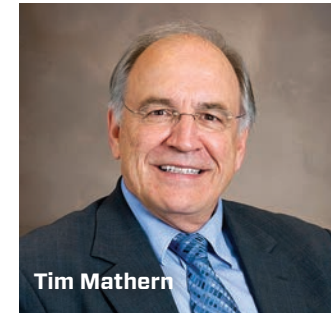
Directors **Robert Jones, Tim Mathern** (BF’98) and **Peter Pennekamp** ended their Board terms in February 2015.

Board member **Jan Malcolm** received the Lifetime Achievement Award at the 2014 Leaders in Health Care event sponsored by *Minnesota Business* magazine.

Board members **Jan Malcolm** and **Wendy Nelson**, former president **Anita Pampusch** and current president **Jen Ford Reedy** were among the 84 local women honored by The George Family Foundation’s Celebrating Twin Cities Women Leaders event in September.

Beth Norris transitioned from a part-time office assistant position to a new role as full-time grants administration assistant in November. She’s been with the Foundation since 2008.

Community Innovation Associate **Rachel Orville** left the Foundation in January to farm on a CSA in Maine.



Tim Mathern



Peter Pennekamp

PHOTOS: BRUCE SILCOX

Twin Cities Business’s editorial staff named Foundation President **Jen Ford Reedy** as one of the *100 People to Know* in 2015.

Board member **Michael Solberg** is the new CEO of Bell State Bank, headquartered in Fargo.



Dameun Strange

Ron McKinley Philanthropy Fellow and Community Innovation staff member **Dameun Strange** and his band Shiro Dame opened for Macy Gray in September at the Fine Line Music Café.

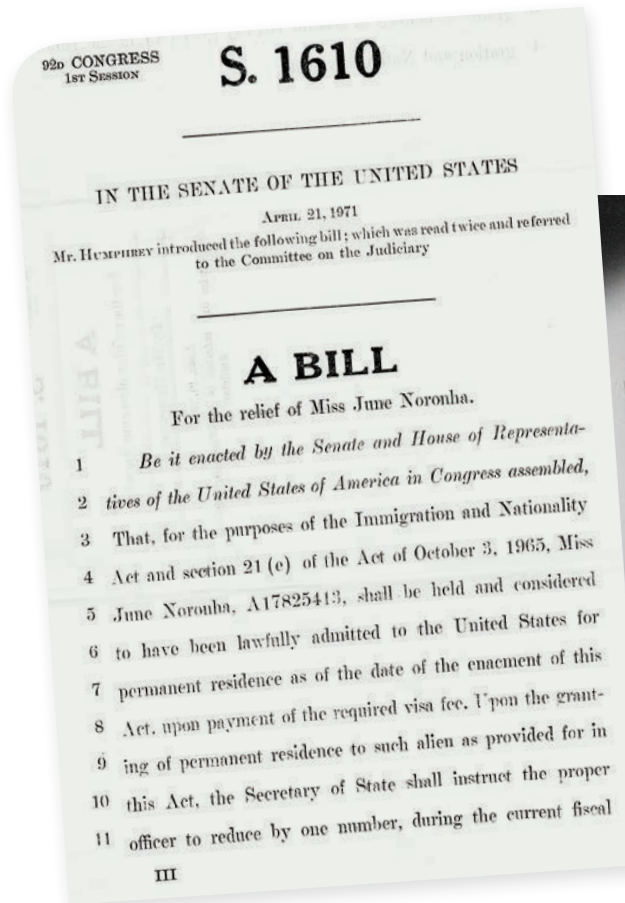
Board member **Dee Thomas** received the MAAP Exemplary

Award from the Minnesota Association of Alternative Programs for outstanding dedication, service and commitment to alternative education.

After more than 11 years with the Foundation, Communications Manager **Victoria Tirrel** will leave in spring 2015 to launch a consulting practice and pursue publication of her novel. She is the editor of *b* magazine and worked extensively on *Giving Strength*, the Foundation’s previous magazine.

Ron McKinley Philanthropy Fellow and Community Innovation staff member **Coya H. White Hat-Artichoker** was named among “The Top 25 Significant Queer Women of 2014” by editors of Velvetpark, a lesbian and feminist arts and culture platform based in New York City. Born and raised on the Rosebud Reservation, White Hat-Artichoker is a founding member of the First Nations Two Spirit Collective; she has worked as an activist since she was 15 years old. **IB**

WOMAN WITHOUT A COUNTRY



June Noronha at 17, just before leaving Kenya to study in Saint Paul.

“I want to figure out how to make this world a place where people feel they belong,” **June Noronha**, senior manager on the Native Nations Team, says in a video for Green Card Voices, a Twin Cities-based nonprofit that shares first-person immigration stories from foreign-born Americans. A Macalester College graduate, Noronha was born in Kenya to Indian parents and was nearly deported from the U.S. when Kenya revoked her right of entry after Kenyan independence and the United Kingdom did not honor her citizenship. Hear the story of how Sen. Hubert Humphrey—a former Macalester professor of Noronha’s—helped find her a path to U.S. citizenship at bfdn.org/xNoronha.
—NICK COLEMAN

FORECAST

Mark your calendar for upcoming convenings, and new grant and fellowship opportunities. Watch for live updates at bfdn.org/Forecast.

COMMUNITY INNOVATION

2015 Bush Prize for Community Innovation (Up to \$500,000)

ACCEPTING APPLICATIONS THROUGH APRIL 30, 2015

bfdn.org/BP

The Bush Prize honors and supports innovative organizations with a track record of making great ideas happen, providing creative capital for the organizations to use however they choose.

Read more about the Bush Prize on page 10.

Community Innovation Grants (\$10,000 to \$200,000)

ACCEPTING APPLICATIONS BEGINNING SEPTEMBER 8, 2015

bfdn.org/CIGrants

Community Innovation Grants support communities to use problem-solving processes that lead to more effective, equitable and sustainable solutions.

Read more about Community Innovation Grants on page 8.

(\$500 to \$10,000)

ACCEPTING APPLICATIONS QUARTERLY

Through regional partners we've expanded the reach of Community Innovation Grants with three programs making grants between \$500 and \$10,000.

- **IN MINNESOTA:** Visit Headwaters Foundation for Justice bfdn.org/xHeadw
- **IN NORTH DAKOTA:** Visit The Consensus Council bfdn.org/xConsen
- **IN SOUTH DAKOTA:** Visit South Dakota Community Foundation bfdn.org/xSDCF

EDUCATION

2016 Education Ecosystem Grants (Up to \$200,000)

ACCEPTING APPLICATIONS SPRING 2016

bfdn.org/EdEco

This flexible open grant program provides operating support to organizations that create an education ecosystem where other organizations can succeed in reducing disparities and improving outcomes for all students in the region.

Watch for our announcement this fall of multiple new Major Investments in education. Read more about our work in education on page 18.

NATIVE NATIONS

Native Nation Rebuilders Program

ACCEPTING APPLICATIONS JULY 21 - AUGUST 27, 2015

bfdn.org/Reb

The Native Nation Rebuilders Program annually chooses up to 30 existing and emerging Native leaders who want to strengthen their leadership skills and nation-building knowledge so they may be instrumental in moving their nations toward realization of their tribes' unique goals.

Read more about the Native Nation Rebuilders Program on page 30.

LEADERSHIP

2016 Bush Fellowships (Up to \$100,000)

ACCEPTING APPLICATIONS JUNE 30 - JULY 30, 2015

bfdn.org/BFP

The Bush Fellowship is both a recognition of extraordinary achievement and a bet on extraordinary potential. Funds can be used for academic programs or for self-designed programs to develop their leadership capacity.

Read more about Bush Fellowships on page 24.

2016 Ron McKinley Philanthropy Fellowships

ACCEPTING APPLICATIONS LATE SUMMER 2015

bfdn.org/RMPFellow

Created by the Bush Foundation and now a program of the Minnesota Council on Foundations, the Ron McKinley Philanthropy Fellowships prepare individuals from communities underrepresented in philanthropy for careers at foundations.

Read more about Ron McKinley Philanthropy Fellowships on page 31.

2016 Leadership Network Grants (Up to \$200,000)

ACCEPTING APPLICATIONS SPRING 2016

bfdn.org/LNG

This flexible open grant program allows us to support the good work that others are doing to develop the leadership capacity of the region.

Learn more about Leadership Network Grants on page 28.

CONVENINGS

Event Sponsorship (Up to \$50,000)

bfdn.org/Sponsor

Grants from this program build on our belief that the region will become more resilient and innovative when leaders are better equipped and better connected to effectively lead change. By supporting a range of community events, we increase access to networking opportunities.

Read more about Event Sponsorship on page 5, and keep up with events coming to your community at bfdn.org/EventSponsor.



OTA

BISMARCK, NORTH DAKOTA
April 24, 2015

SIOUX FALLS, SOUTH DAKOTA
August 28, 2015

TICKETS AT WEAREOTA.COM

Spring and fall, people from across three OTAs (South Dak-, North Dak-, Minnes-) gather to transform themselves and the region. We hope you will join OTA-ites, Bush Fellows, Rebuilders and Foundation staff at one or both events.

bushCONNECT

GUTHRIE THEATER
MINNEAPOLIS
May 4, 2015



TICKETS AT BUSHCONNECT.ORG

bushCONNECT is a regional leadership networking event powered by the Bush Foundation and created in partnership with nearly 30 organizations from Minnesota, North Dakota and South Dakota. The day is about the connections people will make when we bring together different networks of leaders. It's about thinking bigger and thinking differently about what's possible in your community.

Read more about bushCONNECT 2014 on page 3.

Stay current on all our grant, fellowship and convening opportunities at bfdn.org/Forecast. And keep in touch at bMag@BushFoundation.org.

REPA MEKHA

President and CEO
Nexus Community Partners
Saint Paul, Minnesota

Can the way we build neighborhoods shape our sense of community and inspire us? That was the question that brought **Repa Mekha** to the Kennedy School of Government at Harvard University for his 2005 Bush Fellowship. "I started wondering why there were no persons of color influencing the way our environments were being built, and thinking about ways we could bring a new perspective."

Bringing more input from people of color into community planning is now part of Mekha's mission as president and CEO of Nexus Community Partners, which makes grants to community- and culture-based organizations to ensure development projects are built on community strengths.

When Mekha is looking for inspiration himself, he visits one of the first projects Nexus supported, the Cultural Wellness Center that serves the diverse Phillips and Powderhorn neighborhoods of Minneapolis.

"The moment you walk in you exhale. You feel this sense of freedom and this sense of release. It's the most powerful experience in a physical environment I've ever had—and this is before anyone says anything to you," says Mekha. "I go there sometimes and I sit; I might read and I might not. The space allows me to just be. In terms of my own spirit, my own sense of groundedness, it's one of the best places I know."

Nexus Community Partners (NexusCP.org) is the recipient of a 2014 Bush Foundation Leadership Network Grant.

—LAURA BILLINGS COLEMAN

Learn more about the Cultural Wellness Center at ppcwc.org.



PHOTO: BRUCE SILCOX

Bush Foundation staff at a September 2014 retreat.

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Beth Villaume
Avi Viswanathan 4
Kristina Ward
Dominick Washington
Nancy Weidler
Julie Wells
Coya H. White
Hat-Artichoker 4
Kayla Yang-Best

2015 BUSH FELLOWS SELECTION PANELS

Ta-coumba Aiken 1
Vickie Allen 1
Lee Antell 1
Lisa Bodine
Gene Borgida
Cheryl Boyd
Donald Day 1
Troyd Geist
Michael Goar

William Goetz
Dwight Gourneau 1
Andrea Jenkins 1
Tim Jennings
Margaret Anderson Kelliher 1
Matt Kilian
Leo Lopez
Elsie Meeks
Neeraj Mehta 1
Dana Nelson
Natalie Rasmussen
Timothy Rose
Alfonso Wenker 4
Kayla Yang-Best 6
Tracey Zephier 2, 5

2015 BUSH PRIZE SELECTION PANEL – MINNESOTA

Monica Bryand
DeAnna Cummings 1, 5
Kathryn Draeger 1
Brad Finstad
Tony Heredia 5
Matt Hunt
Lorrie Janatopoulos
Abdirizak Mahboub 1
Rajiv Tandon 1

NORTH DAKOTA ADVISORY COMMITTEE*

Rod Backman
Lori Brown 2
Bill Marcil Jr.
Mary Massad
Lana Rakow
Eric Trueblood

SOUTH DAKOTA ADVISORY COMMITTEE *

Joe Bartmann
Malcom Chapman
Tanya Fiddler
Kitty Kinsman 1
Toby Morris
Dave Rozenboom
Nick Tilsen
Diana VanderWoude

*Advisory Committees selected 2015 Bush Prize winners from their respective applicant pool. **Jessie Veeder** also participated in the 2014 Bush Prize Selection Panel for North Dakota.

LEGEND

1. Bush Fellow
2. Native Nation Rebuilder
3. Consultant
4. Ron McKinley Philanthropy Fellow
5. Bush Board Member
6. Bush Staff Member



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