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**BUSH
FOUNDATION**

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

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A Look Back... *and Ahead*

The Bush Foundation invests in great ideas and the people who power them. Looking back over our 60-year history, we believe that's been true from the beginning.

This publication presents some of the highlights from our 60-year history. We are showcasing just a sample of our investments in great ideas—some big and some small—that have paid off in important and sometimes unexpected ways. And we're showcasing only 60 of the thousands of talented people—some famous and some less well-known—who have received Foundation support through the years.

We think that Archibald and Edyth Bush would be pleased at this accounting of the work they enabled. When they established the Bush Foundation in 1953, they placed their faith in others to shape and steward the organization. The current Board and staff of the Bush Foundation—like those who preceded us—have the extraordinary honor and responsibility to do the most possible good with the resources the Bushes entrusted to us.

Today, we are building on the lessons of 60 years and nearly \$1 billion in grantmaking. We're working to ensure that all children have effective teachers. We are working to support the nation-building efforts of sovereign tribal nations. We are working to inspire, equip and support exceptional people to lead change in their communities. We're working to support and reward innovative approaches to solving community problems. We are working to ensure



the Bushes would be proud of the ways their generosity is manifest these 60 years later.

We hope you enjoy this look back into the Foundation's history, as told by those who knew Archibald and Edyth Bush, by the four presidents who've led the Foundation, and by the organizations and individuals who've powered the Bush Foundation's 60 years of impact.

Sincerely,

Pamela Moret
Board Chair

Jennifer Ford Reedy
President

Archibald & Edyth

The Beginnings of the Bush Foundation

From small town Granite Falls, Minnesota, to the Fortune 500, Archibald Bush and his wife Edyth created a foundation that invests in great ideas and the people who power them.

Joseph Sullivan was just 18 years old—fresh off his family’s dairy farm in Motley, Minnesota—when he hired on as a chemist’s assistant at Minnesota Mining and Manufacturing in 1954, eventually working his way through college at Saint John’s University with a series of summer jobs. A good student with a knack for people, Sullivan dreamed of becoming a family doctor, but had no way to pay tuition at the University of Minnesota, which had just offered him a place in the Medical School.

That’s when another 3M employee from his hometown suggested Sullivan make an appointment to share his predicament with **Archibald Graniteville Bush**, the chairman of 3M’s executive committee.

Sullivan had no idea how or what to prepare for a meeting with one of Minnesota’s wealthiest men.

But Bush’s long-time personal assistant, Mary Jane Dickman, welcomed him warmly and invited him to take a seat. The two made small talk until Bush opened the door of his rosewood-paneled office and stepped out to meet Sullivan, fixing him with an appraising look.

“There he was—it surprised me,” Sullivan recalls. “I didn’t even have time to freeze up. He was a sort of chunky guy, with a broad face, and he had very little body movement. He was the opposite of fidgety.” Sullivan, at 5-foot-9, remembers he was a bit taller than Bush, who shook his hand, asked a few questions, nodded his head and then returned to his office.

Their meeting had lasted no more than a few minutes, but it would change Sullivan’s life. Dickman, or “Miss Jane,” as Sullivan would soon know her, told him that Bush would lend him the tuition to pay for each academic quarter of med-



Inset: Granite Falls, Minnesota, birthplace of Archibald G. Bush

Archibald and Edyth Bush at their home in Winter Park, Florida, a community they generously supported in their lifetimes and beyond.



ical school as it arrived, plus a bit more for living expenses. All Sullivan had to do was sign promissory notes for the loans, and agree to pay them back after he finished his medical residency.

“Every quarter, I’d go see Miss Jane and tell her how much I needed,” Sullivan says, still amazed by how much that one encounter with Archibald Bush would mean. “That was my one and only exposure to Mr. Bush.”

The record of this meeting—and many others between Archibald Bush and individuals he chose to help—can be found in his check registers, a testimony to his intervention in many of the day-to-day problems of ordinary people. The same year that he paid for Sullivan’s medical school tuition, Bush wrote a check for \$781.50 to build a ramp on the house of a man in a wheelchair, \$164 to buy a TV set for a shut-in, \$84.64 to pay for plumbing repairs in a nursing home and \$7.60 to fix somebody’s bicycle. In between, Bush contributed to a catalog of good causes: \$500 to the Highland Little League, \$600 to the Jewish Com-



Born in 1887, local legend claims that young Archie tried to wrestle a bull to the ground at the age of six (getting thrown into a mud puddle for his trouble). He hunted muskrats and rode a horse to school in any weather. He was a scrapper who could defend himself in a fistfight, a challenging student who argued with his teachers, a persuasive boy who could talk his mother out of weeding the garden by promising to bring home supper if she let him go fishing instead. In sum: A bare-knuckle salesman with ambition and a taste for adventure.

He dropped out of school after eighth grade to work on the family farm but earned extra money managing a Granite Falls baseball team and calling square dances on Saturday nights. He was a great talker and a skillful debater, so much so that women’s suffrage supporters pressed him into service for their cause, riding a mule around town, wearing a coonskin cap and a buckskin jacket, gathering signatures for their petition. (He admitted that he didn’t much care for the



Though a hard business man and administrator when the situation demands, Mr. Bush is EXTREMELY SENSITIVE to other people and their needs and problems.

—3M biography, 1959



munity Center Building Fund, \$15 to the Knights of Columbus Christmas Fund and \$100 to Planned Parenthood. Still, it’s easy to see why he might have made such a quick decision about Joseph Sullivan, a Minnesota farm boy who, like Bush himself, was ready to be part of a wider world.

Sizing people up and seeing their potential is a great skill for a salesman, and Archibald Bush was one of the best, using his keen ability to understand the needs of others to rise from bookkeeper to the top of 3M. The familiar story of his climb from a family farm near Granite Falls to the Fortune 500 usually starts with a sneeze: Bush often told interviewers that hay fever forced him to seek his fortune along the relatively pollen-free shores of Lake Superior. But a glimpse of his early life in Renville County suggests that an itch for something else drove him as well.

cause, but he had been such a fierce advocate for it while taking the “pro” side in a debate on the issue that he was enlisted for duty.) For a time, he considered becoming a teacher but lost interest when he learned that he’d be making just \$40 a month.

So in 1908, at the age of 21, he left Granite Falls with \$25 in his pocket. When he hit Duluth, he worked with his hands and his head, helping to build a harbor pier by day, attending a business school by night, rushing through his studies and learning how to keep books, to be an accountant, to follow the money. He soon proved to be a natural.

He made a meteoric rise up the ranks of 3M, hiring on to fill an open bookkeeping position that had just been vacated by a man named William McKnight. The two would become fast friends and, for decades, the No. 1 and No. 2 executives at 3M, with McKnight serving as the firm’s chairman and

Hear more stories about Archibald and Edyth Bush at BushFoundation.org/BF60.



In his early days at 3M, Archie Bush worked as bookkeeper, accepting this rolltop desk to settle an overdue bill.



Edyth Bush never lost her love of the arts, which is why Archie built her the Edyth Bush Little Theatre in Saint Paul.

Bush as chair of the executive committee. They had well-appointed offices at opposite ends of the company's boardroom—McKnight's paneled in teakwood, Bush's in rosewood—and communicated through an electronic "blinker" system that let each signal to the other whether they were free to be visited: A green light meant "Come on in"; a red one meant "Not now."

And, according to a 1959 3M biography, Bush's leadership extended beyond the boardroom: "Though a hard business man and administrator when the situation demands, Mr. Bush is extremely sensitive to other people and their needs and problems. This, together with his ready smile and fine sense of humor, are personal traits that have endeared him to 3Mers everywhere."

By 1919, Bush was 3M's sales manager, based in Chicago, where he was soon captivated by a vivacious brunette dancer he saw performing. "One night he waited for her at the exit door, and he got a date with her," retired 3M executive Walter Meyers once recalled for a company history. Though Bush sometimes called the woman who became his wife by her stage name of "Daisy," to everyone else she was **Edyth Bassler Bush** (left), namesake of the Edyth Bush Little Theatre her husband built in her honor on Cleveland Avenue in Saint Paul's Highland Park neighborhood, not far from their home on Summit Avenue. A replica of the Theatre was also constructed in Winter Park, Florida, where the Bushes had a winter home.

“ *In the death of Archibald Bush, Minnesota loses a foremost citizen, a public and private benefactor of singularly open purse, GREAT HEART and discerning mind, a man who believed that the possession of honestly-earned wealth brought an increase to its holder of responsibility to human society.* ” —Mesabi Daily News

With no children of their own to inherit the \$200 million fortune built from company stock Bush had purchased for as little as pennies a share, Bush set up a charitable foundation in his name in 1953—the same year William McKnight established his own foundation. Yet Bush’s plans for the nonprofit corporation —“to be organized by my Executors and operated exclusively for religious, charitable, scientific, literary or educational purposes, including the encouragement of art”—were so open-ended that when he approached his relatives about increasing the assets, they declined, complaining that his plans were too vague. His intentions were not any clearer when he died from cancer on January 16, 1966, at the age of 78.

There were twin memorial services—staged simultaneously in Saint Paul and Florida, where news of his passing prompted officials in Winter Park to lower the city hall flag to half-mast in honor of the man who had endowed Rollins College and saved the community hospital by guaranteeing the payroll and putting his own credit behind the hospital.

In Saint Paul, the honors were subtler but no less significant. The 3M board, including McKnight, served as honorary pallbearers, and the funeral, held at Hamline United Methodist Church, was covered in the local press with mentions of the important personages on hand, the clothes they wore and the fact that the coffin conspicuously lacked gold handles—a sensible economy said to have been directed by Archie himself.

On the Iron Range, where 3M and Archibald Bush were revered, the *Mesabi Daily News* wrote, “In the death of Archibald Bush, Minnesota loses a foremost citizen, a public and private benefactor of singularly open purse, great heart and discerning mind, a man who believed that the possession of honestly-earned wealth brought an increase to its holder of responsibility to human society.”

The legal wrangling that followed Archie Bush’s death is a well-known part of Minnesota’s business history. It made for a contentious transition after his death, one result of which was the establishment of the Edyth Bush Charitable Foundation in Winter Park, Florida, after Mrs. Bush died in 1972.

Years passed, programs solidified, the Foundation’s Board and staff evolved. Its assets grew, reaching nearly a billion dollars twice, in 1997 and 2007. And with those assets, over the past 60 years, the Foundation has invested nearly \$1 billion in thousands of organizations and individuals. Each dollar given has been a bet, like the one A.G. Bush made on Joseph Sullivan, that farm boy from Motley, who wanted to go to medical school.

Sullivan achieved his dream, graduating in 1964. When he finished his residency, he had to start repaying more than \$9,000 in loans to Bush—worth almost \$70,000 in today’s money. It would be a struggle on an Army doctor’s salary. Sullivan had just begun to make payments on his promissory notes when he read that his benefactor Archibald Bush had died.

“One day, in February 1966, this big fat envelope came in the mail from Miss Jane,” Sullivan says, his voice breaking. It takes him almost a full minute to compose himself enough to finish his story. “Inside, there were all my promissory notes. They were all stamped, ‘Paid in Full.’”



Even in retirement, Archibald Bush kept a hand in business, including investing in a Florida orange grove.



“This is the first time Bush is above McKnight,” Archie said of this street sign near 3M headquarters in Saint Paul honoring him and 3M Chairman William McKnight.

CITY OF ST. PAUL
PUBLIC WORKS

Good Stewards

The Bush Foundation's four presidents explore how changing community needs have shaped the Foundation's approach to giving across the decades.

Humphrey Doermann

President 1971–1997

Q: Archibald Bush didn't leave much in the way of marching orders for the Foundation, but it's clear he was committed to doing place-based philanthropy in the Midwest. Did that present any challenges for you as an "out of townner" when you were hired in 1971?

A: I came from a job in Cambridge, Massachusetts, so I think people looked at the amount of time I'd spent in the East and wondered what kind of a fish I was. But I didn't feel totally from away—my father went to the University of Minnesota, my uncle helped build Memorial Stadium and I had spent three years working as a reporter at the Minneapolis paper.

Q: Did your background as a journalist have anything to do with the Foundation's reputation for leaving no stone unturned when it came to learning about its grant applicants?

A: Having been a journalist, it gave me a list of people that I'd talk to, so if I needed to find out more, I had at least a start into the networks. But that rather elaborate decision-making process arose in the be-

ginning because the Board of Directors was put together by court order, and with all the litigation, the only way to get some kind of consensus was to describe almost painfully thoroughly what it was they might vote upon.

Q: Just how painful was the decision-making process?

A: We spent a lot of time visiting our applicants, writing about them and circulating that writing to the Board. And that was time-consuming. It was also probably a pain in the rear end for people who were applying for money, because we were asking not only about the proposal but whether the organization behind it was sound, whether we could look at their last audit, who was on their board of directors and so on. Our bylaws said you had to get eight out of 15 Board members to agree to get a grant, but if you had three or four directors who didn't show up at a meeting, you still needed to get the eight votes, so you found yourself having to get near consensus with a Board that didn't automatically want to agree with itself.

I remember inviting Russ Ewald, the head of the McKnight Foundation, over for lunch, and he toured through the office and saw how we were doing business with these thick grant folders that we were pre-



paring for the Board, describing every grant proposal we were going to vote on, and he was just amazed. He said, “That is just an outrageous waste of time. You’re crazy.” It was kind of unusual, but it suited our purposes. It helped to get everyone on the same page.

Q: Site visits, expert consultants and a rigorous review process must have put some extra pressure on the nonprofits you reviewed for funding. How do you think that approach shaped the choices the Board eventually made?

A: We didn’t go looking for risks. We didn’t want to give money to something that might turn out to be bankrupt three months later. But the advantage was that we really did evaluate each proposal based on

its merits, and as a result, we supported some very important work. If you just look at the proposals on paper, the advantage goes to those with the fancy development people and the good writing skills, or maybe even the fanciest paper. Take the idea for a battered women’s shelter that came to us in 1974 (page 18). If you looked at the proposal they produced, it was pretty primitive. It looked pretty flaky. Well, they couldn’t afford development officers, but it was a great idea.”

Q: What else was unusual about the way the Bush Foundation did business?

A: Former Minnesota Governor and Board Chair Elmer Andersen wanted people to know that we

“THIS JOB WAS THE BEST JOB *you could imagine, working with these people in this region, getting a chance to move toward things where you thought you could* **MAKE A DIFFERENCE.** *Writing checks is easier than lots of kinds of work, and it was just wonderful.* **—HUMPHREY DOERMANN**”

were in business for the public, so early on we held a public meeting at the Saint Paul YWCA, and people came to see who we were and ask questions. Foundations around here had not done public meetings before, so people were pretty curious to see what this was all about. Another thing that may have been unusual was we did not have a communications staff. I think I cared more about the quality of the work than the reputation we had. The real test is always how it looks on the ground.

Q: How do you think the region looks different because of the investments the Foundation

made during your tenure?

A: You can point to some things, like the Bush Leadership Fellowships or what the Foundation did to invest in preventing domestic violence, and trace it to the origins and say, of course, that would be a success—but at the time you don't always know what will work. We were trying to assess how a relatively small amount of money in public terms could be helpful. To only look at the things we were involved in, and to see that they succeeded, shouldn't lead you to the conclusion that we caused all of that. We were happy to be along for the ride.

Anita M. Pampusch

President 1997–2007

Q: You served on the Foundation's Board of Directors as the head of the grants committee before taking over as president in 1997. What surprised you when found yourself on the other side of the desk?

A: I had been the president of the College of Saint Catherine, so while I knew a lot about higher ed, I really was not familiar with the breadth and the depth of the nonprofits in this area. When I took over, we were dealing with a range of human services, leadership programs, making grants to tribal colleges, Indian reservations, historically Black colleges, and everything from performing arts organizations to individual artists and so on. It was a huge array of things that we dealt with, and so I learned everything I could about them by reading the memos and making site visits. And we did that for every single grant, which could've ranged from 80 to 100 full proposals in any given grant round.

Q: So you chose to carry on the Foundation tradition of detailed memo-writing?

A: Yes, that was part of Humphrey's legacy that I absorbed—the need to be responsive to the community with a rigorous review process. And I think that's why people said if you get a Bush grant you've met the gold medal standard, because they knew they had passed muster with a careful group of people. The demands we made on our grantees were rigorous, and that was our blessing and our curse. Because on the one hand, we got much stronger, better proposals that did help the organizations have a clear view of what they were trying to do. On the other hand, it was a lot of work.

Q: What changes did you make during your tenure?

A: I think my leadership was about evolution—not



“ONE THING *we always tried to keep in mind is this is not our money—this is Archibald and Edyth Bush’s money. One thing that was clear was that Mr. Bush was very interested in LEADERSHIP, and that was a theme for us all along that we carried into many forms.* —ANITA M. PAMPUSCH

revolution. Most of our processes had been built for an organization of three to five people, and we had become an organization of 25, so I would say I did a huge amount in terms of infrastructure so people could focus on what they were really there to do.

Q: You also did away with having an attorney present at every Board meeting—a hold-over from a more contentious time in the Bush Foundation’s history.

A: During the downturn in 2000-01 we were looking for places to cut, and I thought we really didn’t need a \$200-an-hour attorney sitting there. Surely someone else could take the notes, so that was that.

Q: Your tenure saw a big stock market run and the dot.com bust.

A: We had both the lean years and the fat years. Twice we approached having a billion dollars in assets, and we realized that with the IRS five percent rule we’d have to give away \$50 million every year. That’s when we began to say, I’m not sure our approach is going to continue to work because I don’t think we can review that many proposals in a grant round. It is quite a challenge to give away that kind of money.

Q: How did the Bush Foundation measure its success?

Continued on page 12

Elmer L. Andersen

Board Member 1968–1982

WHILE THE FOUNDATION’S Board of Directors has been the guiding force through the decades, no single Board member made a bigger impact on the Foundation than Elmer L. Andersen.

Andersen was a former governor of Minnesota and a successful businessman, having built H.B. Fuller from a small business into a major corporation. In 1968, two years after Archibald Bush’s death, Andersen was asked to join the Bush Board by Cecil C. March, a friend who was also a 3M executive and an early member of the Board. At the time, the Board was divided in contentious factions.

In his 2004 autobiography, Andersen recalls, “I joined on one condition. I told him: ‘It can’t be a battle over whether you’re going to control it or somebody else is going to control it. It has enough money to justify professional management. I’ll come on the Board if our first task will be to find a professional administrator.’”

Andersen joined and in 1970 was named Board chair (a position he held for two years and again from 1976 to 1980). He helped oversee the hiring of the Foundation’s first president, Humphrey Doermann, in 1971. The two worked in tandem for 12 years, shaping the program and operations of the young and growing foundation. As Doermann remembers, “At the beginning, he and I were evolving where we should put our time as we had this transition from Board alone to staff taking over some but not all functions.” They led the Board through the process of choosing focus areas—ones the Foundation hews close to yet today.

Doermann recalls, “He was supportive all along...it was from my point of view an ideal chairman/chief of staff relationship.”



Everybody is somebody special, and you don’t bring out their best by starving them or punishing them. You bring out their best by convincing them they are special and then opening up ways of opportunity for them. —ELMER L. ANDERSEN

Continued from page 11

A: Whenever we renewed a program we'd have an evaluation, we'd bring the results to the Board and that would be part of our basis of suggesting changes or something new. By the end of my time, the Board was challenging us to be more focused in fewer areas of giving. We had written a strategic plan for 2007 to 2009 that had developed narrower areas of focus, so we weren't quite so widespread as we had been. "Are we really doing what we say we're doing? Are these organizations accomplishing their goals, and is it helping the community?" These are questions we asked a lot.

Q: What grants are you most proud of?

A: The Bush Foundation had a long history of supporting historically Black colleges and universities,

so when Hurricane Katrina hit, just before the 2005 school year started, I thought, here's a time when we maybe can step outside of our usual guidelines and do something that will make a difference to people who are really struggling. So we asked the Board for \$5 million to keep three historically Black colleges afloat while they were trying to rebuild, and even though disaster relief was not on our list of priorities, the Board asked, "Will that be enough?" I remember calling the president of Tougaloo College in Jackson, Mississippi, to tell her that we'd be sending \$1 million, and she burst into tears on the phone. Every once in a while, to be able to reach outside of the guidelines and do something like that is, of course, something that would make any foundation president feel very gratified.

Peter C. Hutchinson

President 2007–2012

Q: The Board of the Bush Foundation adopted a new and narrower strategic plan before you came on as president. What changes did they want you to drive for the Foundation?

A: In my early discussions with the Board, they felt that over time the institution had made hundreds, maybe thousands of great grants, but the question they were asking was, "Is it really making enough of a difference? How can we leverage even further the good things we've accomplished?" So we went on a nine-month process of looking around, asking ourselves what's happening, what are the big issues that are emerging, what are the big challenges we're going to face and where do we think this foundation can actually make a difference. Let's go make sure that when our tenure here is done, the world is better than it was when we got here. And you know, for a guy like me and the people in our organization, that was a once-in-a-lifetime opportunity.

Q: You've been known to compare philanthropy to pointillist painting. Why?

A: You can paint brilliant dots, but are you making a beautiful picture? And I think for the Board at the time, that metaphor was strong. We wanted to make sure the dots added up to a beautiful picture. So we wanted to start by articulating the picture that we're trying to paint. The Board decided it was about great governance for Native nations, a great generation of teachers 10 years on and communities being able to solve their own problems—those were the pictures we would try to paint. And the grants, the dots, would each need to be part of a larger canvas.



If the Bush Foundation were still today exactly what it was 50 years ago, my guess is it would be irrelevant, because it would have been doing things that are no longer central to the **LIFEBLOOD OF THE COMMUNITY** *it's trying to serve.* —PETER C. HUTCHINSON

Q: When you made this strategic shift, how was it perceived in the nonprofit community?

A: The Bush Foundation had a history of a very robust and very challenging grantmaking process, so from that point of view our new direction was very different. But from a philosophical point of view, not so much. If you go back to Humphrey, if you talk to Anita, you see the Foundation had always been in the business of making a difference. What was new was concentrating all of our resources just in those three areas, and the consequence of doing that is there's a whole bunch of stuff you're not gonna do.

At the beginning of 2008 we told everybody that we were stopping the process of accepting grant applications. There were no secrets. And for grantees with whom we'd had long-standing relationships we worked out a transition plan—they, too, had had plans, and they needed time to adjust to changing circumstances. But it was complicated by the fact we did this at the beginning of the worst recession that most of us had lived through, so even though we put extra resources into that transition process, it's a double hit if you're a nonprofit: I used to get a grant, I'm not getting one—that's painful.

Q: Did any of the pain you describe cause the Foundation to reconsider?

A: Our obligation, I always felt and I know the staff felt, was we better deliver on those other things we've promised. Because if the community is experiencing this sense of loss, there better be something on the other side that proves the pain is worth the gain. That had to be true. So we put a lot of energy into making sure we were making progress.

For instance, on teacher prep: In 2008, the data told us that 50 percent of the teachers in the three states were going to retire or leave teaching in the next 10 years. And if we didn't change the system, they'd be replaced by a generation of teachers who may not be as skilled as the people they're replacing. So the Foundation made a commitment to ensuring that the next generation of teachers is highly skilled and ready to tackle the problems of the 21st century. That's going to change outcomes for decades.

Q: You also changed the financial formula for determining your annual grant awards, smoothing out the ups and downs of annual returns. Why?

A: I realized that, unintentionally, we were dumping our investment risk on the community—if we had a good year, the community had a good year, but if we had a bad year, the community had a bad year. So we changed the policy, and as we entered into the recession, the Foundation's grantmaking level did not decline. I don't believe most other foundations in this country can say that, and it's because the Board was willing to do a very courageous thing and look 10 years down the road and say, you know, in the middle of this economic recession we can actually be a shock absorber, where in the past we might have been making the problem more challenging. The way we've managed our investments, we've made the Foundation a more stable, reliable force in the community, and that to me was pretty important.

Q: How do you see the Foundation's last 60 years, and its next 60?

A: In the life of the Bush Foundation, there were the pains of creation, and Humphrey Doermann led the Foundation through that very, very difficult period. There was the consolidation of its work—its adolescence to young adulthood—and Anita led through that process just wonderfully. I was asked to help the Foundation move into its midlife, and that required a fairly dramatic change in direction. And now Jennifer's leading it forward from there.

And as we've learned more, as we've tried more, as we've failed in some cases and succeeded in others, it's become a different foundation, and in my mind that's exactly what it ought to do. If the Bush Foundation were still today exactly what it was 50 years ago, my guess is it would be irrelevant, because it would have been doing things that are no longer central to the lifeblood of the community it's trying to serve. Instead it has changed, and you've got to give the Board a lot of credit for having the courage to take the independence it has and use that independence to require the Foundation to change, as needs and opportunities have changed, and bravo—bravo to them for doing it.

Jennifer Ford Reedy

President 2012–present

Q: You came to the Bush Foundation from a background in business consulting. How did you find your way into philanthropy?

A: I love problem-solving, so for me the draw of philanthropy is the strategic challenge—how to make the biggest possible difference in the community with charitable resources. Being fine at philanthropy is actually fairly easy, because there are so many great nonprofits and you could throw darts at grant

proposals and help make wonderful things happen. But if your mindset is to make the biggest possible difference you can, then it's extraordinarily challenging, and that's what I love about it.

Q: What kinds of change can philanthropy make possible?

A: Our assets are now in the \$800 million range, which enable us to give away in the neighborhood of \$40 million a year—an amazing amount of money that allows us to do some extraordinary things. But when you compare it to the level of need in our community, it starts looking not quite so large. We did an analysis recently where we took the state budgets of Minnesota, North Dakota and South Dakota, and then divided by 24 hours in a day to figure out the cost of a single hour of state government. We found that we could fund the equivalent of just six hours of state government a year in those three states. This is important perspective on what we can accomplish and how careful and strategic we have to be with those dollars to get the most leverage we can.

Q: Are there any clues in Archibald Bush's life or giving history that give you and your staff a sense of mission when you're making decisions about where to put those resources?

A: In the giving that Archibald Bush did in his life, you can see a real interest in people, which I think is related to his career in sales. He's someone whose gift was understanding people, and a lot of his philanthropy was about making bets on people he thought could make a real difference. I feel like Archie Bush would feel great about our work with the Bush Fellows, in trying to find extraordinary people who we think, with a boost, can have an even greater impact on this region.

Q: When you became president, one of your first moves was to reach out to the Edyth Bush Charitable Foundation in Florida. Why was kindling a connection between the two foundations important to you?

A: For a lot of years there was not real-



“Everywhere I go in the region, people have an opinion about what the Bush Foundation should be doing. I LOVE THAT because to me it is a signifier of the OWNERSHIP that people feel for the Foundation. They think of it as a community institution...That’s a very important part of being a good place-based foundation.” —JENNIFER FORD REEDY

ly much communication between the Bush Foundation here in Minnesota and the Edyth Bush Charitable Foundation in Florida, in part because the people who had been involved in those legal wranglings still had some hard feelings. But when I reached out to its president, David Odahowski, soon after I started, he was delighted to talk to me, and we are communicating regularly. We sent each other flowers on our respective anniversaries, and we’re even talking about ways that we can partner on grants or other ways to recognize the really unique combined legacy that we’re stewarding for the Bushes.

For me, it’s really important that we have that relationship with the Edyth Bush Charitable Foundation because Archie and Edyth were a team. They did their philanthropy together in life, and I really think they’d be glad to know that the two foundations are working together.

Q: Foundation staff went on a 26-city road show across the region this past summer to share the Foundation’s new Community Innovation Grants program. What kind of feedback did you get from those sessions?

A: People have been very positive about our return to a competitive grant process and inviting communities to share the projects and ideas they feel have the most promise. Our first round of applications was in July, and we received 618 proposals totaling \$78 million. That was really exciting to us in terms of our potential to find amazing ideas. For our staff, it’s exciting to see all the organizations that are out there doing really innovative, community problem-solving work.

Hearing from the communities we serve is very important to us, and everywhere I go in the region, people have an opinion about what the Bush Foundation should be doing. I love that because to me it is a signifier of the ownership that people feel for the Foundation. They think of it as a community institution, and even if we can’t do all of the things they want us to do, or we disappoint them sometimes, I love that people are looking at what we’re doing and keeping us accountable. That’s a very important part of being a good place-based foundation.

Q: You’ve also introduced the new Bush Prize for Community Innovation. What inspired that?

A: I see it as a signature program for us, a way to highlight and support extraordinary organizations that have demonstrated great achievement and have amazing capacity to do more for the region. In some ways, the Bush Prize is for ideas what the Bush Fellows Program is for people. The Bush Prize winners will get no-strings-attached funding of 25 percent of their operating budget up to half a million dollars. And the idea here is if you’re an amazing organization and you’ve demonstrated over and over the ability to come up with great ideas and pull them off, then we trust you and we’re going to give you that creative capital that allows you to think bigger and think differently about what more you could do, what risks you could take. So we’re very excited about that program, and once we announce the first Bush Prize recipients in December 2013, we’ll be very eager to see what they will make happen.

Q: What have you learned from looking back on the Bush Foundation’s 60 years?

A: For much of the history of the Foundation, we were a responsive grantmaker—we received requests from folks and made funding decisions from that pool. Then a few years ago, we made a break from that and began searching out the best ideas and making funding decisions based on a much more specific, proactive strategy of our own.

As we learn from our full 60-year track record of working with the community, I like to think that the next wave of history for the Bush Foundation will combine the best of both approaches. We want to be truly open and engaged in the community and also to be strategic and proactive. I don’t think those are mutually exclusive. In all that we do, we are working to build on the lessons of our entire 60-year history—to build on our best and do more good every year. **6**



Former University of Minnesota president Robert H. Bruininks served as interim president of the Bush Foundation from April to August 2012.

We Invest in Great Ideas

“THE BUSH FOUNDATION is the product of innovation,” says Bush Board Chair Pamela Moret. “The innovation that drove the success of 3M in turn created the Foundation. And innovation is a theme throughout the Foundation’s history—supporting institutions that are pushing boundaries, developing new approaches to meeting community needs. Over its 60 years, the Foundation has supported the development and spread of great ideas across the region and beyond. Here are just a few of them.”

Alcohol recovery programs reached out to women in several ways during the 1960s, including through comic strips.



CHEMICAL DEPENDENCY TREATMENT

A famous teetotaler who never spent a penny of 3M scrip on alcohol, Archibald Bush was also a generous supporter of Minnesota’s early recovery movement, establishing the Granville House, a Saint Paul half-way house for women alcoholics, as early as 1963. Chemical dependency research, treatment and rehabilitation remained a priority within the Foundation’s human services grants for many years, with gifts that invested in family care and counseling at the Johnson Institute and adolescent treatment at North Dakota’s Prairie Learning Center. The Foundation also gave capital funding for Hazelden’s Renewal Center in Center City, Minnesota, which is run today by 1985 Bush Fellow **Mark Mishek**.

Hear more about these great ideas at BushFoundation.org/BF60.

Early Childhood Education

THE BOARD OF DIRECTORS has always driven the Foundation's giving choices, but few members have been as influential as Irving B. Harris. The Saint Paul-born, Chicago-based businessman and philanthropist was a true believer in the power of early education, a changemaker behind such initiatives as the Erickson Institute for Early Education, Project Head Start and the Ounce of Prevention Fund.

"Irving Harris was way out in front of what turned out to be one of the most important breakthroughs in education research—understanding how critical the foundation years are, from prenatal to five, in brain development," says Art Rolnick, an economist and senior fellow and co-director of the Human Capital Research Collaborative at the Hubert H. Humphrey School of Public Affairs at the University of Minnesota. "Early on, he saw that when you reduce the stress of poverty and provide some quality environments for kids long term, we get extraordinary outcomes."

When Harris joined the Bush Foundation Board in 1970, he championed the creation of Bush Centers for Child Development and Social Policy at four compass points—the University of Michigan, the University of North Carolina, the University of California-Los Angeles and Yale, Harris's own alma mater. Between 1977 and 1987, the Bush Centers were the home of leading work in the field of early childhood development, providing more than \$11 million in grants that supported the scholarship of more than 250 pre- and post-doctoral fellows.

"Harris was a force," says former Bush Foundation Senior Program Officer Jane Kretzmann, who led the Foundation's early childhood work beginning in the '90s. "He really saw child development as the key to ending poverty."



By the late 1980s and early '90s, the Foundation's interest in the region's youngest learners began to focus on the growing care that infants and toddlers were receiving outside their immediate families, in daycare centers and less formal settings, such as with extended family, including grandparents. "The growth of women in the workforce, and the decline of real wages were definitely drivers" of that discussion, Kretzmann says about grants to such nonprofits as Resources for Child Caring (now ThinkSmall) and the Minnesota Child Care Resource and Referral Network. As a growing body of neuroscience research in the '90s revealed the importance of giving children a great start during the "zero to three" years, the Bush Foundation launched an aggressive Infant Toddler

Development Program designed to introduce in the region an effective curriculum called the Program for Infant Toddler Care. A successor program begun in 2001 focused on shoring up the quality and capacity of caregivers—a critical need in the three-state region, where mothers with young children have some of the highest labor force participation rates in the nation.

Through the Foundation's "kith and kin" program, informal caregivers like grandparents learned how to engage the child during the vital "zero-to-three" phase of learning.

Rolnick says, "Without the kind of intervention the Bush Foundation was working on 40 years ago, I don't think we'd be where we are today," with kindergarten readiness programs, growing private-sector support for early learning programs and the Minnesota Legislature's recent passage of \$40 million in pre-school and childcare scholarships for at-risk kids. Since 1970, the Foundation has awarded nearly \$41 million in child development grants across the region, with ripple effects Rolnick believes can still be felt. "When you take an economic lens to it, the rate on return for investments in early education is double digit."

The Foundation's commitment in 2008 to its current priorities brought the child development priority to a close, but that early education legacy is being carried forward by Bush Fellows such as **Scott Harman** (page 31) and **Helen Kim** (page 29).

*I believe that God's gift of **BRAIN POTENTIAL** is not discriminatory. Kindergarten is much too late to worry if a child is ready to learn.*

—IRVING B. HARRIS, *Bush Foundation Board Member, 1970–1982*

TEACHER EFFECTIVENESS

For decades, the Foundation's education program work used strategies as wide-ranging as early childhood, faculty development, STEM for girls and minorities, and capital projects.

In 2009, however, the Foundation's support of education took on a new focus. It launched a \$40 million initiative to improve teacher effective-

ness by changing the way teachers are recruited, prepared, employed, supported and measured. Fourteen institutions of higher education who prepare teachers are key partners in this effort. Kayla-Yang Best, the Foundation's education director, says, "Improving teacher effectiveness is a key that can unlock the potential in all students, making it an important tool in closing the achievement gap."

Domestic Violence Prevention

FROM A MAJOR GIFT to the nation's first battered women's shelter in 1974, to "The Duluth Model" to end domestic violence, the Bush Foundation took an early lead on protecting women and children from abuse.

Women's Advocates was little more than an apartment and an answering machine when the newly formed nonprofit requested \$60,000 in capital funds from the Bush Foundation to turn a dilapidated Saint Paul commune into an emergency shelter for women and their children.

There were a few strikes against the request: the house in question was full of fleas, the Foundation didn't award capital gifts to programs with no proven track record and the organization itself was only just beginning to understand the full reach and family toll of domestic violence in the region. "Women needed a place to stay, just like they do now, but at the time we didn't even know they were being abused because they didn't tell us," says **Sharon Rice Vaughan**, an organization co-founder, who took abused women and children into her own home. "If there's no help for them, telling others about the abuse just puts women in more danger."

The one document Women's Advocates did have in their favor was a phone log, a careful recording of the hundreds of women who had called looking for shelter, legal aid, medical care and other needs that weren't being met by the social service system. "It was a very powerful case for the need," says Rice Vaughan. "Plus, our record-keeping helped reassure the Bush Foundation that we really could be trusted to do what we promised to do."

That first gift from the Foundation, combined with another grant from the H.B. Fuller Foundation, established Women's Advocates as the country's very first battered women's shelter—a full-service crisis center that has provided emergency services to more than 38,000 women and children in its nearly 40-year history. For the Foundation, the grant was just the beginning of more than 35 years of grantmaking to prevent domestic violence that continued through 2008, with almost \$16 million in gifts

to support emergency shelters from Rochester to Rapid City, educational programs for children hurt by violence at home and even training conferences to explore the messages clergy and other caregivers offer to women in abusive relationships.

Coordinating system response to domestic violence was an early point of entry for the Foundation, which began working with the Minnesota Department of Corrections Program for Battered Women as soon as it was founded in 1977. **Maggie Arzdorf-Schubbe**, who directed the state program, recalls that the effort enjoyed broad support from the Foundation, "from the strong women who were on the Board," to program staffer Liz Pegues, to president Humphrey Doermann. "Liz took Humphrey on a site visit to a shelter in Rochester, and while they were there, a batterer got on the roof with a gun," she says. "He was always supportive, but I think he became a true believer after that."

One of the most innovative efforts the Foundation helped fund was Duluth's Domestic Abuse Intervention Project, a program created in the early '80s that called for a community-wide response to ending the cycle of violence. Now considered a best practice for protecting battered women from their abusers, the so-called "Duluth Model" has been replicated across the country.

True to its roots, the Bush Foundation also invested in the individual leaders who had already shown promise in the field, granting Arzdorf-Schubbe a 1988 Bush Fellowship to study public administration at Harvard's Kennedy School and hiring her as a consultant on the priority when she finished her degree (she continues as a Foundation consultant today focusing on the community innovation programs). Rice Vaughan, who came to Women's Advocates through a group of "feisty women" friends involved in the anti-war movement, earned a Bush Fellowship in 1979, and jokes that she may have been the first Bush Fellow "to wear sandals."

"We were radical, but we could never have done what we did without the Bush Foundation," says Rice Vaughan. "It was quite an interesting coalition."

SOCIAL ENTREPRENEURSHIP

One of the largest buildings in Minnesota—second only to the Mall of America in square footage—Minneapolis’s Sears Tower sat empty on Lake Street for nearly a decade before it reopened for business in May 2006 as the Midtown Global Market. “When it was empty, it loomed over a very low-income neighborhood as a symbol of abandonment, and when it was renovated and filled with new businesses it became the symbol of the opposite,” says **Mihailo “Mike” Temali**, founder and CEO of the Neighborhood Development Center, one of the nonprofit partners that led the charge on turning the 1.2 million square-foot space into a public market/microbusiness incubator for Phillips neighborhood entrepreneurs, many of them recent immigrants.

The Foundation’s support for the project took several forms, starting with a 1998 Bush Fellowship for Temali that allowed him to study at Harvard and MIT and to explore community development in Santiago, Chile. In 2005, the Foundation made a \$300,000 capital gift to support renovation of the building, and a year later, provided a \$75,000 grant through its immigrant and refugee program priority to Goodwill Industries to support a training program for entrepreneurs starting new businesses. “As an early funder, the Bush Foundation played an instrumental role in getting it off the ground,” Temali says about the project, which has created 200 new jobs and generated more than \$75 million in sales in the last seven years. With 85 percent occupancy, 1.2 million customers a year and 13 vendors who have gone on to the small business big time of the Minnesota State Fair, Temali says, “By most measures it’s been an over-the-top success.”

ALUMNI GIVING CAMPAIGNS

“I didn’t even finish high school,” Archibald Bush told the Saint Paul *Pioneer Press* in 1959. “Today a college education is essential.” In fact, one of the first items of business for his new foundation was the creation of a \$25,000 “Fund for Scholars” in 1954, from which Bush himself wrote checks or made loans to promising students.

A trustee at Hamline University, Bush also contributed capital funding toward Hamline’s Student Center and Alumni Learning Center, and was a force behind the alumni challenge—a precedent for leveraged giving that later inspired a series of Bush Foundation alumni giving matching grants at 20 private colleges across the three states, including Jamestown College in North Dakota, the University of Sioux Falls and Augsburg College in Minneapolis.



“The Foundation invested more than \$105 million in regional colleges to support capital and faculty development projects,” says Lars Leafblad, the Foundation’s leadership and engagement director. “But in many ways, a much smaller portfolio of alumni matching grants, just \$3.4 million, gave these private colleges the capacity to leverage the lasting support they need from their own community of alums.”

ECOLOGICAL HEALTH

The word “locavore” had yet to be coined in 2002 when the grassroots farm advocacy group Dakota Rural Action, based in Brookings, South Dakota, receives its first ecohealth grant from the Foundation. “Dakota Rural Action was among the pioneers looking at access to farm-fresh, healthy food, and putting that in the context of increasing obesity rates and the depopulation of rural areas,” says **Kathy Draeger**, a 1999 Bush Fellow, who served as a consultant to a series of ecological health grants the Foundation made between 2002 and 2007. “They proved that a grassroots group can really improve environmental health, human health, economic wellbeing and rural revitalization all with one strategy—a robust marketplace for locally grown food. It was a good early example of a win-win-win approach.”

Dakota Rural Action received \$652,000 of the more than \$25 million the Bush Foundation invested in 147 grants to improve the region’s ecological health, a priority that had what Draeger, who now serves as the University of Minnesota’s statewide director of regional sustainable development partnerships, describes as a progressive

Midtown Global Market tenants Thomas Kim and Kat Melgaard, owners of The Left Handed Cook, which serves Midwestern comfort food with Korean nuances.



PHOTO: ROBB MARQUARDT

The Minneapolis Sculpture Garden is home to the iconic Spoon Bridge and Cherry by sculptors Claes Oldenburg and Coosje Van Bruggen.

“upstream” approach. “The Bush Foundation had one of the first grantmaking programs that made the connection between environmental impacts and human health. The idea was that you can cure a chronic exposure to a toxin, but how much better if we can work upstream to encourage ways to get that out of the environment,” Draeger says. “They were at least a dozen years ahead of their time.”

Funding through the ecological health priority invested in emissions-reduction projects directed by the Minnesota Environmental Initiative, water quality programs championed by Friends of the Mississippi River and analysis of Twin Cities’ river valleys for Great River Greening, among many others. Draeger says, “The Foundation’s investment in ecological health got some legs under the whole movement to integrate human and environmental health, which was really valuable.”

HUMAN SEXUALITY

One of the first major gifts the Bush Foundation made to the University of Minnesota helped establish the Program in Human Sexuality, an initiative that raised some eyebrows in 1972. “There was, as you can imagine, quite a bit of discussion within our Board as to whether this was a good thing to be getting into,” Humphrey Doermann lat-

Taking Arts to the Next Level

FEW AREAS IN THE ARTS have felt the tectonic forces of new technology quite as profoundly as writing and publishing. Case in point: when the Loft Literary Center moved into its new location at Minneapolis’s Open Book on Washington Avenue in 2000, the Internet was home to fewer than 100,000 “web logs” and the Kindle was still seven years away from imploding the world of traditional publishing.

But today, with a host of online classes available to anyone with wi-fi, outreach programs across 33 communities and courses on everything from food blogging to “designing your own zombie apocalypse,” the Loft hasn’t just been following trends in the literary arts—it’s been leading them.

“We’ve been able to be proactive rather than simply reactive,” says the Loft’s Managing Director Beth Schoeppler, who credits some of the Center’s capacity to stay current to the Loft’s participation in the Regional Arts Development Program (RADP), a Bush Foundation grantmaking effort that made 10-year commitments to mid-sized arts groups across the region. “The sense of security that you had from this base of support that lasted over a longer term gave you the opportunity to take risks, fail, learn and come back with better ideas,” Schoeppler says about the Loft’s participation in RADP from 2000 to 2010. “It gave organizations the ability to spend some time really thinking about what’s coming next.”

Artists and arts organizations across the three states have been major benefactors of Foundation funding, which leveraged grants across the cultural spectrum through an assortment of grant strategies. One was the Bush Artist Program, which began awarding fellowships of \$10,000 to individual artists in 1976, a grant amount that grew to \$50,000 by the end of the program in 2010. That program also created the \$100,000 Enduring Vision Award to recognize mature “master” artists in many genres.

The Foundation supplied a steady stream of capital and general operating support to many of the region’s arts institutions. In addition to grants to mid-sized groups through RADP, emerging groups got help getting off the ground through ArtsLab, a collaborative program that also counted the Jerome, McKnight and Saint Paul foundations, and others, as funders over time.

Institutions with annual budgets of \$5 million and more (like Walker Art Center in Minneapolis) could apply for strategic support through the Large Cultural Organizations Development Fund. “One thing that’s made the Bush Foundation really significant as a funder is that they’ve been willing to get behind some very transformational gifts,” says Olga Viso, executive director of the Walker. For instance, the Foundation supported the construction of the Minneapolis Sculpture Garden (above, left), now the most recognizable public art space in the region. Less visible to the community, but no less visionary, she says, was the Foundation’s commitment to sup-



The South Dakota Symphony Orchestra serves its Sioux Falls community in many ways, including through its Young Musician Concerto Competition, won in 2013 by Skye Dearborn.

PHOTO: JAYNE ERICKSON

Arts Funding at a Glance

- Grants for the arts since 1970: **1,032**
- Total dollars for arts and humanities: **\$134.5 million**
- Total capital grants for the arts: **127**
- Total capital funding for arts: **\$29.1 million**
- Total number of Bush Artists Fellows: **431**
- Total number of artist fellows who have earned more than one fellowship: **45**
- Total funding support for individual artists: **\$15 million**

sized groups don't have the endowments that the larger organizations can rely on, and they can't be as nimble as the smaller groups" explains former Foundation Senior Program Officer Nancy Fushan, who worked with such RADP participants as the South Dakota Symphony Orchestra (photo, left), the American Composers Forum and the Fergus Falls Center for the Arts. Once organizations made it through the rigorous selection process, the long-term funding made it possible for many mid-sized groups to respond to unanticipated challenges—for instance, allowing the North Dakota Museum of Art in Grand Forks to serve as a community center and church in the wake of the 1997 flood. The flexible program helped the Rochester Art Center manage the pains of rapid growth with a new building and budget that tripled during its 10-year involvement in RADP. And when the founder of the Dale Warland Singers decided to retire, RADP support allowed the organization to bring its 32-year legacy to a careful close, finding a home for the group's score

port the Walker's global initiative, a five-year effort "that really transformed our collection, and the scope and breadth of our programs," says Viso. "A lot of giving doesn't happen with that long-term horizon in mind—fundors want to see immediate results," she says, giving credit to the Foundation's program officers and the "sometimes brutal" reporting process "for really pushing us to our convictions and helping us to create sustained change and new directions."

Among this portfolio of arts programs, several participants in the Regional Arts Development Program said it had perhaps the greatest reach, providing unrestricted strategic funding for mid-sized nonprofits—often the most vulnerable organizations in the region's arts ecology. "Mid-

library and creating a fund for new choral compositions.

By the conclusion of the Loft's RADP decade, its student enrollment had jumped by 150 percent, its audience tripled and nearly 90,000 people a year were discovering the literary center through the web—a platform that hadn't been a part of the organization's original plan. "Any particular funder is only a small part of creating change," says Fushan, now a nonprofit consultant. "But I want to believe that for a certain slice of those RADP organizations, the confluence of having this kind of flexible funding, coupled with external opportunities, internal leadership and great art-making, all worked together to really strengthen the region's arts ecosystem."

er told a U of M historian. “The argument that won...was that there were not, at that time, many university centers around the country with programs like this and that a huge proportion of American marriages seemed to be dysfunctional and sexual dysfunction was, perhaps, an important part of that; therefore, how could you back away from a challenge like that, particularly, if other people were being cautious about it?” The Program in Human Sexuality has grown to become one of the largest clinical, teaching and research institutions in the world specializing in human sexuality, training more than 5,000 U of M and Mayo Clinic physicians, and providing services to more than 500 individuals and couples each year.

AMERICAN INDIAN CHILD WELFARE CERTIFICATE PROGRAM

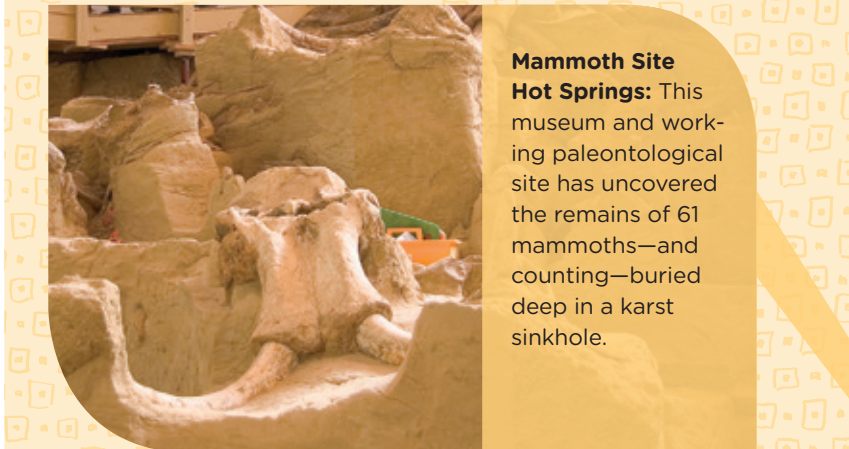
Increasing the number of American Indians with the cultural and professional skillset to improve child welfare systems was the aim of a two-year, \$224,000 grant the Bush Foundation made to the University of Minnesota, Duluth, Department of Social Work in 2000. Though the program never evolved into the national model UMD originally envisioned, there were other valuable outcomes. **Priscilla Day**, a 1999 Bush Fellow, is the director of the Center for Regional and Tribal Child Welfare Studies and chairs the social work department at UMD. She says the process “spun off some projects that I think are amazing.” Today, nearly a quarter of UMD’s child welfare scholars are from Indian country, a new online bachelors program will allow tribal students to study remotely from reservations and rural communities, and the school also sponsors twice-yearly institutes that bring Indian child welfare professionals together to share ideas and build partnerships. “All of these goals really flowed from the certificate program,” Day says, “so I would say the initial investment that the Foundation made has led to some powerful projects, interventions and relationships that are happening across Minnesota, and making a difference for children.”

ONLINE GIVING

Helping Minnesota nonprofits harness the power of online donations was the plan behind GiveMN.org, an online giving platform the Bush Foundation and other philanthropy partners, led by the Minnesota Community Foundation, helped to get off the ground in 2009. By making its state-of-the-art website free for nearly 7,000 schools and nonprofits, and building excitement about e-philanthropy through “Give to the Max Day” every November since, GiveMN.org has helped raise more than \$75 million and counting for Minnesota causes.



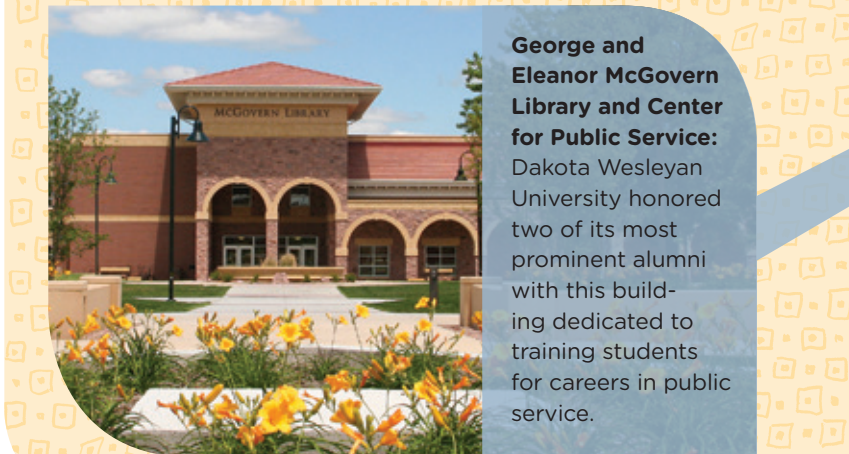
North Dakota Cowboy Hall of Fame: The American West’s most famous cowboys, Indians, ranchers and rodeo stars all have a place of honor at the Hall of Fame.



Mammoth Site Hot Springs: This museum and working paleontological site has uncovered the remains of 61 mammoths—and counting—buried deep in a karst sinkhole.



Great Plains Food Bank: Volunteers like Jill help distribute the more than 11 million pounds of food that reach 260-plus charitable feeding programs operating in 99 communities across North Dakota and Clay County, Minnesota.



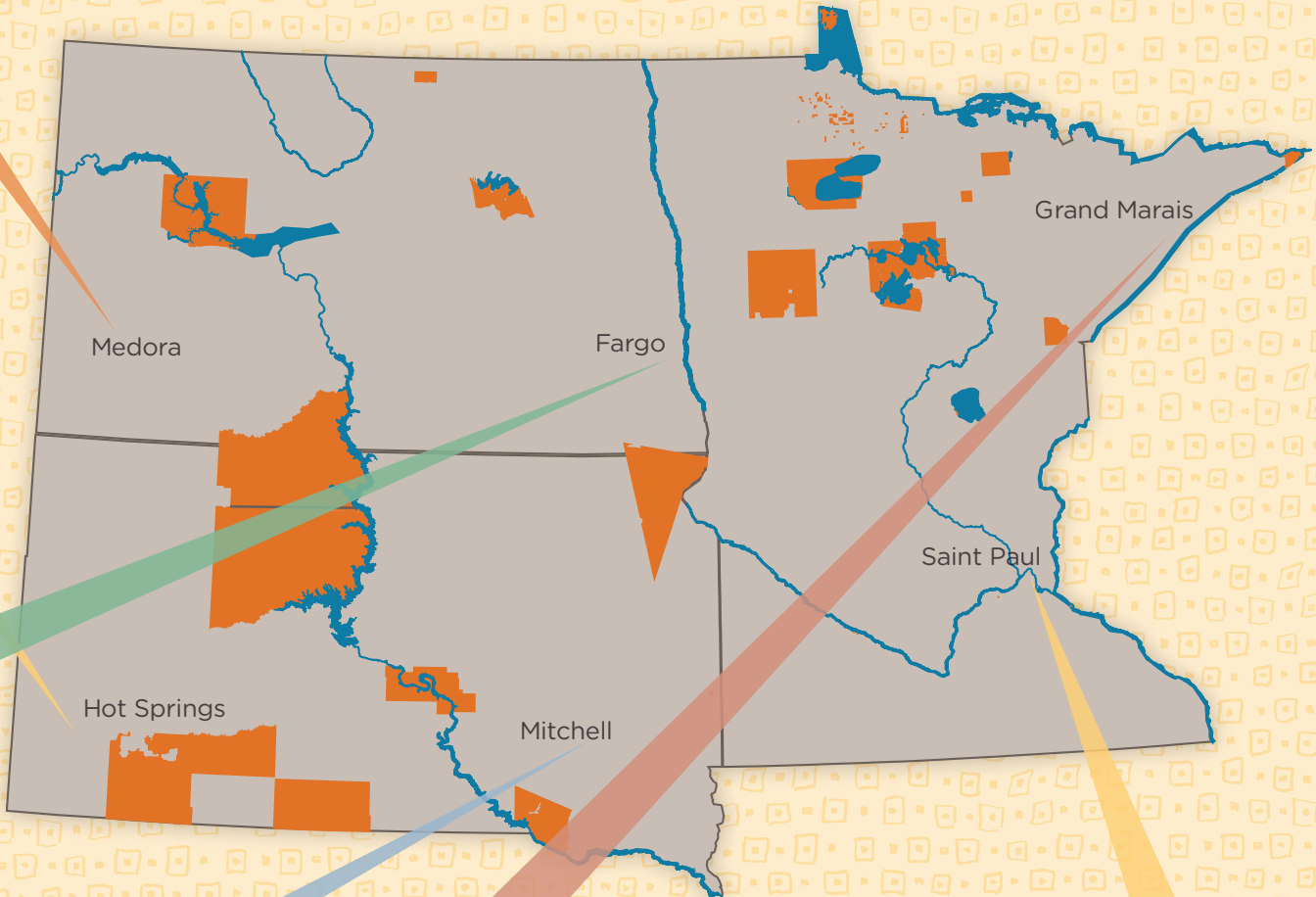
George and Eleanor McGovern Library and Center for Public Service: Dakota Wesleyan University honored two of its most prominent alumni with this building dedicated to training students for careers in public service.

Building the Region

FOR SOME ORGANIZATIONS, the next step in their development could only happen in a new building. Between 1970 and 2008, the Foundation invested more than \$191 million in capital improvements across the region through nearly 1,000 individual grants.

In a 2002 study the Foundation made of what happened after a building was completed, grantees reported that their capital project had strengthened their organization as evidenced by greater financial stability, lower building operating costs and new relationships with other organizations.

Here's a glimpse of just six of the hundreds of the great buildings the Bush Foundation is proud to have helped make possible over the last 60 years.



North House Folk School: Founded in a reclaimed fish house, this school dedicated to traditional northern crafts expanded into new timber-frame classrooms that now serve more than 13,000 students like Tara each year.



Minnesota Public Radio: During a simulcast of the 2011 BBC program “Africa, Have Your Say,” young Somalis in London and Saint Paul connected from MPR’s UBS Forum.

PHOTOS: NORTH HOUSE. ©2014 / TYLER KELLEN. MPR. COURTESY OF MINNESOTA PUBLIC RADIO

Graduates from Dillard University in New Orleans, one of many historically Black colleges and universities that received Foundation funding.



PHOTO: COURTESY OF DILLARD UNIVERSITY

HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

The success of its alumni challenge grants at private schools across the Upper Midwest inspired the Bush Foundation in 1976 to push beyond its traditional three-state boundary by extending grants to historically Black colleges and universities (HBCUs). “The Foundation’s Board recognized the strong record of success HBCUs had in developing leaders in the African American community,” former Bush Foundation Board Chair Ann Wynia says, “and it responded by creating an opportunity for all of the private United Negro College Fund universities and colleges to participate in our extensive higher education grant programs.”

Within a year of kicking off the first initiative, the program proved more popular and expensive than the Foundation had anticipated, prompting

it to recruit a funding partner. For nearly three decades, the William and Flora Hewlett Foundation of Palo Alto, California, co-funded capital gifts, faculty development grants and alumni challenge grants. The alumni challenge grants were so successful that participating schools had more than doubled their alumni giving by 1980, with some colleges and universities actually tripling their donations. Over the next 30 years, the Bush Foundation alone and in partnership with Hewlett gave nearly \$52 million in grant awards to historically Black institutions such as Atlanta’s Spelman and Morehouse colleges, Tuskegee University in Alabama, and Dillard and Xavier universities in New Orleans.

While the partnership with the Hewlett Foundation concluded in 2005, that same year the Foundation made three grants totaling \$5 million—at that time among the largest in its history—to help speed recovery for HBCUs hit hard by Hurricane Katrina.

BLACK HIGHER EDUCATION *calls out for further attention—from educators, funders, and scholars. These institutions represent, in many ways, one of the most remarkable stories of education-against-the-odds of any set of schools in America.*

—Stand and Prosper: Private Black Colleges and Their Students by Humphrey Doermann and Henry Drewry, 2001

IMMIGRANTS AND REFUGEES

The region's foreign-born population rose dramatically beginning in the 1970s, a demographic shift the Bush Foundation answered with a surge of grants to nonprofits committed to helping immigrants and refugees. "Newcomers to this region have really helped to fuel our economy and have brought so many cultural gifts to our communities that the Foundation is very proud to have supported great projects and nonprofits that helped immigrants and refugees resettle and thrive," says former Foundation Board Chair Jan K. Malcolm. Starting in 1972, the Bush Foundation invested more than \$30 million through 277 grants that supported legal assistance and human services efforts at such organizations as the American Refugee Center, the Association for the Advancement of Hmong Women in Minnesota, Migrant Health Services, Centro Cultural Chicano and the Center for Victims of Torture. Much of the Foundation's support for immigrants and refugees went to organizations that used the "mutual assistance" model, which ensured that the new arrivals themselves were determining the most pressing needs in their own communities, whether it was assistance in starting new businesses, or access to health care or education. The Foundation also made capital grants to such leading institutions as Neighborhood House and the Wilder Foundation, to build the capacity of organizations that continue to welcome the region's immigrants.

TRIBAL LAW LIBRARIES

Even though the Foundation has a current commitment to Native nations through its nation-building work (page 27), the Bush Foundation has invested in the problem-solving capacity of tribal communities for decades. One such program contributed nearly \$1.7 million for tribal law libraries through 18 grants made across the region, building tribal court capacity in tribal nations such as Red Lake, Turtle Mountain, Spirit Lake, Mille Lacs, Standing Rock and Rosebud throughout the 1990s.

STEM EDUCATION

The U.S. Department of Labor predicts that by 2018, the three-state region will need more than 220,000 workers to fill jobs that require skills in science, technology, engineering and math (STEM)—great prospects the Bush Foundation began planning for nearly 30 years ago.

"The Bush Foundation's interest in STEM started in the '80s with several female Foundation Board members who were alarmed about a gap between girls and boys in science and math," says **Susan Showalter**, a 1983 Bush Fellow who went on to become a consultant for a grantmaking priority aimed at getting more girls and minorities to stick with their science and math studies. Research shows that persistence in those disciplines tends to pay off, with



In 2005, photographer Quito Ziegler set up 30 photo "trucks" across Minnesota to capture the rich diversity of immigrants and refugees who now call the state home.



Careers in engineering (the E in STEM) can begin in elementary school when talented teachers have the right training to keep their students engaged.

salaries that can be 25 to 50 percent higher than for students who stop studying STEM-related subjects.

Starting in 1987, the Bush Foundation made more than \$12 million in STEM education grants to 22 organizations, including the Bakken Museum in Minneapolis and the Gateway to Science Center in Bismarck, North Dakota. Among the most successful initiatives was Operation SMART, an afterschool program for girls run by Youth and Family Services of Rapid City, South Dakota, and the Institute for Excellence in Math and Science Education, a project of the North Valley Vocational and Technology Center of Grafton, North Dakota, both of which trained the states' K-12 teachers on methods and mentoring approaches that keep underserved students curious about math and science.

While these STEM-specific grants ended in 2008, the Foundation's investment in this area has continued through the selection of several Bush Fellows who are exploring the next-generation needs of STEM. For instance, 2011 Bush Fellow **Anne Hornickle Yuska**, the program director of the University of Minnesota's North Star STEM Alliance, is developing a Minnesota STEM network that can connect stakeholders from business, education and workforce development.

Kalc Vang, a 2012 Fellow, is leading a STEM effort specifically for Hmong students and their parents, speaking at clan family picnics about the host of high-tech opportunities that will be available to graduates who stay the course in those subjects. "Most Hmong parents tell their kids 'I want you to be a doctor; I want you to be a lawyer.' They don't recognize there are other opportunities," says Vang, a project manager at 3M who first realized he could pursue his passion for chemistry when engineers from that company came to visit his class at

Como Park High School in Saint Paul. "With 90,000 Hmong in the Twin Cities, I don't think I'm seeing as many smart students from my community as I'd like to in these jobs. That's what I'm trying to change."

The Foundation's current Teacher Effectiveness Initiative (page 18) also touches on STEM education. Some of our 14 teacher preparation partners have found a niche in training STEM teachers, knowing there is great demand for such teachers in K-12 schools. "While eliminating disparities was the driving force behind the Bush Foundation's early support for STEM offerings for girls and minorities," says Justin Christy, the Foundation's education associate, "the need for STEM education has become a workforce development issue—one that some of our teacher preparation partners are addressing as they train the next generation of teachers."

"THE BUSH PUSH"

Long-time listeners of Minnesota Public Radio will remember the dollar-for-dollar membership challenge grants the Bush Foundation began supporting in the mid-'70s—community-wide fundraising efforts that on-air hosts referred to affectionately as the "the Bush Push." Since 1971, the Foundation has invested more than \$18.7 million in public radio and television stations through membership challenges, operating support and capital grants to shore up the region's telecommunications infrastructure, an effort that one Foundation report said could be "fundamental to the development of Minnesota and the Dakotas."

"Public broadcasting hit a few of our sweet spots," explains former Bush Board Chair Kathy Tunheim. "The Board saw the public airwaves as an access point for education and cultural programming that could reach into every community, regardless of its size or resources," she says about an aggressive grant strategy that concentrated two-thirds of funding on the region's two largest entities, Twin Cities Public Television and Minnesota Public Radio, both considered national leaders in the field. "Later on, in the '90s, with grants that established Native radio stations that serve the Turtle Mountain Band of Chippewa and the Standing Rock Sioux Tribe (and surrounding areas), the Foundation also saw the value these stations had in creating community connections across wide rural areas."

With the dawn of digital technology, Foundation funding helped public broadcasters upgrade equipment and expand their reach, supporting two-way electronic communications between the three television stations in North Dakota, helping MPR start a digital audio archive and investing in the Minnesota Video Vault, a web-based, on-demand video service for documentaries, performances, interviews and speeches collected from public broadcasters across the region.

Native Nation Building

THE SEED FOR ONE of the Bush Foundation's newest initiatives was planted in 2008, when Peter Hutchinson, then the Foundation's president, traveled to Pine Ridge to meet with young people from the Oglala Lakota Tribe. Hutchinson remembers the youths saying: "We have to be owners of our own destiny. We've spent 100 years being dependent on other people, but the only people we can rely on are ourselves. We've got to take the responsibility for governing our own fate."

"That was a magic moment," recalls Hutchinson. "If you think about the history of the government's relationship with the tribes—or philanthropy's relationship—it's almost always about people doing things *for* the tribes and hardly ever about doing things *with* them. These young Native leaders were saying 'we don't want you to tell us what to do. We don't want you to solve our problems. We want you to help us solve our problems, and then stay out of the way.' I thought that was pretty courageous."

In the days and weeks following that meeting, Hutchinson remembers asking himself whether the Foundation had the courage to act on what he'd heard.

The encounter inspired the Foundation to bring people knowledgeable about Indian Country to Saint Paul for two days in 2008 during which they were asked to reimagine the role the Bush Foundation could play in supporting Native people.

Jaime A. Pinkham was at that imagining session. A member of the Nez Perce Tribe and a former tribal official, Pinkham was a founding board member of the Native Nations Institute at the University of Arizona. When the invitation to Saint Paul came, he was living in Portland, Oregon, and had never heard of the Bush Foundation. He asked around and learned it had a good reputation in Indian Country. Still, he was skeptical about Hutchinson's charge to the group—come up with a new template for the Foundation's work with the 23 Native nations in its region.

Hutchinson says, "We virtually locked them in a room for two days and said, 'If you had a chunk of money and 10 years, what would you do? And the answer has to be that 10 years later, the people in the tribes are better off, they're more economically secure, they're safer, better educated...'"

Big talk was nothing new to Pinkham. "When foundations approached the tribes, I was always skeptical,"

he says. "Indian Country was always seeing people who wanted to be messiahs, people who said, 'We'll save you, we have the answers for you, we'll bail you out.' But it was always *their* way."


Early on in the two-day gathering, Hutchinson thought the effort was failing, but the assembly came up with a challenge that Pinkham says, "stretched the comfort zone and the boundaries of the Bush Foundation. In Indian Country, we've found the most success when the tribes themselves are calling the shots. It's easy for foundations to support tribal programs, but when foundations begin to set the agenda and prescribe the outcome that's not true self-governance. The most sustainable solutions are when the tribes set their own agendas."

Accepting the group's challenge meant that the Foundation would engage with the tribes in what Hutchinson calls "a dance called nation-building." Essentially, the Foundation had agreed "to stand there and wait to see if anyone wants to dance, and if they *do* want to dance you have to dance at their tempo, to their music, in their time frame and they get to lead. If you're willing to do that, you'll rebuild nations. But if you need to lead, if you need to be on *your* schedule, and drive outcomes and be in charge, it won't work. I want you to imagine what it was like to go to the Foundation's Board

and describe this completely non-Type A approach to nation-building to a sort of 'Type A' Board...totally counter-intuitive to everything we've been taught to believe." But the Board approved it, and in 2009, Hutchinson hired Pinkham to lead the work, and "Jaime has been standing out in the middle of that dance floor ever since."

For Pinkham and the Foundation, which is now nearly halfway into a decade-long commitment to supporting Native nation-building, the work seems a tall order at times.

"It took the tribes 150 years—150 years when someone else was setting the agenda—to get into the position we find them in today," says Pinkham. "So I knew when I was hired that I wasn't going to change it in 10 years. But, damn it, we are going to work hard. We want to be true partners."

Pinkham's dedication to the nation-building approach was buoyed by an early meeting he had with one tribal chair. "It's about time," the tribal chair told him, "that a foundation got it right." 



We Invest in *People Power*

INVESTING IN PEOPLE has been central to the strategy and identity of the Bush Foundation for decades. Building on the investments Archie Bush himself made in people, the Foundation has offered a number of programs through the years to build the skills and ambitions of high-potential people. Over the last 60 years, the Bush Foundation has selected more than 3,000 Bush Fellows, Bush Educators and Native Nation Rebuilders. When we look at the contributions and accomplishments of these individual leaders, it's extraordinary to see what people have gone on to do. Here are just 60 of their thousands of stories.



BERNADEIA JOHNSON
1997 Bush Educator

The best lesson former fifth-grade teacher Bernadeia Johnson took from her year as a Bush Educator came while buckled into a climbing harness on the top of a North Shore cliff as a team of other Bush Educators worked the belay. “I volunteered to get up to the top, but when I got there I got so scared I didn’t have

the strength to come down. I stayed up on the cliff forever, looking out over Duluth,

and let me tell you, it taught me something: Fear immobilizes, and you can’t force people to go where they just don’t believe they can go.” Johnson eventually found the courage to climb down, pursue a doctorate degree and take charge of the Minneapolis Public Schools, serving as superintendent to Minnesota’s second-largest district. “In those days I had 35 students, and now I have 35,000,” says Johnson, who believes that empowering her staff of 13,000 with the skills and strengths to take on the achievement gap is her most important job. “It’s about giving them the confidence in their minds that they have the capacity to change outcomes for our students.”

Hear the stories of
Fellows and Re-
builders in their own
words at [BushFoundation.org/BF60](https://www.bushfoundation.org/BF60).



Psychiatrist Helen Kim created an innovative program to support the mother/baby connection.

HELEN KIM

2008 Bush Fellow

“A mother who is depressed is not a bad parent, but she is an impaired parent,” says Helen Kim, a psychiatrist at Hennepin County Medical Center (HCMC) who used a Bush Fellowship to fill what she saw as a critical gap—providing mental health services to the estimated one in 10 women who suffers from postpartum depression, while supporting the life-giving bond between mothers and their babies. “Early experience affects brain architecture in babies and very young children, setting that baby on a trajectory for healthy development, or putting her at risk.” The result of Kim’s work is the Mother Baby Program at HCMC opened in April 2013, the first intensive maternal mental health program in Minnesota and only the fourth in the country.

But once I got there, I realized that I deserved to be there, too. It opened my eyes to what was possible.” Anderson is a member of the Lac Courte Oreilles Band of Ojibwe, co-founder of Grand Casinos, a former assistant secretary of the Bureau of Indian Affairs, and—most famously—founder of the barbecue chain Famous Dave’s, now a publicly traded company with more than 200 locations. “I think what you find out is that change doesn’t happen ‘out there’ unless you start transforming yourself,” he says. “And the biggest challenge for me was to realize that I was my own biggest challenge.”

DAVE ANDERSON

1985 Bush Fellow

“The Bush Foundation opened doors that never would have been opened to someone like myself,” says Dave Anderson. “If I’d called Harvard and said, ‘This is Dave Anderson, and I have lousy grades and no undergraduate degree,’ they would have slammed the phone down so fast!



KEVIN KLING

1988 & 2003 Bush Fellow

“When you write your first play, it’s kind of by accident. So at some point I realized that if I wanted to be an artist, I had to start doing it on purpose,” says Minneapolis playwright Kevin Kling, who credits his first Bush Artist Fellowship in 1988 with giving him the breathing room to develop the one-man storytelling style that soon took him from being a local treasure to a nationally known playwright and essayist. “You don’t always learn from success, because



Bush Fellows Dave Anderson (left) and Kevin Kling (above)

sometimes you don't have any idea how you did what you did," he says. "For me, my second fellowship in 2003 was even more important than the first, because taking a risk becomes an even greater risk as you get older. You have obligations, and it's a lot harder to step outside the comfort zone." Over the last decade, Kling's comfort zone has expanded to include adaptations for the Guthrie Theater, new plays for the Children's Theatre and Seattle Rep, an artist-in-residence stint at Minnesota Public Radio, essay collections (*The Dog Says How*) and even children's books (*Big Little Brother* and *Big Little Mother*). "I'm continually an 'emerging artist,' and I know that sounds odd, but you can't just rest on your laurels. I think that was why 'the Bush' was so important to people—it allowed you to be the type of artist you were and to grow in the way you needed to grow."

Aparna (left) and Raneeramaswamy (middle) in a company performance of "Sacred Earth."

RANEE RAMASWAMY

1996 Bush Fellow

APARNA RAMASWAMY

2002 Bush Fellow

With a new dance studio, two teenage daughters and a few doubts about what her next step should be, choreographer Raneeramaswamy says her 1996 Bush Fellowship came at just the right time. "It was almost like a blessing from the gods, saying 'you're alright, you're okay, keep going.'" Raneeramaswamy is the founder of Ragamala Dance, a Minneapolis-based troupe that travels the world sharing the classical Indian Bharatanatyam dance she first learned as a girl in India. "That kind of support gives you a kind of courage to go on."



In fact, it was another Bush Fellow, poet **Robert Bly** (1978 & 1985), whose translations of the Indian poet-saint Mirabai first inspired her to find a wider audience for the classical dance she and her daughter Aparna had been studying with the legendary Indian dancer Alarmel Valli. Raneeramaswamy remembers, "A student of mine had Bly's book, and the poems were about a strong woman who believed in her rights, in what she thought was true. The poems were so strong, they called out to me, and I said 'If I danced to them, do you think Robert Bly would read them for me?' I had no idea how big he was, or I wouldn't have had the guts to call him," she says, adding that the three performances she staged with the obliging poet "changed my life completely."

Collaborating with other artists to combine Eastern dance, music, mythology and philosophy with Western art, photography and spoken words has been a hallmark of Ragamala, which recently performed the repertory piece *Sacred Earth* in Edinburgh, Scotland.

Aparna Raneeramaswamy, who earned her own Bush Fellowship in 2002 at the age of 26, says, "We feel this ancient form is so relevant today. We are so proud of our traditions, but those traditions aren't dead—they're living. Being from a non-Western form, and trying new ways to communicate with audiences here, the Bush Fellowship gives another layer of legitimacy. You have critical response, you have audience response, but to have foundation support and to have your peers on panels give you that encouragement was really important for both of us," says the younger Raneeramaswamy, the first Bharatanatyam artist to be named one of *Dance Magazine's* "25 to Watch."

"I think a lot of artists are insecure—we're all working on our own, and we're developing these ideas, and to have that support from your community is truly amazing."

TWYLA B. BAKER-DEMARAY

2010 Native Nation Rebuilder

There was a strict "no iPhone" rule at the first Native Nation Rebuilder session Twyla Baker-Demaray attended in South Dakota's remote Spearfish Canyon—tough duty for a plugged-in Ph.D. and mother of seven, with more than 10,000 tweets to her name. "I think the Bush Foundation knew they had to get our attention to help us to bond and give us the tools we needed," says Baker-Demaray of Fort Berthold, North Dakota, an enrolled member of the Mandan, Hidatsa, and Arikara Nation, and former project director of the National Resource Center on Native Ameri-





Through my Bush Fellowship, I learned an important lesson about BEING A LEADER: being scared is okay, as long as it still feels like the right thing to do. I have learned to WORK ALONGSIDE my fear and actually allow it to guide me toward and through seemingly insurmountable challenges.

—PAKOU HANG, 2011 Bush Fellow, Executive Director of the newly created Hmong American Farmers Association, a member-based advocacy organization for Hmong American farmers and their families

can Aging, the nation’s largest repository of health data about Native elders. The low-tech strategy worked: “We’re brothers and sisters now,” she says about the Native leaders from other tribes who came together in her Rebuilders cohort. “We all have our challenges, but many of them are very similar. So we call and text and complain and vent and bounce ideas off each other.” Baker-Demaray says the experience also inspired her recent move back to the reservation to become dean of students at Fort Berthold Community College. “My work has been making an impact for Native people across the country, but my heart is always with my own people.”

SCOTT HARMAN

2002 Bush Fellow

“It’s hard to imagine, but there was a time when families with kids with Down Syndrome or developmental disabilities were strongly encouraged to institutionalize their kids,” says Scott Harman, a licensed independent clinical social worker at Saint David’s Center. The Minnetonka, Minnesota-based family services agency was founded more than 50 years ago in a church basement “by four mothers who really wanted to send a message that there were families like them, and many opportunities for their children to grow.” As its reach and reputation as a leader in innovative family programs grew over the years, Saint David’s earned a series of capacity-building grants from the Bush Foundation, complemented by Harman’s 2002 Bush Fellowship that allowed him to study the growing field of infant and early childhood mental health at the Jewish Board of Family and Children’s Services in New York City. “Reflecting on it now, it doesn’t feel like I was stepping away from my role at Saint David’s during those two years—more like I was stepping into the content and theory and the level of work that we’ve been able to apply here. Meaningful treatment for children means providing families with the support they need.”



ARTHUR AMIOTTE

1980 & 2002 Bush Fellow, 2010 Enduring Vision Award

“I was born in 1942 into a family of artists, and I was very fortunate to grow up with a distinctive world view,” says Arthur Amiotte, a Native American art historian and fine artist in Custer, South Dakota. “I find myself very different from non-Indian artists, because I can say with conviction that my task is well-defined—to be the eyes and ears of my culture.” A \$100,000 Enduring Vision Award in 2010 made it possible for Amiotte to create a digital record of his work, all of which is owned by museums and collec-



Artist Arthur Amiotte and his collage, “When We Performed Over There”

tors. He also is collaborating with the South Dakota State Historical Society for the launch of a major exhibition of his work in April 2014 that will combine Amiotte's renowned collage work with original ledger art created by his great-grandfather, Standing Bear, who once toured the country with Buffalo Bill's Wild West Show. "I've been at this since 1961, so I've become one of the old men in the field of the Dakota ledger art tradition," Amiotte says. "I've accepted my role as a visual spokesperson—an intermediary between the past and the future."

read a book," says Carlson, who served as Minnesota's 37th governor from 1991 through 1999. The result, he says, can be a legislature that looks more like "a bill-passing factory" than the "reflective body" it was originally designed to be.

"That's really true," says Kelliher, who served as speaker of the House of Representatives from 2007 to 2011. "To be creative, you need time doing something that's not your job. If you're always programmed and under pressure, those creative connections die—they don't have the oxygen."

In 1971, Carlson, then a member of the House of Representatives, used his Bush Fellowship to spend six months taking a closer look at the Department of Corrections. "One of the deficiencies of the legislative process is that a lot of legislators have a very limited understanding of large organizations. So I thought it would be more educational and more fruitful if you saw it from the point of view of the bureaucrats," Carlson says, adding that some of his observations during the Fellowship informed how he approached his job as governor 20 years later. "One of the things I noticed that was a bit startling was how a poorly run bureaucracy can crush cre-

ativity, and that's a real danger."

The question that interested Kelliher, who grew up on a farm, was how public policy could help bridge the divide between urban and rural communities. During her 2003 Fellowship at Harvard's Kennedy School, she studied economics and negotiation strategies—a new skillset her colleagues at the Capitol noticed as soon as she returned. "I knew something about budgeting before, but boy, at Harvard, I really learned budgeting," says Kelliher, adding that her new acumen prompted state economist Tom Stinson to raise an eyebrow and ask, "What happened to you?"



PHOTO: CHUCK OLSEN

Bush Fellows
Margaret Anderson
Kelliher and Arne
Carlson

ARNE CARLSON
1971 Bush Fellow

MARGARET ANDERSEN KELLIHER
2003 Bush Fellow

From two different eras in Minnesota state government, and opposite sides of the aisle, there's one thing 1971 Bush Fellow Arne Carlson and 2003 Bush Fellow Margaret Anderson Kelliher can readily agree on: leaders need more time to reflect.

"The truth of the matter is we keep our public officials so busy I wonder if they've even had time to

There are so many things that you can do other than being superintendent to HELP KIDS LEARN. I do think that people who've had experiences like mine have a responsibility to support and develop the NEXT GENERATION of school and district leaders.

—CAROL R. JOHNSON, 1992 Bush Fellow, former Superintendent of the Minneapolis, Memphis and Boston public school systems

Getting to know other Bush Fellows such as **Robert Vanasek** (1985), a Democrat who served as speaker of the House of Representatives from 1987 to 1992, inspired Kelliher to pursue her own Bush Fellowship.

For Carlson, 1969 Bush Fellow **Henry Savelkoul**, minority leader of the House from 1975 to 1977, was a role model he regards as “one of the great legislators of my time. He was one of the few people who actually read every bill, and more importantly, he actually understood them,” says Carlson. “He was very much a traditional conservative and very much a traditional protector of rural Minnesota, but at the same time he was imminently negotiable.”

Another thing Carlson and Kelliher agree on: the wisdom of the Bush Foundation’s return to allowing Fellows to pursue academic degrees beginning in 2014. “Some period of reflection, some ability to just think and have conversations and raise these big questions,” Kelliher says, is what makes having had a Bush Fellowship “an amazing thing.”

CINDY MELLOY

2000 Bush Fellow

Pediatrician Cindy Melloy used her Bush Fellowship to build the skills she needed to establish the Saint Cloud Hospital’s pediatric infusion unit, a community need she identified from personal experience. “When my son was three years old, he was diagnosed with acute lymphoblastic leukemia, so I knew there was a need to bring state-of-the-art cancer services for kids closer to central Minnesota,” says Melloy. While the treatment her son Matthew received in the Twin Cities saved his life (at 27, he’s now a graduate student at the University of Honolulu), nearly four years of frequent car trips from Saint Cloud to his clinic took a toll on him and his family. To improve access to care in her own community, Melloy called on many of the pediatric oncologists she’d encountered as a parent at Children’s Hospital to mentor her during her Fellowship, giving her the skillset she needed to become co-director of the pediatric unit, which opened in 2001. “I very much enjoy seeing children who have chronic challenges, because I feel I can bring a perspective that other people can’t,” she says. “As a result of my son’s illness, I’m doing something I never thought I would do.”

ABDIRIZAK A. MAHBOUB

2010 Bush Fellow

“Zack” Mahboub was a nine-year-old boy in Mogadishu, Somalia, when he saw a cardboard replica of the Apollo 11 lunar lander at a science fair. The effect on him was life-long: “I told my dad I wanted to go to the U.S.A., and he said that would be fine.” Mahboub laughs at his fourth-grade dream, back in the days when he would go to the U.S. Embassy and study pictures of life in America. Eventually, Mahboub came to the States as a mechanical engineer, knowing little about American racial divisions. “I did not grow up with the stigma of being ‘Black;’ I grew up *Somali*. I always thought I could do what any person could do,” he says, adding that it “hit me hard” when a supervisor told Mahboub he didn’t get a promotion because he was Black. “That really started me thinking, and I became an advocate for refugees.” Today, Mahboub is a U.S. citizen, living in Willmar, Minnesota, where he and his wife, Sahra, have opened an interpreting business to assist East African refugees and immigrants in central Minnesota.

PATRICIA SANCHEZ

1999 Bush Fellow

“You can change kids’ lives if you can get them outdoors,” says Patricia Sanchez, the emergency services director for Sawyer County, Wisconsin. Armed



**Bush Fellow
Abdirizak A.
Mahboub**

**Whitewater rafting
is just one activity
Patricia Sanchez
uses to help at-
risk youth realize
their strength and
their potential to
contribute to their
community.**



with the master’s degree in experiential education and wilderness leadership she earned during her 1999 Bush Fellowship at Arizona’s Prescott College,



PHOTO: BRIAN PETERSON / STAR TRIBUNE



Bush Fellows Bill Holm (top) and John Whitehead

Sanchez started a youth-led search and rescue team that serves the largely rural Wisconsin county, while creating potential career opportunities for teens in the high-poverty region. “In a rural area, there just aren’t as many opportunities for kids, but here they see how they can be leaders,” Sanchez says, noting that many former teen volunteers have gone on to join the military, or pursue careers in firefighting and other emergency services. Sanchez says being a Bush Fellow gave her the same confidence boost she hopes teens in her program get from mastering the great outdoors: “It does stay with you. It made me realize that I did have something to offer.”

BILL HOLM
1982 & 1995 Bush Fellow

JOHN WHITEHEAD
2010 Bush Fellow

“The Music of Failure,” Bill Holms’ moving essay about the merits of not succeeding, inspired KTCA-TV photographer John Whitehead to push for the chance to produce his first PBS documentary in 1989, a 30-minute video essay about the larger-than-life poet and piano player from small-town Minneota, Minnesota, who died in 2009. “Bill was a great writer and a great talker, and he spoke in these beautiful

prose sentences,” recalls Whitehead, who chronicled the iconic Icelander working in his book-insulated barn, just after his return from two years of teaching in China, an experience Holm chronicled in the essay collection *Coming Home Crazy*.

Whitehead admits he had an existential crisis of his own when he received a Bush Fellowship in 2010 and “felt paralyzed by all the possibilities. The Bush Foundation really encourages you to swing for the fences and do things you wouldn’t be able to do without the Fellowship, so you start to wonder things like, ‘Should I take a year and move to Africa?’” After a few meet-ups with other Bush Artist Fellows and his own reflection, Whitehead determined to “double down” on his work in progress, *Black String Revival*, a documentary about the African American banjo group the Carolina Chocolate Drops, which he predicts will be finished “before the end of the second Obama Administration.”

JODI GILLETTE
2002 Bush Fellow

The goal of Jodi Gillette’s 2002 Bush Fellowship was to translate Lakota culture into policy, by interviewing Lakota elders on the Pine Ridge Indian Reservation as she completed a master’s degree in public administration. “I wonder why I never bothered to



At the end of the day, I think we all—as North Dakotans and tribal citizens—we all want the same things. We want to reap the good benefits of THE GOOD LIFE we’re having here in North Dakota, but it’s going to take some more effort, some more understanding, some more education and some more trust. TRUST ON EACH SIDE.

—SCOTT DAVIS, 2010 Native Nation Rebuilder, Director of the North Dakota Indian Affairs Commission and a member of the Governor’s Cabinet

ask questions before like I did with the Fellowship,” Gillette wrote in her 2004 final report to the Foundation. “This is one of the most valuable experiences I have had in my life.” In 2011, Gillette left her job as executive director of the Native American Training Institute in Bismarck, North Dakota, to become deputy assistant secretary for Indian Affairs in the Obama Administration. A year later, the President selected her as the senior policy adviser for Native American affairs—the highest position in the federal government dedicated to working on policy issues for Indian Country.

MADELINE LUKE

2001 Bush Fellow

When it came time to make a speech during the Bush Fellowship selection process about why she had applied, physician Madeline Luke grabbed a seat in the back of the room, hoping to listen to what the other candidates had to say first. “But instead they started with me, so I figured, ‘Well, I’m just going to have to do this.’” Luke designed a Fellowship that allowed her to make the rounds at Hennepin County Medical Center, study public health at Harvard and take a class in complementary medicine she thought could help her serve an aging patient population. “I believe that medicine should be a continuous learning process, and

the way I learn is by seeing patients,” she says. The only internist in practice in rural Valley City, North Dakota, Luke had planned to retire last year, but her growing concerns about how North Dakota’s energy boom is affecting environmental health pushed her to run for—and win—a seat on the city’s commission. “I’m not a political person at all, but I felt so strongly about the water issues we’re facing that I was willing to stand up,” says Luke, who believes that her Bush Fellowship was good training for trying something new. “I learned that I could be pushed outside of my comfort zone without freaking out.”

NATALIE GOLDBERG

1982 Bush Fellow

When the letter arrived in 1982 telling poet Natalie Goldberg she’d been awarded a Bush Artist Fellowship, she spent the entire day next to her telephone, willing it to ring with a confirmation. When it didn’t, she dialed the Foundation offices after hours, connecting with a janitor who reassured her that she really had made the cut. “I kept saying ‘Are you sure? Are you really sure?’” Goldberg used her Fellowship to travel to Israel and explore her Jewish roots for a manuscript called *Top of My Lungs*. But when she had trouble finding a publisher, she began rethinking a book about the creative writing process that she



Natalie Goldberg’s bestselling book *Writing Down the Bones*.



MY PROJECTS on nuclear weapons and local government meetings either wouldn’t have been completed or wouldn’t have been as COMPREHENSIVE without the Bush Fellowship.

—Photographer PAUL SHAMBROOM
1992 and 2002 Bush Fellow, 2010 Enduring Vision Award

From left, “Police SWAT, camouflage” and “Level A HAZMAT suite, yellow” from Shambroom’s “Security” series

PHOTOS: COURTESY OF PAUL SHAMBROOM

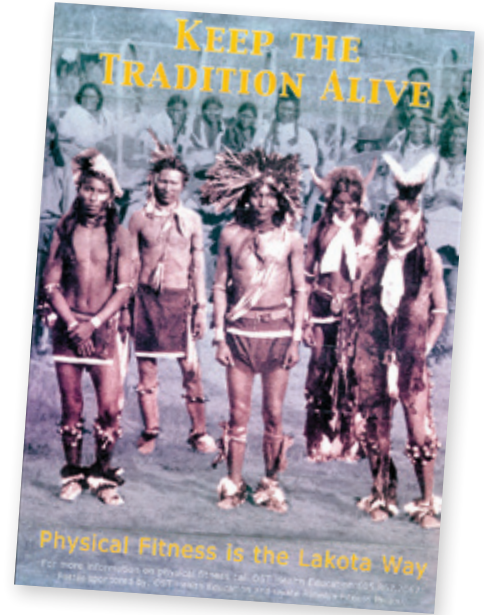
had abandoned six years earlier. “I wasn’t schooled in writing. I developed my own way,” she says. Recognition from such fellowship selection panelists as Tess Gallagher and Leslie Marmo Silko gave her fresh confidence, while the Fellowship’s prohibition at the time against having a regular job gave her time to reflect, exploring the act of writing through the lens of Eastern practice rather than Western product. “When you’re on the Fellowship, you have all of this empty space, and it’s kind of lonely, but you can’t complain,” Goldberg says. “At the same time I think something shifted in me, so I had a clear vision of how to set up *Writing Down the Bones*,” a 1986 release that went on to sell more than two million copies. “I’ve written 12 other books, but that one was my entrée to the world of publishing,” says Goldberg, who now divides her time painting, writing and leading writing retreats in Santa Fe, New Mexico.

Right, a poster used by physician Mark Butterbrodt to combat diabetes on the Pine Ridge Reservation. Below, Jimmy Longoria (in the yellow shirt) talking with youth by his Ofrenda mural on Clinton Avenue near Lake Street in Minneapolis.

JIMMY LONGORIA
2010 Bush Fellow

Muralist Jimmy Longoria was painting over gang graffiti in front of a small crowd in a Minneapolis alley using supplies he’d pulled from the Hennepin County Recycling Center when it occurred to him he may have finally hit the big time: “Suddenly I had an epiphany, like, ‘Wait, I have a bigger audience in this

need to live?’ I thought to myself. And the answer is ‘With the people.’” Though he used some of the proceeds from his Bush Fellowship to invest in fresh paint, new brushes and ladders to reach the heights he and his crew scale to paint buildings around the Twin Cities, he still charges building owners just \$1 and the occasional cost of primer for creating murals that transform gang-tagged properties into public art. “The public is my patron,” Longoria says.



MARK BUTTERBRODT
1992 Bush Fellow

After several years in the Indian Health Service, physician Mark Butterbrodt admits he was “kind of in despair” about making a difference as a doctor on the Pine Ridge Indian Reservation, where life expectancy is lower than any place in the Western hemisphere outside of Haiti. “I didn’t feel I was getting my teeth into the reasons people were dying prematurely,” says Butterbrodt, who spent his Bush Fellowship in 1992 exploring asthma management in impoverished urban areas. Inspired by the preventive medicine models he studied, Butterbrodt returned to Pine Ridge a few years later, moving out of the clinic and into the community to talk to Oglala Lakota families about lifestyle changes that can curb the risk of developing Type 2 diabetes, which affects nearly 45 percent of adults on Pine Ridge. For his contributions, the American Academy of Pediatrics awarded

Butterbrodt the Native American Child Health Advocacy Award in 2012, an honor he values almost as much as the praise he earned from respected Oglala



alley than anyone exhibiting right now at the Minneapolis Institute of Arts,” says Longoria, a graduate of the Art Institute of Chicago. “Where does art

Lakota medicine man Rick Two-Dogs, who credits the physician from Watertown, South Dakota, with shifting the way his community views diabetes—from a diagnosis that’s inevitable to one that’s highly preventable. “I would say that’s probably the best compliment I’ve ever received.”

CANDY HANSON
1989 Bush Fellow

When you receive a Bush Fellowship, “it’s just always part of your heart that you need to use the things you’ve learned to help the community,” says Sioux Falls community leader Candy Hanson, who attended Harvard’s Kennedy School on a Bush Fellowship. A former county commissioner and management consultant, Hanson spent six years at the Peace Corps’ headquarters in Washington, D.C., directing projects that redesigned the medical delivery system for volunteers in 90 countries before beginning her work with the Sioux Falls Area Community Foundation, where she is now president and CEO. Hanson says one of the pleasures of having “Bush Fellow” on her resume is paying it forward by encouraging the next generation of leaders, such as current Bush Fellows **Nan Baker** (2013) and **Melissa Goodwin** (2012), in their own visions for improving the quality of life in Sioux Falls. “Seeing that next generation of community leadership grow is very gratifying.”

SISTER THOMAS WELDER
1987 Bush Fellow

Under Sister Thomas Welder’s leadership, Bismarck’s Mary College had just achieved university status in 1987 when she used a Bush Fellowship to attend Harvard for a special program aimed at administrators in higher education. “I’d just come up through the ranks of the faculty, so it was very helpful for me to meet other people who had the same kind of challenges and opportunities I did,” says Welder, a Benedictine sister who served as the university’s president for 31 years, building enrollment and reach as a center for service leadership.

Welder says the Harvard experience was so helpful that she encouraged her successor, Monsignor James Shea, to attend the Harvard Institutes for Higher Education as well.



DAVID JAL
2007 Bush Fellow

Pressed into service as a rebel fighter in Sudan’s civil war, David Jal was only nine years old when government soldiers attacked his family’s village, tossing a hand grenade into his hut. “Everybody thought I was dead,” says Jal. “You come close to leaving this world, but God has a purpose for his children. The vision of one person trying to make his community better, or the world a better place for other people who have struggled—maybe that is God’s purpose for me, to share my experience.”

One of “the Lost Boys of Sudan,” Jal’s early experiences of violence, terror, exile and years of hardship in refugee camps led him, at age 19, to South Dakota. Conditioned by the constant fighting of Sudan, he dove for cover in a parking lot when he heard his first Independence Day fireworks in Sioux Falls.

Above, Bush Fellow David Jal on a return trip to South Sudan. Below, Rebuilder J.R. LaPlante



I WAS PLEASED TO LEARN, once I became a Native Nation Rebuilder that the Bush Foundation had actually gone to tribal leaders and said ‘WHAT CAN WE DO TO HELP?’, as opposed to going to them and saying ‘We’re going to do this to help you.’ It’s actually a tribally driven initiative that validated what Indian people knew all along—they have the answers to STRENGTHEN THEIR COMMUNITIES.

—J.R. LAPLANTE, 2010 Native Nation Rebuilder, Secretary of Tribal Relations for the State of South Dakota

PHOTO: COURTESY ARGUS LEADER

Jal laughs now at that memory, but he traces his life of service in South Dakota to the traumas he underwent in Sudan, where he now champions a school project focused on educating young girls. As a 2007 Bush Fellow, Jal studied restorative justice and now works as a parole officer with a special connection to young people, Native Americans and immigrants. “I have been given a second chance,” he says, crediting the Bush Foundation, Lutheran Social Services and many other agencies and individuals for his new life. “I will be forever grateful.”

WING YOUNG HUIE

1996 Bush Fellow

Photographer Wing Young Huie captured the moment below with his Minolta at a corner of Minneapolis’s Chicago Avenue in 1986 and used it to fuel the 1996 Bush Fellowship he spent chronicling the evolving neighborhoods along Lake Street. “That was the first good street photograph I ever took, and I just kept coming back to it,” says Huie, who went on to create *Lake Street USA*, a six-mile, 600-image public art installation in 2000, with a companion book the *Star Tribune* called out as one of the 25 best

books ever published about Minnesota. The founder of The Third Place Gallery and a frequent lecturer, Huie still uses the photo as way to focus his students on the power of perspective, in all its forms: “I ask people to consider what your point of view is, how it differs from other people in the room, how much is informed by your direct experience.”

CONRAD BALFOUR

1974 Bush Fellow

“I have come to cherish two beliefs: First, that the greatest risk in our society is to tell the truth; and second, that we must learn to exclaim to a stranger the words ‘I love you.’ For love, undenied, unquestioned, is the only way this planet of ours will be salvaged,” wrote Conrad Balfour, a 1974 Bush Fellow, who served as Minnesota’s Human Rights Commissioner for Governor Harold Levander. Balfour grew up in Boston, an African American youngster trying to “pass” as white and repressing his cultural heritage. But as a teacher, writer and activist, he would be hailed as a courageous and tenacious advocate for Blacks, Native Americans, gays and prisoners. “I erupted in explosive confrontation with anything

Wing Young Huie’s
“first good street
photograph”



opposed to human dignity,” he wrote in a memoir, *A Sack Full of Sun*. “I sometimes lost sight of prudence and tact and common sense....But those turbulent years helped to cleanse me.” At his funeral in 2008, his friend Wheelock Whitney Jr. praised him for being “a relentless fighter for human rights in Minnesota, and he did an excellent job. He just came up with idea after idea.”

JULIE GARREAU

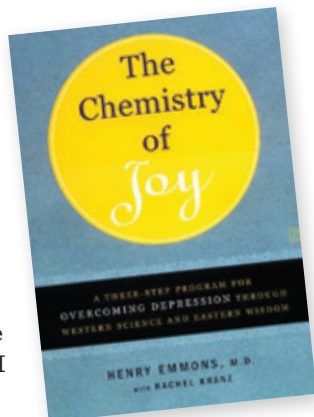
2011 Native Nation Rebuilder

“The cool thing about the Bush Foundation is they’re willing to adapt to make sure they’re doing the right thing in the communities they serve,” says Julie Garreau, a member of the Cheyenne River Sioux Tribe. Founder and executive director of the Cheyenne River Youth Project, Garreau had seen the impact of Bush Foundation grants that helped her nonprofit expand, but was skeptical at the start of the Native Nation Rebuilder Program, first introduced in 2010. “It wasn’t an overnight sensation, but they took the risk, and for the first time I feel someone is making a really overt effort to reach out to and into Indian Country,” says Garreau, who joined the Rebuilder’s third cohort in 2011, when she began to see its potential. “Getting together [with other tribal leaders from around the region] has helped to bridge some of gaps that were there before. You can see the baton being passed to the next generation.”

HENRY EMMONS

1997 Bush Fellow

Psychiatrist Henry Emmons had been exploring how the practice of mindfulness could improve mental health when a 1997 Bush Fellowship allowed him to investigate more deeply. During his two-year Fellowship, he studied natural therapies, learned how to articulate the language of mindfulness for patients coping with anxiety, met with such mentors as Parker Palmer and partnered with the University of Minnesota’s Center for Healing and Spirituality to develop “The Inner Life of Healers,” a renewal program for health professionals. “It completely transformed how I think about people with mental health struggles and how I work with them,” says Emmons, author of the books *The Chemistry of Joy* and *The Chemistry of Calm*. “I am clearly not the same kind of psychiatrist that I was before.”



TERESA KONECHNE

2005 Bush Fellow

“When you get that letter or phone call, your life changes. It feels like everything you’ve been waiting for or dreaming of can all of a sudden happen,” says Twin Cities-based filmmaker Teresa Konechne, who returned to her roots in rural South Dakota for two years to finish her film *Woven from the Land: women. prairie. culture*. While producing a series of short films for the Bush Foundation about recipients of its Enduring Vision Award, Konechne found that those artists had felt the same surge of possibility from their Foundation support. “When you’re not struggling to make a living or answering 40 phone calls a day, I think that’s when art can really happen.”

PHILIP BRUNELLE

1975 Bush Fellow

Philip Brunelle traveled to Europe to study the structure and management of three successful opera companies during his 1975 Bush Fellowship, while he was artistic director of what is now the Minnesota Opera. How important was the experience in helping Brunelle sustain such artistic efforts as VocalEssence, the choral music series he founded, now in its 45th season? “HUGE.”



**Bush Fellow
Philip Brunelle**

TERRY DWELLE
2007 Bush Fellow

Pediatrician Terry Dwelle had spent more than 12 years in Africa, serving with the Community Health Evangelism Program in Zaire, Uganda, Ethiopia, Kenya and Tanzania when a call from Governor John Hoeven brought the Garrison native back to North Dakota to serve as the state health officer. His one stipulation: “Part of my agreement with the Governor is that I would continue to provide ser-

vice for children at Spirit Lake,” the tribal reservation where Dwelle once served in the Indian Health Service. Maintaining close ties with the communities he cares about is high priority for a Dwelle, who requires the physicians on his staff to continue to practice part time. “It’s our grounding. It allows us to see the administration and policy decisions at the delivery level,” says Dwelle, who used a 2007 Bush Fellowship to create a manual for teaching medical school students what he’s learned about combining public health with effective community engagement. “Much of what we do in the U.S. in the name of community engagement is community coercion,” he says. “You need to encourage people to own their problems, and own the process it will take to solve them.” A bush pilot many years before he was a Bush Fellow, Dwelle says his frequent flights to see patients in Spirit Lake are always worth the effort: “I

HEID ERDRICH
2001 Bush Fellow

think what drives pediatricians is the future hope of kids. Even if they have all sorts of problems, there’s hope there. And that’s good for all of us to focus on.”

Minneapolis poet Heid Erdrich has notched every item off her to-do list as a Bush Fellow—a process that only took 10 years longer than she’d planned. “I had a ‘Bush baby’ during the middle, so that was part of it,” says Erdrich, a member of the Turtle Mountain Band of Chippewa. “But I also discovered that the Fellowship is just the starting point—it’s about laying the foundation for the rest of your work.” A poet and professor at the University of Saint Thomas when her Fellowship started, Erdrich “began turning my work toward the community,” leaving Saint Thomas to curate a series of multidisciplinary art exhibits, collaborate with dance groups, produce a series of video poems and launch Wiigaas Press, an indigenous language publisher, among other pursuits. “It was completely transformative for me to take myself seriously in study, and it was the most important thing I’ve ever done in terms of my professional development,” says Erdrich, who won a Minnesota Book Award for poetry in 2009, and who has a book about indigenous food—*Original Local*—due out from Minnesota Historical Society Press in November 2013. “Really, everything I’m doing now came from being a Bush Fellow.”



Bush Fellow
Terry Dwelle

GARY CUNNINGHAM
1991 Bush Fellow

“I thought I knew all about poverty because I grew up poor,” says Gary Cunningham, who was working as deputy director of Minneapolis’s Department of Civil Rights when he signed up for a class at Harvard taught by Minnesota native and poverty scholar David Ellwood. “I learned so much about public policy and how we create systems of prejudice or economics that keep people trapped in poverty,” he says. “But I also learned it wasn’t hopeless, and that it is possible to be rigorous and develop solutions that actually work for low-in-



come people. He was the first one who showed me it could be done.” Ellwood went on to become the dean of the John F. Kennedy School of Government, while Cunningham is now the vice president of programs at the Northwest Area Foundation, a Saint Paul-based philanthropy aimed at ending poverty in an eight-state region. “There’s no question the Bush Fellowship changed the trajectory of my life, and pushed me toward doing work I never knew was possible.”



SANDRA VARGAS
1995 Bush Fellow

At a meeting with an admissions counselor at Harvard’s Kennedy School while on her 1995 Bush Fellowship, Sandra Vargas wondered aloud if she should consider work with a foundation when she graduated. “She told me, ‘Oh no, don’t do philanthropy yet—go into the public system and try to change that dang thing,’” says Vargas, who followed orders, serving as Hennepin County’s administrator for 10 years, overseeing 12,000 employees and a \$2 billion budget, before becoming president of the Minneapolis Foundation in 2007. Vargas says the Kennedy School’s international student body gave her a promising preview of Minneapolis’s increasingly multicultural community, where 40 percent of residents are now people of color.

“The Kennedy School gives you such a great bird’s eye viewpoint of what a global community our world is, and sitting side by side with people from all over the world was a gift.”

AUGUST WILSON
1983 Bush Fellow

MARION MCCLINTON
1993 Bush Fellow

A 1983 Bush Fellowship allowed playwright August Wilson to take time away from his day job at the Science Museum of Minnesota and finish *Fences*, a play about an embittered Negro League ballplayer that went on to win several Tony Awards and the Pulitzer Prize in drama. Wilson died in 2005.

“Who knows what *Fences* would have looked like if he’d had to work another job and piece out the time,” wonders Wilson’s long-time director and lifelong friend Marion McClinton. “August was one of the greatest writers who ever wrote in theater, and his work backs that up, I think. With his 10 great plays and his Broadway pedigree, he was as huge as O’Neill or Tennessee Williams or Arthur Miller. He thought every writer should get a Bush [Fellowship],

because he became a better writer after having one.”

A fellow actor and playwright at the Penumbra Theater in Saint Paul, McClinton took Wilson’s advice, earning a Bush Fellowship of his own in 1993. “The focus was writing and working on something that is now a staple of my work, which is taking certain jazz idioms and applying them to theater,” says McClinton, who bought nearly \$6,000 worth of jazz and blues recordings with his Fellowship stipend to immerse himself in his research. “I wanted something that came right out of my experience and something that spoke to me on a deeper level, like other artists have,” he says. “Breaking open the nature of jazz, breaking it open rhythmically, gave me what I was looking for. It was the most profitable experience for me as a writer. I think my work is more assured, and I take more risks with my work because I have a strong theory about what holds the box together.”



McClinton, who will direct *Othello* at the Guthrie Theater in 2014, credits philanthropic support for the arts for some of the strength of the Twin Cities’ theater scene “and acting talent as good as you’ll find anywhere in the country. I don’t know anyone who had a Bush Artist Fellowship who didn’t do something good, who didn’t grow twice as fast as an artist, and who didn’t share that with the community.”

Marion McClinton (left) and August Wilson in 1991 at the opening of Wilson’s Broadway play “King Hedley II,” which McClinton directed.

NORIK ASTVATSATUROV
2008 Bush Fellowship

To thank the Wahpeton, North Dakota, congregation that sponsored his family’s arrival in the United States, factory worker Norik Asvatsaturov created an Armenian cross he pounded out of a thin sheet of aluminum—a present that revealed his astonishing artistic gift for the metalworking tradition of repousse. “Where I come from in Baku, Azerbaijan, Christianity is not so okay,” says Astvatsaturov, who learned the art at the age of 19 while serving in the Soviet Army, later fleeing Azerbaijan when war with Armenia reignited in 1991. He was able to take with



KAREN DIVER
2002 Bush Fellow

Fond du Lac tribal chairwoman Karen Diver was the first Native American woman to graduate from the University of Minnesota Duluth’s Labovitz School of Business & Economics, though she admits that first

pass through college “was all about volume over quality.” A single mother on a tribal scholarship, Diver took three buses every morning between class and her daughter’s daycare center, and signed up for so many credits at once “that you’re in a situation where a C counts as much as an A. I just had to get it done.” Diver saw her 2003 Bush Fellowship at the Kennedy School as an opportunity for a serious do-over, a regenerating experience that gave her the chance to connect and collaborate with the next generation of leaders in Indian country. “Most of my career has been about dealing with social justice issues that don’t have any immediate fix—you have to content yourself with baby steps. So to be in a room with so many bright, young Indian students just waiting to shoot out of the gates and make a difference in their communities meant the world to me.”

CATHY TEN BROEKE
2004 Bush Fellow

In 1995, Cathy ten Broeke got arrested during a protest to end homelessness. In 2013, Minnesota Governor Mark Dayton appointed her to the state’s top post to prevent and end homelessness. “I’ve come a long way,” says ten Broeke. “Now I’m a lot more effective.”

After eight years of providing direct service to homeless clients at Saint Stephen’s Human Services, and four more working on the issue with Hennepin County Commissioner Gail Dorfman, ten Broeke wasn’t sure she had the right resume to put her passion to work on the policy side of

the problem. But with a Bush Fellowship to the University of Minnesota’s Humphrey School, she came up with a coordinated systems response to homelessness that she called The Office to End Homelessness in Min-



Bush Fellow and repousse craftsman Norik Astvatsaturov

him little more than the tools he uses for his art. “In repousse, you work the metal from the one side and then the other side, which takes a long time. You can do it quickly, but it only comes out okay—I want to do it better than that.” Astvatsaturov used the time made possible by a 2008 Bush Fellowship to create a traditional Armenian icon in memory of his mother and father. “I give it to my son, who will give it to his son,” he says. “I want them to continue these memories, because over there, it was destroyed.”

PHOTO: COURTESY OF TROYD GEIST



DARE TO DREAM BIG DREAMS. *When I left for Harvard on my Bush Fellowship, my community of Pine Point sent me off with these words, ‘HUMANITARIAN as you are, take another great step out into this world to gather fresh flowers and fruit to bring back to your HOMELAND and people for better opportunities.’*

—ERMA VIZENOR, 1988 Bush Fellow, Chairwoman of the White Earth Nation

neapolis and Hennepin County. When she pitched the idea to Dorfmann and Minneapolis Mayor R.T. Rybak they liked it so much they hired ten Broeke to run it. “The Bush Fellowship was a real turning point for me,” she says. “I remember coming home from that final selection and telling my partner I will be disappointed if they don’t pick me, but I will not feel badly, because I have never been so impressed by a group of people before. They really made an impact on me.”

“My weaving carries the imprint of my thoughts, my emotions, my spirit and my life. When I’m sitting in my room doing my weaving, I find love, peace, wisdom, honor and a light in myself.”

ZAHRA ALJABRI
2012 Bush Fellow

Civil rights attorney Zahra Aljabri sees herself as a mediator between cultures, moving easily from the



Traditional Lao weaving by master artist Bounxou Chanthraphone

BOUNXOU DAOHEUANG CHANTHRAPHONE
2002 Bush Fellow, 2010 Enduring Vision Award

“I don’t want to lose the story of the Lao people, so I try to teach weaving and to do many things because it is the higher purpose of my life to leave something for future generations,” says sixth-generation master weaver Bounxou Daoheuang Chanthraphone, who began work on a book about traditional Laotian spinning and weaving after receiving a \$100,000 Enduring Vision Award in 2010. Chanthraphone survived four years in a Thai refugee camp, teaching other women in secret how to weave the traditional cloths at the center of Lao ceremonial and daily life, before settling in Brooklyn Park, Minnesota, in 1982.

traditions of her parents, who came to the United States from Kenya, to the next-generation needs she works to serve through the nonprofit Muslim Buddy, the project behind her 2012 Bush Fellowship. Still finishing up her Fellowship, Aljabri began to apply the same skills in the fashion world, reaching out to designers on behalf of women whose faith traditions call for more conservative coverage. “When I began looking in this space, one thing that was so striking was that everyone who wanted to find conservative clothing was doing it from a particular religious point of view, sub-segmenting ourselves so much that we’ve limited our voice and our reach,” says Aljabri, who consults with Muslim, Mormon, Orthodox Jewish women and others to choose the cloth-

ing she sells from her web-based boutique Mode-sty.com. Though she didn't expect a career in fashion, she sees it as "developing your leadership capacity in your community so you can be more effective in any endeavor."

KARLA KINSTLER BLOEM

2008 Bush Fellow

Finding a babysitter can be crucial to making the most of a Bush Fellowship—particularly if the dependent in question is a great horned owl with a blog of her own. Karla Kinstler Bloem reports that Alice

months of her Fellowship asking festival planners, fundraising experts and raptor keepers to share the best lessons and worst mistakes they'd made in their own organizations. "I think the most important thing I learned was that every organization is a reflection of the people in charge, so you need to have good people," she says. "It's not just about the owls."

DÁITHÍ SPROULE

2009 Bush Fellow

"I've spent a lot of my life accompanying fabulous lead players, but I'd never had a project that was just my own," says guitarist and fiddle player Dáithí Sproule, a sought-after recording musician and composer who commutes between Saint Paul and his native Ireland to tour with the Celtic group Altan and other traditional artists. But with a 2009 Bush Fellowship, "I was in command for once," he says. "Through the genius of modern technology," Sproule recorded *Lost River: Vol. 1*, a labor of love that allowed him to collaborate with Minnesota musicians and Bush Fellows **Peter Ostroushko** (2001) and **Laura MacKenzie** (2009), as well as with others from as far away as Whidbey Island, Washington, and County Donegal. "I think every artist has days you wonder 'Why am I sitting around this house playing the guitar? Why don't I have a proper job?' But being in the room [with other Bush Fellows] and seeing all the other artists and poets and writer Fellows, it gives you a kind of confidence. It was quite a wonderful thing."

JUDY ONOFRIO

1998 Bush Fellow

"I had a pretty strong idea of where I wanted to move with my work, but the Bush Fellowship gave me the guts to go ahead and start doing it on a relatively huge scale," says Rochester, Minnesota-based fine artist Judy Onofrio, who lists "a working cement mixer" among her top five requirements for happiness. Confronted with a cancer diagnosis in 2008, Onofrio made an artistic shift, creating abstract assemblages of animal bones that she says have helped her to process her experience of mortality, renewal and healing. "I think I'm working right out of my gut

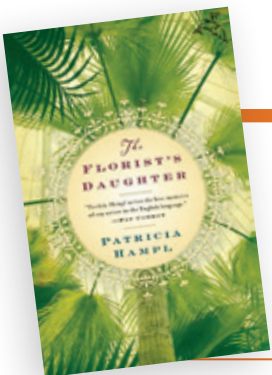
the Owl, the celebrity mascot of the Houston Nature Center, "wasn't always very nice" to the volunteers who cared for her, but Bloem is confident Alice and her feathered friends will benefit from the time she spent exploring nature centers and aviaries around the United States and Great Britain as her dream for an International Owl Center becomes a reality along the Root River Valley trailhead in southeast Minnesota. "I tend to be someone who thinks gigantic, and this is a huge project," says Bloem, who spent the

Those Bush Fellowships were a FOUNDATIONAL PIECE OF MINNESOTA'S CULTURAL LEGACY, a quite substantial reason that Minnesota managed to achieve legitimacy as an American cultural center. I remain enduringly grateful.

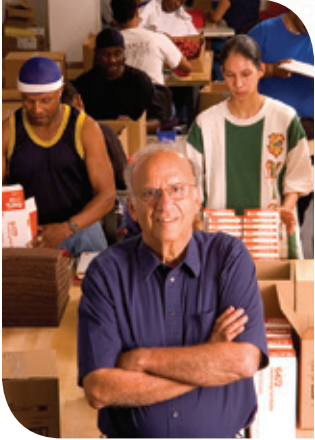
—Author and memorist **PATRICIA HAMPL**, 1979 & 1987 Bush Fellow



Bush Fellow Karla Bloem and Alice the Owl



now, and I'm not really influenced by anything. I'm happy in my studio, and my work is close to meditation at times. I just want to work and have the work be impeccable."



JOE SELVAGGIO
1980 Bush Fellow

"My salary as a Dominican priest was \$15 a month, so I didn't have much training in the world of high finance," says retired Project for Pride in Living founder Joe Selvaggio, who designed a 10-week Bush Fellowship in 1980 that allowed him

to spend time with local bankers and federal housing lenders to learn more about the multilayered public and private partnerships needed to get low-income housing and other developments off the ground. "I'm sure the Bush Foundation would have liked it better if I did the traditional thing and went to Harvard, but I'm more of a practical kind of guy—I've got to learn by doing," says Selvaggio, also the founder of MicroGrants,

a nonprofit that makes strategic \$1,000 grants to foster self-sufficiency. "The Foundation sort of bent the rules for me, and I was very grateful," he says. "But I think I gave them a good product for the money they put in."

KERI PICKETT
1992 Bush Fellow

"I get tears in my eyes just thinking about how critical that Bush Fellowship was for me," says photographer and filmmaker Keri Pickett. "That first gathering put me in a community of artists—**Patrick Scully** (1992), **Paul Shambroom** (1992 & 2002; 2010 Enduring Vision Award), **Chris Spotted Eagle** (1992)—some whose work I knew, and most others I would come to know, that I've watched for all of these years. I would say it was like our Guggenheim, and it helped me to take so many more risks." A professional shooter for such publication as *LIFE* and *People* magazines, Pickett took on a far less marketable project during her Fellowship, documenting the lives of families whose children were coping with cancer—a diagnosis Pickett herself had survived in the late 1980s. "There were no happy endings," she says about the five-year project. "But I think artists have a special role in our culture as historians and storytellers, and I know those pictures were important."



"J.T. on the stairs,"
from Keri Pickett's
series documenting
the lives of children
coping with cancer.



An untitled painting by Bush Fellow Cy Thao of two women comforting each other as they watch a helicopter land in their mountain village in Laos.

CY THAO

2000 Bush Fellow

Artist and community activist Cy Thao had already completed 10 paintings in a storytelling series about the Hmong genocide and migration when he applied for a Bush Fellowship in 2000—by the end of the year, he'd finished 40 more. "Doing art is not like going to a job and leaving at the end of the day," says Thao, who spent five years in a Thai refugee camp before he and his family came to Minnesota in 1980, when he was eight. "When you are making art, you are either in it emotionally and physically, or you are not, and during that year I was *in it*." All 50 of Thao's paintings are now part of the permanent collection of the Minneapolis Institute of Art.

In 2002, Thao became the first Hmong elected to Minnesota's House of Representatives, serving District 65A for eight years before making a move to Florida with his wife and family. "I'm not saying I'll never do that again, but it probably won't be the first thing on my list," Thao says, before offering this advice to Bush Fellows seeking higher office: "The first thing is to get more votes than the other guy."

LINDA ANDERSON

2006 Bush Fellow

Arts administrator Linda Anderson's hometown newspaper wondered if it was a "reckless career move" when she left the Dahl Arts Center and Rapid City Arts Council to take over the Black Hills Playhouse, an embattled theater burdened by condemned Civilian Conservation Corps-era buildings, fading revenue and a running battle with South Dakota's sitting governor. But within just five months of taking the job in 2011, Anderson had secured the funding and completed work on nearly a half million dollars in capital improvements, raising the curtains once again on the historic playhouse in Custer State Park. Anderson credits some of her success as a turn-around artist to a 2006 Bush Fellowship, which she used to explore alternative cultural funding in Denver and to intern at the Heritage Center at the Red Cloud Indian School in Pine Ridge. "I think spending time on the reservation helped me see the value of listening, and of not always being the loudest person in the room," says Anderson, who began her tenure at the Playhouse with a series of listening sessions that allowed her to "come at some of these long-standing problems with fresh eyes and ideas for new partnerships."

KATHLEEN BROOKS

1995 Bush Fellow

Caring for patients as a family physician did little to prepare Kathleen Brooks for her first days at the Kennedy School on her 1995 Bush Fellowship. "Almost from the first day I realized that nearly every area that I felt competent in was not going to be very useful to me," remembers Brooks, who now serves as the director of the Rural Physician Associate Program at the University of Minnesota Medical School. "Being pushed that far out of my comfort zone allowed me to really learn the skill of listening to other perspectives about health care, rather than staying in my own area of expertise."

DOMINIQUE SERRAND

2009 Bush Fellow

Only three years after Theatre de la Jeune Lune won a 2005 Tony Award as the nation's best regional theater, financial turmoil forced the Minneapolis theater company to close after 30 seasons. "I did not know what would happen to me as an artist," says Jeune Lune artistic director Dominique Serrand, who used a 2009 Bush Fellowship "to reflect, rethink and restart" before unveiling his plans for a second act—a new theater group called The Moving Company. One of the last cohorts of Bush Artists Fellows to receive a grant before the Foundation's strategic



I was in my neighborhood, having a meeting with TENE WELLS, a 2012 Bush Fellow, and in walks KENYA MCKNIGHT, a 2012 Fellow, and ROXX-ANNE O'BRIEN, a 2013 Fellow. And it hit me all at once the way that the Bush Foundation is investing in the leadership of African and African American women in the Twin Cities, recognizing and supporting a range of emerging leaders along with more seasoned folks like me. I am extremely proud of having served on a number of Bush Foundation selection panels because these women are collectively MAKING A BIG DIFFERENCE IN THEIR COMMUNITIES.

—DEANNA CUMMINGS, 2007 Bush Fellow, Executive Director of Juxtaposition Arts in Minneapolis

shift, Serrand says, “The Bush Foundation was a true leader in the arts, because it was also challenging. They didn’t just give you the money—they wanted to push you, shape you, help you succeed.”

ANITA FINEDAY
1996 Bush Fellow

One of Anita Fineday’s first assignments at Harvard’s Kennedy School was to introduce herself to as many people as possible in just three minutes. “I thought, wow, this is really stupid,” says Fineday, a member of the White Earth Nation, who began to appreciate the point of the assignment when she returned to the reservation to take on the role of chief justice of the tribal court in the wake of a corruption and kick-back scandal that sent former leaders to prison. “I really learned the wisdom of reaching out, meeting people, sharing ideas,” she says. “Now I try to meet everyone I can.” During her 14-year tenure, Fineday increased the tribal court’s case capacity nearly 20-fold, earning a reputation for culturally appropriate problem-solving skills, which she now calls on in her new role as the Casey Family Foundation’s managing director of Indian child welfare programs, where she works with tribal systems in 13 states. “Before the Fellowship, I had a vision for myself, but it was a small one,” says Fineday. “But being a Bush Fellow helped me raise my view from this small patch of ground in front me, up out over the horizon.” The year also gave her the unusual opportunity to share the Harvard campus with her daughter Willow, who graduated the same day. “I’m sure there were times she wasn’t so happy about having me on campus her senior year, but I loved it,” says Fineday.

KAREN CLARK
1993 Bush Fellow

The best lessons Minnesota State Representative Karen Clark took away from her 1993 Bush Fellowship at the Kennedy School of Government came from being “exposed to some of the analysis and language of the opposition, so I became more aware of how to have a discussion about it. For instance, I remember learning why rent control is ‘bad,’ whereas I feel it’s a very viable strategy in some situations,”

In May 2013, Karen Clark (in green) and her partner Jacquelyn Zita (in blue) witnessed Governor Mark Dayton’s signature of HB 1054, the “Freedom to Marry” law that Clark co-authored.



says Clark, who represents District 62A in south Minneapolis, the lowest income legislative district in the state. “But I have to say that one of the things I liked so much about the Kennedy School was the opportunity to take on serious issues and debate them, but not to have to vote on them.”

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