

Bush Foundation

Giving **STRENGTH**

for Vibrant Communities and Vital Leadership



Volume 5, Issue 1

January 2008

In this issue of *Giving Strength*, we have a lot to celebrate. The Bush Fellows Summit was an incredible experience, and in the words of our new president Peter Hutchinson, "The commitment of our fellows to improving the region is impressive." Look for photos, comments from the participants and a summary of what the fellows contributed beginning on page 9.

The new year also finds the Foundation poised between the past and the future. We report on the experience of two fellows with the I-35W bridge collapse, the top story of 2007 around the region. We also ask our grantees for a short "time-out" from our old way of doing business so we can make way for new programs to be created by summer. See Peter's letter on page 3 for more specifics.



On our cover, some faces of the first-ever Bush Fellows Summit: (from top left) Sharon Radd (BLF'06), Mark Tang (BAF'97), Joi Lewis (BLF'06) and Ruth Thomas (BLF'86).

At left, *Areca*, an oil on paper work by Vesna Kittelson (BAF'90), tries to overhear the conversation between Dipankar Mukherjee (BLF'05) and another guest at the art crawl and reception that served as the kick-off to the Summit.

Photographer, Tom Roster

Calendar

January 2008

Letters of inquiry for March proposal deadline due (1st)
Regional Arts Development Program II applicants for full proposals selected (15th)

February 2008

Leadership and Artist Fellows finalists selected

March 2008

Grant proposal deadline for July consideration (1st)
Medical Fellows application deadline (1st)
Bush Foundation Board of Directors meets (4th)
Leadership Fellows finalists' seminar (26th-29th)
Medical Fellows finalists selected

April 2008

Large Cultural Organizations Development Fund II letters of intent deadline (1st)
Bush Foundation Board of Directors Retreat (24th-25th)
Leadership Fellows announced
Artist Fellows final panel meets
Leadership Fellows information meetings begin

May 2008

Medical Fellows finalists seminar (2nd-3rd)
Medical Fellows announced (15th)
Enduring Vision Awardees and Artist Fellows announced
Leadership Fellows information meetings conclude

June 2008

Orientation for 2008 Bush Artist Fellows Program
Bush Artist Fellows Program honors fellows and awardees at public event

July 2008

Bush Foundation Board of Directors meets (9th)

August 2008

Artist Fellows applications available on web

September 2008

Large Cultural Organizations Development Fund II letters of intent deadline (1st)
Enduring Vision Awards nominations open
Medical Fellows applications available
Artist Fellows information meetings

October 2008

Leadership Fellows applications due
Artist Fellows information meetings

November 2008

Bush Foundation Board of Directors meets (6th)
Regional Arts Development Program II preliminary proposals deadline (15th)
Artist Fellows applications due
Enduring Vision Awards nominations due

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Bush Foundation

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2 Began December 1, 2007

3 Left January 2008

4 Retired November 30, 2007

5 Retired December 31, 2007

Change is underway for the Bush Foundation

The Bush Foundation is a remarkable organization. It has a remarkable history of achievement that gives it equally remarkable opportunities to support the changes needed to ensure the future vitality of our region.

Before I even started on the job, I was lucky enough to attend the first-ever Bush Fellows Summit in October 2007. What an exciting group of people full of great ideas and a zeal for making the region an even better place to live. We got the message. Fellows want to stay connected to one another and to our work. That is a change we will make happen.

December brought a change in leadership for the Foundation. Anita Pampusch was here for over a decade. She is a person of the highest standards and expectations, who also treated each employee and grantee with respect and compassion. That legacy has earned our Foundation the respect of our colleagues, grantees and community leaders. We are fortunate to be in such a good position as we look forward.

With Anita's leadership, the Board and staff undertook a thorough review of our strategic plan. The results of that work so far are posted on our website. The core idea in the plan is that the Bush Foundation intends to be a catalyst to shape vibrant communities in the region. We will do so by investing in courageous leadership that significantly strengthens and improves the well-being of the people in Minnesota, North Dakota and South Dakota.

In January, I traveled throughout those three states to get a first-hand sense of the state of the region and its needs. At the same time, the program staff and I launched an extensive review of data on regional conditions and trends. All of



this is intended to fuel a discussion and to answer a question—“When it comes to ensuring the vitality of our communities, what difference will the Bush Foundation make over the next decade?” In answering that question we want to be specific, challenging and accountable. We also want to build on the legacy of our remarkable history. All of this will mean change for the Bush Foundation.

Foundation staff to take a short “time-out” to address content of strategic goals

Over the next several months we will build on the general goals of the strategic plan—healthy people, thriving cultural life and economic vitality—and develop specific priorities and initiatives for the Foundation. Out of respect for our grantees and the communities that depend on them, I ask for your patience as we take a “time-out” to complete this work.

Our schedule for grantmaking in March and July has not changed. In fact, we are currently reviewing all of the proposals received for March and letters of inquiry for July. We expect to update our website in May or June with new guidelines and a time frame for submitting letters of inquiry for grant proposals to be considered in November. **Until the update is complete, we will not be accepting new letters of inquiry.** In the course of the next several months, we will keep all of our stakeholders in the loop through our website and other means of communication, so please stay tuned.

We recognize that this short “time-out” may be disruptive to the plans of some and apologize if that is the case. We simply believe that it is better to take the time now to clarify what we intend to achieve as a foundation. Our goal is to be a more effective partner with our communities and their leaders.

The Bush Foundation is a remarkable organization. It has a remarkable history and the opportunity for a remarkable future.

Sincerely,



Peter Hutchinson
President

The Bush Foundation is a private grantmaking organization whose mission is to improve the quality of life in our region by strengthening organizational, community and individual leadership. Established in 1953 by 3M executive Archibald Granville Bush and his wife Edyth, the Foundation supports programs and efforts to sustain communities in Minnesota, North Dakota and South Dakota through the promotion of healthy people, a thriving cultural life and economic vitality. The Foundation also improves these communities through its three fellowship programs that focus on the individual development of leaders, artists and physicians throughout the region.

At left, Peter Hutchinson (right) is the third president of the Bush Foundation. His predecessors are Humphrey Doermann (left), who served from 1971 to 1997, and Anita Pampusch (center), who served from 1997 to 2007. The three gathered in December at a farewell event honoring Pampusch.

Peter Hutchinson—Inspired by the people

By Mary Bensman

Peter Hutchinson's face lights up when he talks about the power of community. Maybe it's because he enjoys telling one particular story so much, but more likely it's because he's a true believer.

It was back in 1987, Hutchinson recalled, when he was working for the Dayton Hudson Corporation as head of its public affairs department. Threatened by a hostile takeover by the Haft family, owners of the DART conglomerate, Hutchinson convinced the company to tap the power of the community to stop the deal. "Most corporations," he explained, "are chartered in Delaware and have to fight by the rules of Wall Street, in which case the deck is stacked against them. Dayton Hudson was an exception. We were chartered in Minnesota. We figured we could make Wall Street come to us and fight under our rules."

Dayton Hudson was not just any company. It had decades of history serving its customers and communities, while also generating profits for its shareholders. It was a formula that worked. Minnesotans did not want to see it taken away. So they spoke and spoke loudly.

"The whole world was calling the Governor's office and legislators," Hutchinson said. "It was the community that saved the company."

A true believer

Hutchinson's belief in the power of the individual and the community to make a positive difference runs deep.

"When I was a kid I wanted to grow up to be President of the United States," he admits. "My mom was active in the League of Women Voters in Buffalo, New York. I would go with her to the polls as she gathered the election returns and made telephone calls back to League headquarters. I held the nickels for the calls and stayed up to watch the returns."

"In the next 10 years we will commit a half billion dollars and a half million person hours of staff and consultant time to the Foundation's region. We want to be sure that it makes a difference. That is a challenging and attractive assignment. I am honored that the Board asked me to take it on."

Peter Hutchinson, President, Bush Foundation





Peter Hutchinson at two, with two strong influences on his life—mother Becky, left, and grandmother Bertha Hutchinson.

His grandmother, who had been a teacher in a one-room school in North Dakota, came to Minnesota in the 1930s and was an activist in the Farmer Labor Party. Noon meals at their farm were marked by conversations that were always heated and always about politics.

His interest in public policy and community engagement only grew during his undergraduate years at Dartmouth College in New Hampshire and graduate school at Princeton's Woodrow Wilson School of Public Affairs. He successfully ran the 1972 George McGovern presidential campaign in Mercer County, New Jersey, while in graduate school. Doing so landed him on President Nixon's infamous "enemies list."

From there he moved to Columbus, Indiana, to work for Irwin Miller, the CEO of Cummins Engine. Miller turned out to be one of the most influential people in Hutchinson's life. A Nelson Rockefeller/John Lindsay Republican, Miller "understood the connection between business and the community, both nationally and locally. Columbus is a small, rural town, and Cummins is a huge employer. He taught me that, as a business, you've got

to care about the town. Irwin Miller was very influential in my understanding that you can and should engage in the 'public's work' wherever you are sitting."

Still intent on public service as a career, next Hutchinson landed back in Minneapolis as a deputy to Mayor Al Hofstede in the early 1970s. He also got involved in two political campaigns in Minnesota. "I learned that democracy can be rough (we lost) but that in the long-run, citizens know right from wrong (those who won got thrown out in the next election)."

Serving the State

After his tenure at Dayton Hudson, where he also served as chair of its foundation, Hutchinson served Governor Rudy Perpich as commissioner of finance. Hutchinson recalled, "Being commissioner taught me why government reform is possible, hard and so necessary. In particular, it taught me the critical importance of focusing on results and how to get more and better ones. I also learned the incredible power of bureaucratic systems where doing things right (following the rules) is more important than doing the right things."

In service of the public, privately

After Perpich's 1990 defeat, Hutchinson and two colleagues started their own consulting company, the Public Strategies Group (PSG). They had developed a catalog of government reform ideas anticipating a Perpich victory and were still anxious to implement them. PSG's first clients included the Minnesota Zoo and the Science Museum of Minnesota.

In 1993, Hutchinson and PSG were hired to lead the Minneapolis Public Schools. “It was controversial and rewarding,” Hutchinson said. “We made some tough calls that not everyone liked. In the end, student achievement went up. That made it worth all the pain!”

After that, his work also included a redesign of the Department of Transportation, Medicaid and the Statewide Accounting System for New York State; the child welfare systems in Iowa and Illinois; and the budget systems in the State of Washington, Multnomah County (Oregon) and Polk County (Florida). Based on his work, in 2004, Hutchinson co-authored *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis*.

As the head of the Minneapolis Public Schools, Hutchinson never lost touch with serving students first. Here he breakfasts with students at Andersen Elementary circa 1994.



Then in 2006, he took a year off and ran as the Independence Party candidate for governor of Minnesota. “What an experience!” he said. “I did not win that election, but the ideas I campaigned on are changing the political debate.” He came away from that experience even more convinced that the people and communities are way out in front in wanting change. “Courageous leaders speak the truth that people know but don’t say, and they make the constituency for change bigger than the constituency for the status quo.”

It was Hutchinson’s passion for making change through courageous leadership that brought him to the Bush Foundation.

Leadership, learning and impact are the keys to the future

“The core idea in the new strategic plan is that the Bush Foundation intends to be a catalyst to shape vibrant communities in the region. We will do so by investing in courageous leadership, reinforced by learning. The combination of leadership and learning are critical if we want to have impact. Leadership drives change. Learning steers change to be most effective. For us, learning is critical to choosing the best vehicle for making change happen. Maybe it will be a grant, but it might also be convening, partnering, advocating or creating a cooperative venture.

“In the next 10 years we will commit a half billion dollars and a half million person hours of staff and consultant time to the Foundation’s region. We want to be sure that it makes a difference. That is a challenging and attractive assignment. I am honored that the Board asked me to take it on.” ❁

Below left, Hutchinson and wife Karla Ekdahl during his 2006 run for Minnesota governor and right, in a less serious moment with now-adult daughters Emily, left, and Julia.





BUSH FELLOWS

All Summit photographs by Tom Roster



SUMMIT...

“Energizing, educational, brilliant, stimulating” . . . “tears of joy; a belly full of wine, cheese and crackers . . .”

The thoughts and impressions of the Bush artist, medical and leadership fellows came pouring in after the October 2007 Bush Fellows Summit. Nearly 160 of the more than 400 attendees wrote to us with kudos, ideas and “kindly” criticism about their experience at the event.

Those couple of days proved to be a unique and inspiring time for them, as well as for Foundation staff and Board members. From the opening reception and art crawl at our offices to the closing address by national journalist Juan Williams, fellows connected with each other, enjoyed the program and contemplated the future of the Foundation’s region.

These evaluation responses came from leadership fellows (64 percent), artist fellows (17 percent), medical fellows (15 percent) and Bush educators (4 percent). What follows is a report of what they had to say, with some sample responses to the open-ended questions.



Hmong comedian and political activist Tou Ger Xiong was one of the favorite speakers during the Bush Fellows Summit.

What did you take away from the Summit?

“An inspiration to once again beat down the barriers and move my life in a direction I choose. I’m a 1979 Leadership Fellow, a long time ago. Yet, trading stories with other fellows, being among Foundation staff and surrounded by their mission and the strategic plan for the future, ***all of the idealism and hope came back.*** I’ve needed this for quite a while. Others have too. In our society right now, hope and idealism are qualities in short supply. It makes sense that Bush Fellows, in whom so much has been invested, would make good use of an infusion of both.”

“A better appreciation for the breadth and depth of the pool of fellows. I really think this is an asset the Foundation can utilize and leverage much better than it currently does, and I would encourage you to continue to look for ways to do that. I think it’s really difficult to pull together 400 people to discuss and get feedback on such broad and complex issues, but I think it is worthwhile to try to find better ways.”

“I experienced a great sense of belonging, of being with kindred spirits, something I haven’t felt in my work as a consultant. It was nice to feel such fellowship with such a diverse group of others. I really enjoyed connecting with and hearing the perspectives of medical and artist fellows, as well as leaders, because ***it brought a diversity of perspectives that just doesn’t happen when there is only one type of mindset at the table.***”

“That the fellowship experience is very unsettling in very powerful ways . . . ones that reverberate for a lifetime. This experience is more about personal growth than professional

growth, one to be taken seriously and one that lasts far past the end date of the fellowship period. I have always been grateful but *now feel a deepened sense of community around this issue with many hundreds of people.* I hope that we can be instrumental players in improving the region.”

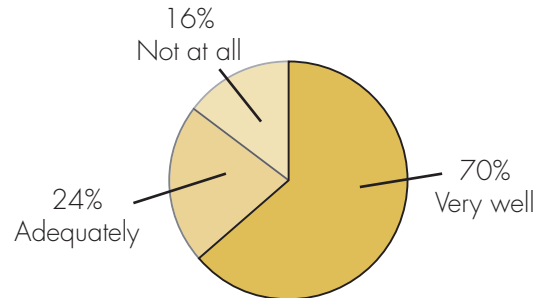
“A radiant glow that still hasn’t subsided. Tears of joy and inspiration. *Hope for a brighter future.*”

What did you think of the Learning Conversations?

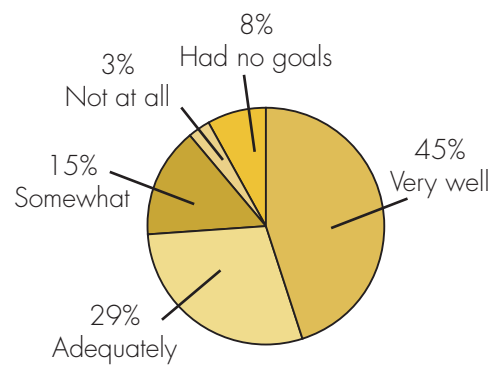
“When we bring together cross-disciplinary groups of individuals from divergent professions and fields, we cannot assume a shared language and we need to create one. *The arts, including storytelling and metaphor, are ways to generate a shared language.* By inviting us to begin our conversations with a story, you gave us the opportunity to develop a common language and common reference for our conversation, which is ultimately what occurred in our group.”

“Disappointment, especially over those crazy Learning Conversations, which were *the kind of exercise that might have gotten our country into the war in Iraq.* Don’t talk, don’t think, don’t ask questions, just fill in the blank square because there’s no time for anything else.”

One of our goals in convening the Summit was to reconnect with fellows. How well did we accomplish this?



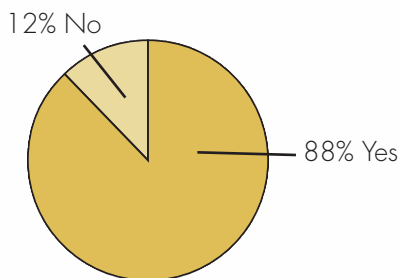
How well did we meet your personal goals?



Multidisciplinary groups of eight to 10 fellows addressed one of six questions related to the Foundation’s strategic plan in an emergent learning process called “Learning Conversations.” Below, Douglas Ewart, left, (BAF’97 & ’07) and Tracine Asberry (BLF’07) participate. (You can read the fellows’ thoughts about the six strategic questions beginning on page 15.)



Do you expect that your conversations during the Summit will yield new leadership opportunities or impact favorably the “common good?” Why or why not?



“The Summit reminded us that at a critical time in our careers, the Bush Foundation invested in us. We can only repay that investment by *continuing to work to make our communities, states and nation better places for people to live and work.*”

“History would indicate that follow-through for most sessions such as the Fellows Summit will lapse, no matter how well intentioned we are. It will take a coordinated effort and serious planning for the Foundation and the collection of

fellows to leverage the potential of the Summit. Do not mistake this as being negative; *I just think we need to be honest as to how hard this is to do.*”

What could we have improved?

“There is no doubt that the Foundation could extend its umbrella, visibility and effectiveness in the region by engaging fellows in more dynamic and meaningful ways with continuity and consistency within the larger community. Of course, this takes time, planning and resources. The Foundation can take the initial lead but *leave it to fellows—committees that can act as independent extensions of the Foundation—in carrying out its strategic mission.*”

“In a way, the design of the Summit was closed, or delimiting. It seemed as if the Foundation wanted to assert its depth of knowledge first. Therefore, it was difficult to get at new perspectives. I think this closed-ended design had the effect of keeping our collective thinking inside the prescribed boxes. *Yet here is an amazing, talented, unique group of doers who might see something in a way that has not yet occurred to the Foundation.*”

Below, state of the region panelists (from left) Eric Jolly, president of the Science Museum of Minnesota; Patricia Walker, M.D. (BMF’95), medical director of the HealthPartners Center for International Health; and Arthur Rolnick, senior vice president and director of research at the Federal Reserve Bank of Minneapolis; with moderator Catherine Piersol, Bush Foundation Board member.



Was the multidisciplinary nature stimulating?
(98% said "Yes")

"By gathering us together, we could see so much more than we can see in the narrow tunnels of our individual fields. We are multi-faceted people—not just the product of our disciplines but the product of every aspect of our lives. This was so evident in the stories of the participants around the table in the exercise. And it's the reason why the stories were the best outcome of the exercise."

"There are too many connections, policy and otherwise, between areas and issues to "wall off" discussions. Curiously, ***I found the medical fellows some of the most interesting people***—I say curiously because I was not sure how that connection would be made—but ***they brought a perspective that really enriched the experience for me.***"

"I rarely meet anyone but artists and tend to live in a bizarre 'biosphere' of theatre artists. ***The Summit burst open my bubble and introduced me to people I found so inspirational in their work, their altruism, their drive to make the world a better place and their creativity.***"

As a result of the Summit, what, if anything, will you change in your work?

"I learned that ***using cross-disciplinary strategy conversations for resolving problems can be quite useful.*** These were some of the most interesting conversations that I've had."

"I'm going to collaborate more in order to bring forth projects and efforts that address some of the needs highlighted at the Summit. ***It reminded me that there are many others who know of these urgent needs and that I do not have to feel so isolated in striving to address them.***"

"It's not so much a change in my work, but an ***added level of enthusiasm to think bigger picture and to think in positive terms.***"

"I am retired, so the Summit inspires me to ***keep on with my community volunteer activities and not lose heart.***"

"I was inspired to think more about what I could do to solve some of the societal ills and problems we discussed. I will try to think of ways I can volunteer my time or perhaps choose writing topics that address those issues. In short, ***I was inspired to be less insular and selfish and be more outward looking.***" 🌟



What will it take to....? Fellows join the conversation



Above, Diadra Decker (BLF'83); Wilhelmina Holder, M.D. (BMF'97) and Larry Long (BAF'96) worked together during the Learning Conversations. In the evaluation of the Summit, 98 percent of attendees found the cross-fellowship approach stimulating.

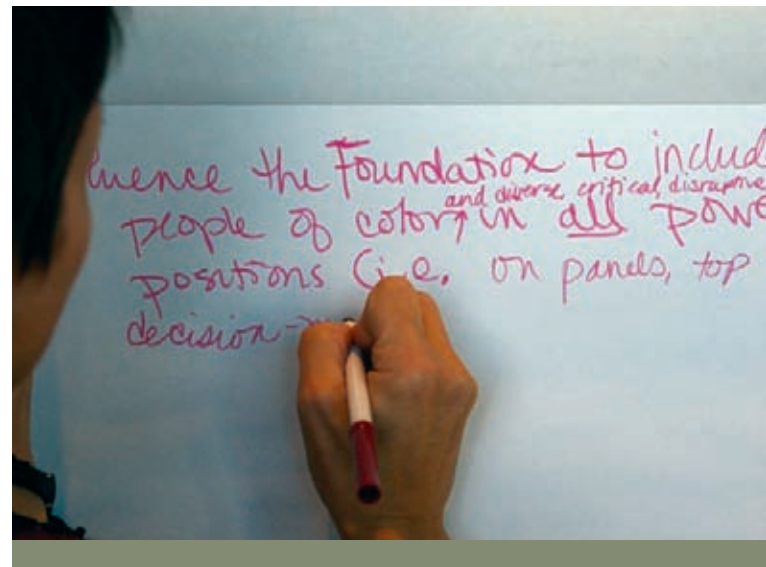
The Foundation posed six strategic questions to fellows at the October 2007 Bush Fellows Summit. More than 400 fellows in integrated groups of eight to 10 pondered these questions, using examples and stories from their own experiences to illustrate the possibilities and opportunities the Foundation might pursue in the coming years. The outcome was an incredibly rich set of ideas and suggestions. Our planning groups are taking these into consideration as we prepare for the launch of the first initiatives of our new strategic plan.



At left, Michael Sommers (BAF'90 & '98), Ellen Chaffee (BLF'77), Eyenga Bokamba (BLF'06) and Darren Renville (BAF'07) also joined the conversation.

In addition to the responses to the six strategic questions, several overall themes surfaced from the discussion groups, including:

- Link fellows together using technology
- Systemize fellows' work and disseminate it
- Use the fellows as resources
- Recognize the power of collective action around topics
- Raise awareness of fellowship projects
- Encourage retiring leaders to mentor younger leaders
- Build connections among fellows by holding frequent convenings
- Provide synchronicity/cross-pollination among the three fellowship programs
- Address the inclusion of diverse demographics and opinions
- Add goal expectations around the Foundation's strategic priorities to the fellowship experience



Our next steps to encourage interaction between fellows and the work of the Foundation reflect many of these broader suggestions. The first outcome will include building an online community into the redesign of the Foundation's website, which began in January. In other action, Kathy Draeger (BLF'99) is inaugurating a fellows group at the University of Minnesota (Twin Cities campus) that she hopes will meet regularly with University leaders, and demonstrate the increase in leadership capacity that Bush fellowships have brought to the University (contact Draeger at draeg001@umn.edu for more information).

On the next few pages we've provided a sampling of what the fellows told us in response to our six strategic questions.

What will it take to improve the contribution of education in a significant way in the Bush region?

Major insights: The education of children is the future for our economic growth. We need to promote an entrepreneurial spirit in education.

Suggested follow-up

- Focus on early childhood development
- Make early childhood a legislative priority
- Educate mothers in early childhood development and parenting
- Document impressive learning outcomes and disseminate them
- Require teachers to be immersed in the cultural competencies pertinent to their students
- Learn how to motivate kids
- Support after-school and summer programs to reinforce learning
- Support community meetings to engage parents and educators
- Provide fellowships to successful educators to develop programs for underachieving groups
- Make grants to “cross-pollinated” groups of fellows from medicine, arts, leadership and education to develop a more integrated approach to school success

What will it take to create conditions to build intellectual, social and financial capital in communities in the Bush region?

Major insights: “Intellectual, social and financial capital” is not the best way to describe the activities under this heading. We need a global voice. We need help with group process, collaboration and authentic leadership. We need to support education and arts at all levels.

Suggested follow-up

- Become a conduit for information
- Understand the importance of recognizing historical context through the stories of elders
- Engage youth in community problem-solving
- Recognize the importance of language and vocabulary in describing problems and communicating with constituents
- Re-imagine equity and recognize that people in different fields may have the same insights but use different language to express them
- Link goals to basic human needs: safety, food, shelter, health
- Take more risks
- Learn about cultural competency; engage social translators
- Consider “ungenius” fellowships—leadership comes from all levels
- Build into fellowships the expectation to volunteer



South Dakota fellows contemplate the strategic questions for their state.

What will it take to create conditions for a sustainable, healthy environment in the Bush region?

Major insights: We need to clarify the agenda and redefine the environment as a “common good.”

Suggested follow-up

- Reconnect to where food and water come from
- Fund environmental justice, environmental advocacy and/or the commissioning of an environmental logo
- Support a few community groups emphasizing environmental education and create a model for other communities
- Develop a category of environmental fellows and/or use environmental topics in the selection criteria for all fellows
- Connect arts and environment; support public art
- Create award programs to recognize and showcase sustainability efforts in the Foundation’s region
- Invest in influencing environmental policy, including contacting federal and state legislators
- Walk the talk at the Foundation, eliminate bottled water
- Develop teams of artists, physicians, leaders and educators to deal with the environment

What will it take to create conditions for communities in the Bush region to become more economically vital?

Major insights: Quality of life requires partnerships among business, governments and nonprofits. Green/bio technology can be used to build economic development locally and regionally. People need training to prepare them for employment.

Suggested follow-up

- Focus work on investment, not charity; only a long-term investment will break the cycle of charity
- Invest in collaborations between public and private institutions
- Focus on developing leaders who can mobilize/empower others
- Invest in policy work that taps into the communities’ best resources in arts and poverty reduction
- Create initiatives in local communities and states that increase access to health and economic opportunities
- Support communication among fellows; consider topic-related listservs



After the Learning Conversations, Bush Foundation staff gathered the responses and adjourned to what came to be dubbed the “war room.” Working in six teams of two late into the night, they synthesized the ideas of the more than 400 fellows so President Anita Pampusch could speak about them the next morning, at the Summit’s closing session. (Bush Foundation staff, clockwise from top left: June Noronha, John Archabal, José González, Nancy Fushan and Rudy Guglielmo Jr.)

What will it take to create conditions where arts and culture would flourish in the Bush region?

Major insights: Access to and diversity of artistic expression is important. Minnesota has a strong arts infrastructure but has large disparities in participation and access between diverse communities and across geographies. Arts and culture can be an economic engine.

Suggested follow-up

- Encourage arts participation for students in workforce programs and show the opportunities for future careers
- Ask fellows at the end of their fellowships to put together a plan to address the Foundation's three strategic goal areas
- Make grants to increase access, develop infrastructure and embed arts in schools to increase exposure, access and proliferation of new artists
- Encourage fellows to take on nontraditional residencies as part of their fellowship programs
- Tap retired volunteers to work in schools, particularly communities of color
- Provide opportunities for art/culture and teachers/practitioners in micro-regions and the inner city to serve students
- Establish partnerships among arts and cultural institutions, teachers, practitioners and centers for developing a healthy community
- Learn from the history of settlement movements to honor cultural expression and build a collective sense of community
- Fund festivals and art venues
- Encourage business infrastructure to promote and present artwork
- Advocate for projects that highlight immigrant, ethnic and folk arts

What will it take to improve the health of children in the Bush region?

Major insights: Education of parents in how to raise emotionally healthy children is primary. Women and children have very little political capital to affect a useful outcome. There are differences in health access between rural and urban areas, states and governmental entities. Important factors are school nutrition, safety of children and health decisions that are connected to communities and not given over to experts.

Suggested follow-up

- Establish effective collaborations between medical personnel/administration and members of regional communities
- Add parenting/mentoring component to early childhood programs
- Address fetal alcohol syndrome with money, education, community involvement and support
- Fund 5,000 fellowships instead of 50
- Focus some leadership and medical Bush grants on people working in children's health, from prenatal on
- Fund dietary interventions, exercise programs, relaxation/wellness programs and school lunches
- Create healthcare accounts for those unable to afford current health plans; access would be contingent on participation in community-based healthy child practices and education programs
- Support activities that test rules and regulations
- Make early childhood and education programs mandatory when a child is born
- Monitor pharmaceutical companies and FDA influence
- Press presidential candidates to adopt the World Health Organization guidelines saying health is a right 🌐



Clockwise, from top left: Vicki Allen (BLF'04) in conversation with Bush Foundation Grants Manager Kelly Kleppe; sculptor Chris Lutter-Gardella (BAF'06) and the larger-than-life wearable puppet of Vice President Dick Cheney he displayed as part of the Summit's "Show and Tell," in which more than 100 fellows participated; and Anita Pampusch, whose passionate leadership made the Summit possible.





Clockwise from top: Michael Wilcox, M.D. (BMF'83), director of the Bush Medical Fellows Program with other fellows after a performance by Hmong comedian and political activist Tou Ger Xiong; author and journalist Juan Williams, who gave the closing speech; and Claudia Berg (BLF'00) and Merrill Berg (BLF'75) at the Monday evening social hour. (Although the two both live in North Dakota, have the same last name and have worked together, they are not related.)



Bush Foundation Grants Approved in November 2007

ARTS AND HUMANITIES

- Fargo-Moorhead Opera Company**
Fargo, North Dakota
To implement marketing and development plans.....\$90,250
- Graywolf Press**
Saint Paul, Minnesota
For continued operating support through the Regional Arts Development Program I.....\$200,000
- Illusion Theater and School, Inc.**
Minneapolis, Minnesota
To assess education and outreach programs and to develop an operational plan.....\$35,000
- Mixed Blood Theatre Company**
Minneapolis, Minnesota
For continued operating support through the Regional Arts Development Program I.....\$200,000
- Northern Clay Center**
Minneapolis, Minnesota
For support of entry-year planning through the Regional Arts Development Program II.....\$100,000
- Rapid City Fine Arts Council, Inc.**
Rapid City, South Dakota
For staffing needs as the Dahl Arts Center expands.....\$175,000
- The Saint Paul Foundation**
Saint Paul, Minnesota
Toward the ArtsLAB II Funder Collaborative.....\$600,000
- The Soap Factory**
Minneapolis, Minnesota
To develop a business plan in preparation for a capital campaign.....\$19,700
- South Dakota Symphony Orchestra**
Sioux Falls, South Dakota
For continued operating support through the Regional Arts Development Program I.....\$80,000
- VocalEssence**
Minneapolis, Minnesota
For an initial grant of multi-year operating support through the Regional Arts Development Program II.....\$300,000

ECOLOGICAL HEALTH

- Dakota Rural Action, Inc.**
Brookings, South Dakota
For multi-faceted ecological health work in South Dakota.....\$150,000
- Eagle Bluff Environmental Learning Center, Inc.**
Lanesboro, Minnesota
For a collaborative effort among six residential environmental learning centers to demonstrate a carbon-neutral lifestyle.....\$176,000
- Farmers' Legal Action Group, Inc.**
Saint Paul, Minnesota
To assist immigrants to enter farming and to provide legal support in developing regional and local food systems....\$300,000
- Great Plains Institute for Sustainable Development, Inc.**
Minneapolis, Minnesota
To ensure that energy policy is embraced and enacted by governments and businesses in the Midwest.....\$440,000
- Institute for Agriculture and Trade Policy**
Minneapolis, Minnesota
To support interdisciplinary program initiatives and to strengthen institutional capacity.....\$500,000
- Minnesota Environmental Initiative, Inc.**
Minneapolis, Minnesota
For working capital for climate change and energy efficiency projects.....\$75,000
- Minnesota Environmental Partnership**
Saint Paul, Minnesota
To support training for members and to increase citizen engagement.....\$300,000
- Nature Conservancy**
Minneapolis, Minnesota
To integrate Minnesota and North and South Dakota into a tri-state chapter of the Nature Conservancy.....\$350,000
- Northern Plains Sustainable Agriculture Stewardship Fund**
LaMoure, North Dakota
To strengthen organizational capacity.....\$210,000
- Rural Renewable Energy Alliance**
Backus, Minnesota
To expand a solar power assistance program for low-income families.....\$135,000

Sustainable Farming Association of Minnesota

Starbuck, Minnesota
To develop and implement an experiential learning program in sustainable agriculture.....\$170,000

EDUCATION

- Metropolitan State University Foundation**
Saint Paul, Minnesota
To improve completion rates of students in the Power of YOU program at three public colleges in the Twin Cities (Minneapolis Community and Technical College, St. Paul College and Metropolitan State University)....\$396,100
- Montessori Training Center of Minnesota, Inc.**
Saint Paul, Minnesota
For a capital project.....\$350,000
- Mount Marty College**
Yankton, South Dakota
For a faculty development program to improve student writing and retention.....\$146,000
- State of North Dakota, Department of Human Services**
Bismarck, North Dakota
To support the Child Development Successor Program in North Dakota.....\$355,790
- Sicangu Oyate Ho, Inc.**
St. Francis, South Dakota
To provide emotional, cultural and academic support for underachieving students.....\$196,500
- South Dakota State University**
Brookings, South Dakota
To continue the South Dakota Institute for Infant Toddler Development and Care.....\$355,275
- University of Minnesota Foundation**
Minneapolis, Minnesota
To support the Minnesota Postsecondary Plan, which will increase the readiness of Minnesota students for higher education.....\$997,300
- Washburn Child Guidance Center**
Minneapolis, Minnesota
To expand evaluation, training and dissemination of a day treatment model, and to develop a parent intervention component.....\$113,000

HUMAN SERVICES AND HEALTH

Bridge for Runaway Youth, Inc.

Minneapolis, Minnesota

For additional staff for a program serving homeless youth.....\$230,000

Community Homes and Resources in Service to Many

Fargo, North Dakota

For year-round programs for at-risk refugee youth.....\$195,000

Confederation of Somali Community in Minnesota

Minneapolis, Minnesota

To build the capacity of a women's center.....\$55,000

The HousingLink, Inc.

Minneapolis, Minnesota

To help hire a business operations director.....\$85,000

Intercultural Mutual Assistance Association of SE Minnesota, Inc.

Rochester, Minnesota

Toward a capital campaign.....\$267,100

JOBS NOW Coalition

Saint Paul, Minnesota

For a new, full-time research analyst position.....\$125,000

Men as Peacemakers

Duluth, Minnesota

To increase the number of men involved in the prevention of domestic violence.....\$160,000

Metro-Wide Engagement on Shelter and Housing

Minneapolis, Minnesota

To secure access to a medical respite shelter through an inter-county agreement.....\$25,000

Minnesota Coalition Against Sexual Assault

Saint Paul, Minnesota

To increase the capacity of victim advocacy programs to improve sexual violence prevention services and public policies.....\$80,000

Minnesota Fathers & Families Network

Saint Paul, Minnesota

To support salary expenses for a new position—policy and program director.....\$127,500

Minnesota Kinship Caregivers

Saint Paul, Minnesota

For a legal advocacy program.....\$50,000

Minnesota Organization on Fetal Alcohol Syndrome

Saint Paul, Minnesota

To implement a pilot intervention project with women in treatment centers...\$54,900

Mountain-Plains Youth Services Coalition

Bismarck, North Dakota

To provide a continuum of services for at-risk youth.....\$160,000

Neighborhood House

Saint Paul, Minnesota

To build capacity in staff and facility.....\$181,207

The Red Lake Nation Boys & Girls Club of America

Red Lake, Minnesota

Toward a capital campaign.....\$360,000

Rural Enrichment and Counseling Headquarters, Inc.

Hawley, Minnesota

For two program staff positions...\$117,000

The Salvation Army Northern Division

Roseville, Minnesota

To relocate a thrift store in Mankato.....\$90,000

TakeAction Minnesota Education Fund

Saint Paul, Minnesota

To support a community health organizer position.....\$80,000

Thunder Valley Community Development Corporation

Porcupine, South Dakota

For staff and program expenses to start the organization.....\$50,000

Wayside House, Inc.

St. Louis Park, Minnesota

To integrate services for young mothers affected by homelessness and chemical dependency.....\$225,000

Wellspring, Inc.

Rapid City, South Dakota

To purchase and renovate a building for an organization that provides inpatient and outpatient services to troubled youth.....\$150,000

Wellstone Action Fund

Saint Paul, Minnesota

To support the Native American Leadership Program and to hire a deputy executive director.....\$375,000

White Earth Tribal Council

White Earth, Minnesota

To develop rules of criminal procedure and criminal codes to expand tribal jurisdiction over criminal matters...\$85,285

Young Women's Christian Association of Duluth

Duluth, Minnesota

To hire a supportive services coordinator for young mothers.....\$36,000

OTHER

Citizens League

Saint Paul, Minnesota

To build the Citizens League's organizational structure.....\$290,000

Community Reinvestment Fund, Inc.

Minneapolis, Minnesota

To support community development in Minnesota and South Dakota.....\$300,000

Community Shares of Minnesota

Saint Paul, Minnesota

To develop a grassroots evaluation project for member organizations.....\$20,000

Peta Wakan Tipi

Saint Paul, Minnesota

To develop and implement a strategic plan.....\$75,000

Saint Paul Riverfront Corporation

Saint Paul, Minnesota

To provide partial funding for the programs necessary to implement the National Great River Park.....\$200,000

Women's Foundation of Minnesota

Minneapolis, Minnesota

Toward the Fund>>Forward campaign.....\$750,000

Grand Total \$12,514,907

Bush Fellows—Mending the fabric of communities



By Victoria Tirrel

On August 1, 2007, during the height of Twin Cities evening rush hour, the I-35W bridge spanning the Mississippi River near downtown Minneapolis collapsed. More than a dozen cars and their occupants plunged into the river. Other commuters emerged dazed and sometimes injured from cars that had miraculously fallen 64 feet with the bridge deck but not been submerged. In all, 84 cars and six construction workers had been on the bridge; 13 people died and 144 others were injured.

Through that frantic evening as the extent of the damage, death and injury revealed itself, two Bush fellows were busy—one saving lives and the other planning how to save a fat pocketbook.

On the scene in minutes

When the news flashed across televisions screens that the bridge had fallen, Jeffrey Ho, M.D. (BMF'03) hadn't made it home yet from his shift as a Meeker County deputy sheriff. But his neighbors knew him



Even though he is a sheriff's deputy in Meeker County, Minnesota, Dr. Jeffrey Ho (BMF'03) also is an emergency medicine physician. The combination of his medical and public safety skills lets him be more effective at each type of work.

Bridge collapse photographs courtesy of Tony Webster

well enough to alert him when he did get there. Within a few minutes, Ho had changed out of his deputy uniform, stowed his gun, changed into rescue gear and was on his way to the accident site.

In addition to his work as a deputy, Ho is also an emergency medicine physician who used a 2003 Bush Medical Fellowship to attend the police academy. He is one of five emergency medicine physicians in Hennepin County who rotates being on-call for the West Metro EMS System. He wasn't on-call that night, but it didn't matter. All five EMS physicians showed up, plus countless other first responders from area hospitals and other public safety organizations.

Four miles and nine minutes after leaving his west Minneapolis home, Ho was at the site. He was the second arriving EMS physician to the north side of the bridge. "The bridge was still, what felt like to me, unstable," Ho said. "We had falling pieces of masonry and concrete and things like that."

They began the triage process. "When you're faced with a mass casualty disaster, unfortunately you have to use battlefield-like triage principles. You have very limited resources, you're faced with a huge number of potential casualties and you have to start making decisions." In all, there were three fatalities on Ho's section of the bridge with hundreds of other people wandering around. In addition, one EMT was hit by falling debris. "He had on a helmet or that might have been a fatal injury."

Ho was at the bridge site for two to three hours, although most of the work for him as a physician and EMS provider was over in 90 minutes.

"The amazing thing was you get sort of tunnel vision. We were taking care of these people on the ground. Not until after the event was over did I look up and realize that above me, where the bridge had actually broken off, there were cars hanging off the edge over the top of us. It was a very eerie sight when you looked up and realized, 'wow, we've been working under this, and one of those could have come down at any point.' We never really thought to look up."

Ho is full of praise for those he worked with that night. "It was a phenomenal team effort. It's a big part of what

we train to do." He also lauded the community response. Many people showed up with bottled water or brought food later in the evening.

And he's grateful. "The fellowship training I was able to get through the Foundation added to my emergency training. I had the medical part, but what I didn't have was the public safety/emergency management stuff that I got through my police academy training and my on-the-job training as a deputy. That was invaluable in knowing how to work around that scene."

Saving fat pocketbooks

The Mississippi flows over the beautiful Saint Anthony Falls just a few hundred yards upstream of the collapsed bridge. This was the environment (and known upstream limit) of the federally endangered *Potamilus capax* (right), a mussel known colloquially as the "fat pocketbook."



Marian Havlik (BLF'76)

With bridge rebuilding plans evolving quickly, mollusk expert and consultant Marian Havlik (BLF'76), left, knew there was a window of opportunity to bring her crew to that section of the Mississippi, do a mussel survey and relocate any endangered mussels they found.

The fat pocketbook was first identified at Saint Anthony Falls in 1832, but none have been seen alive in the Mississippi in the last 40 to 50 years. That didn't faze Havlik, who said, "I'm of the opinion that they aren't seen because no one looks for them."

Havlik conferred with her crew of divers, one of whom has worked with her for more than 20 years, about their willingness to dive the murky and potentially dangerous bridge site. All were eager. If they found fat pocketbooks, they would relocate them to a muddy, calm area nearby



Above, Marian Havlik (center) used to join her dive team in the water, as shown in this 1992 photo, but these days she works mainly at identifying, measuring and counting what the divers bring up. “I don’t want to say that I’m getting too old to [dive],” she said, “but basically I have enough to do topside.”

so that construction could continue without harming the endangered mussels.

So Havlik set about doing the paperwork. She talked to both the Minnesota Department of Transportation and the Minnesota Department of Natural Resources, and she filed a request for her company to conduct a survey with all the contractors bidding on the job. In the end, the construction start date of October 15 meant there was almost no time for her crew to do the work.

Even so, it’s possible that any fat pocketbooks in the area may have fared well anyway. There were no piers in the old 35W bridge and aren’t any in the new design as well. Piers can be a big problem for mussels, not only because they disturb the riverbed but because builders also construct a coffer dam to surround the pier. When piers are part of a bridge project, Havlik’s team surveys the proposed footprint of the pier and the coffer dam, as well as a 20-foot buffer zone around that footprint. She’s had to become an expert at reading bridge plans and topographical maps. “You’d be amazed by how many things I’ve learned about engineering and construction, besides knowing things about mussels.”

Although it didn’t work out for a survey of the fat pocketbook, Havlik’s team is busy doing surveys and relocations across the Midwest, and even at other spots on the Mississippi. “We have found that the Mississippi isn’t as dead as we thought it was. It’s recovered in the last 20, 25 years.”

Havlik got interested in mussels because of her daughter’s science fair project. Like most moms in that late-1960s era, Havlik got “elected to help her.” Later, she was irritated that no one was listening to commercial clam buyers who were lobbying the DNR to put harvesting size limits on mussels. She took up their cause and hasn’t stopped advocating since. Her 1976 Bush Fellowship paid for training at Ohio State University under Dr. David Stansbery, a mollusk expert and taxonomist.

Since then, federal and state agencies have spent millions of dollars on mussel research because of her advocacy. In the beginning, “the biologists, who were mostly men, gave me a very hard time.” But after she gave a few papers and published, the professionals warmed. Now, she said, “I go to public hearings, and I never have to say a word.” 🌱



Bush Artist Fellows Program

The American Composers Forum announced that **M. Cochise Anderson** ('02) is a recipient of a Common Ground Grant Award, part of the First Nations Composer Initiative.

In September, the October Gallery in London hosted *Oshki-Bawaajige (New Dreaming)*, an exhibition of three artists of Ojibwe descent, including **Frank Big Bear** ('86 & '98).

The work of artist **Ernest A. Bryant III** ('06) was on display at Franklin Art Works in Minneapolis in fall 2007. In addition, he was named one of nine "up and coming" Minnesota artists under age 30 by the *Minneapolis Star Tribune*.

Several artists, including **Chris Faust** ('95), **Aldo Moroni** ('91) and **Jante Visscher** ('84), showed work as part of *Time 'n' Place* at Gallery 13 in Minneapolis in August. **Faust** was also featured, as was **Lynn Geesaman** ('91), in a recent *Star Tribune* article about these photographers' new books.

Smithsonian magazine recently profiled **Gary Greff** ('04), whose giant sculptures lie along a 30-mile stretch of two-lane highway in southwest North Dakota called the Enchanted Highway.

At a November performance to celebrate the release of **Dick Hensold's** ('06) new CD, *Big Music for Northumbrian Smallpipes*, cellist **Michelle Kinney** ('03) joined his band, Piper's Crow, for the festivities.

Signaling for Rescue, a collection of stories by **Marianne Herrmann** ('92), came out in October from New Rivers Press.

The paintings of **Shana Kaplow** ('89) were part of *Summer Exhibit: Part II* at the Weinstein Gallery in Minneapolis in the late summer.

The Loft Literary Center chose four fellows to participate in its 2007-08 mentor series. **Mai Neng Moua** ('03) will be mentored by nonfiction writers Elmaz Abinader and **Barrie Jean Borich** ('97). Fellows **Heid Erdrich** (BLF'01) and **Sandra Benitez** ('99) also serve as mentors for the series, which annually selects 12 writers to work intensively with nationally known writers.

The Weisman Art Museum recently presented *Changing Hands: Art Without Reservation*, an exhibition organized by the Museum of Arts and Design, New York. The buffalo horn work of Oglala Lakota artist **Kevin Pourier** ('06) was featured.

The Ancient Traders Gallery in Minneapolis mounted *Re: Generations, Legacy & Tradition*, a showing of contemporary art by American Indian artists, including **Kevin Pourier** ('06) and **Dwayne Wilcox** ('06). The show was curated by **Heid Erdrich** (BLF'01).

In December and January, **Nirmala Rajasekar** ('06) performed 15 concerts at the world-renown International Winter Festival in Chennai (formerly Madras) and other cities in India.

Photographer **Angela Strassheim** ('06) recently participated in a joint exhibit titled *On the Scene* at the Art Institute of Chicago. The exhibit explored the diverse range of art produced by a new generation of photographers. In February, her work will hang in the Walker Art Center's Target Gallery in *Worlds Away: New Suburban Landscapes*.

Morgan Thorson ('00) received a 2007 Minnesota SAGE Award for Dance for her performance of *Docudrama*— a research performance project inspired by the confluence of dance history, biography and documentary filmmaking.

Katrina Vandenberg ('05) will be a 2008 resident fellow at the Amy Clampitt House near Lenox, Massachusetts. Also, Red Dragonfly Press will publish her chapbook, *On Marriage*, co-authored with poet Todd Boss. Other new poems are forthcoming in *Orion* and *Post Road*.

More than 60 photographs by **JoAnn Verburg** ('83 & '93) were on display at the Museum of Modern Art in New York for six months in 2007. The exhibit, *Present Tense: Photographs by JoAnn Verburg*, opened at the Walker Art Center in January.

The Harlem String Quartet played the world debut of **Judith Lang Zaimont's** ('05) *The Figure* at Syracuse University in September.

Bush Leadership Fellows Program

The North Dakota Women's Network named **Ellen Earle Chaffee** ('77) its Woman of the Year, lauding her leadership in higher education and beyond. Chaffee has been president of Valley City State University since 1993.

The *Minneapolis-Saint Paul Business Journal* named **Kari Niedfeldt-Thomas** ('07) CFO of the Year in the nonprofit division for her work with Neighborhood House.

The new Institute for Health and Healing at Abbott Northwestern Hospital in Minneapolis welcomed **Greg Plotnikoff, M.D.** ('02) back to Minnesota as its medical director. Previously, he had been a visiting associate professor at Keio University Medical School in Tokyo, Japan.

Bush Medical Fellows Program

The Association of American Physicians selected **Judith Salmon Kaur, M.D.** ('94) as its Physician of the Year. The award cited her "outstanding dedication to the health of American Indian and Alaska Native people."

Rhonda Ketterling, M.D. ('90) is the new chief medical officer for the MeritCare Health System in Fargo.

Fellows, send your news and photos to fellowsnew@bushfound.org.



Peter Hutchinson stepped into the role of president on December 1, replacing **Anita Pampusch** (above), who retired at the end of 2007 after 10 years as the Foundation's leader.

After 32 years with the Foundation, **Linda Kollasch** retired in November. Most recently she had been the assistant grants administrator.

December brought us two additions to Foundation staff: **Julie Sholing** (below left) is the Bush Artist Fellows Program assistant and **Erin Dirksen** (below right) is the grants management assistant.



Foundation Board and Staff

Program Officer **Lee-Hoon Benson** will co-chair the 2008 planning retreat for members of the Environmental Grantmakers Association, an affinity group that represents more than 220 foundations around the world.

In October, **Kevin Bitterman** directed *The Star Gatherer*, a commissioned opera by Stephen Paulus, with the St. John's Boys Choir at Saint John's University. Bitterman is the assistant director of the Bush Artist Fellows Program.

In August, **Wilson Bradshaw** left the Foundation's Board to accept the appointment as president of Florida Gulf Coast University in Fort Meyers.

Website redesign begins

The Foundation has hired a Minneapolis internet firm to redesign its website, which we expect to launch in spring 2008; the temporary fellows forum site announced at the Summit has been taken down.

Work has already begun on the fellowship pages. As part of the redesign of this area of our site, selection panels for the Bush Artist Fellows Program may be able to do some of the judging process online.

In the future, the fellowship pages will also function as an online membership community and discussion area for fellows (and other grantees). It will feature a biography section where each fellow can create a profile to include photos, as well as video and audio samples of their work. Community members will be able to contribute to a schedule of events, poll other members, and join or create their own discussion groups around subject areas.

Finally, watch for an online application process to be available later in 2008.

Bush Artist Fellows—Two nights and three decades

Artists take center stage

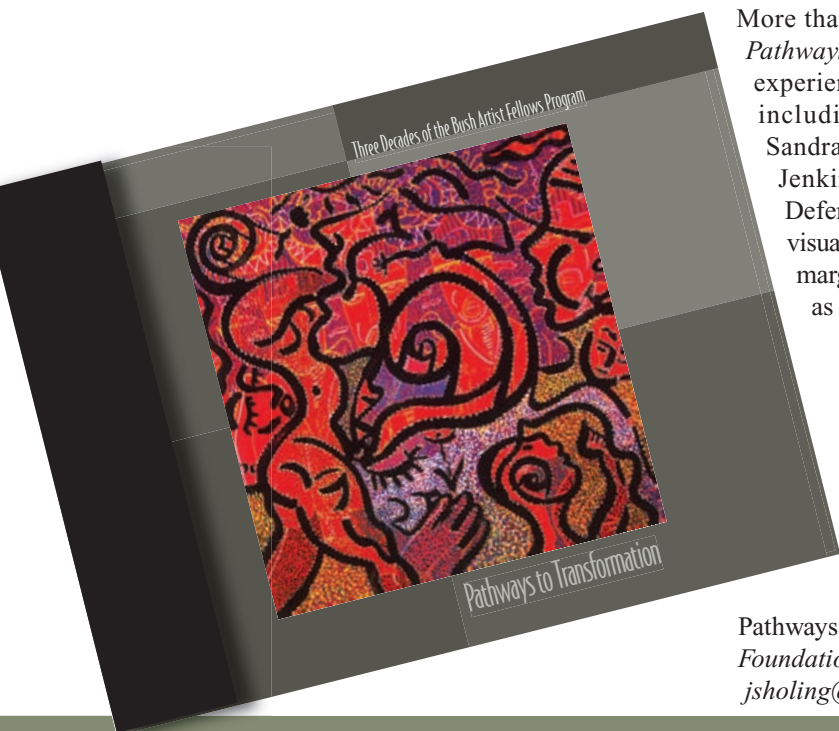
On the evening of Sunday, October 28, 2007, the Bush Foundation offices transformed into one of the hippest art venues in the Twin Cities area as a kick-off to the Bush Fellows Summit. Upward of 400 people streamed to the eighth and ninth floors of the historic First Bank Building in downtown Saint Paul to view nearly 70 paintings, photographs, sculptures, books and films created by Bush Artist Fellows.

Cries of greeting, impromptu discussions and hundreds of reunions took place in the halls and offices of our usually quietly industrious headquarters as Foundation staff played host to returning fellows and their guests.

The next night it was the performing Bush Artist Fellows' turn. After a full day of Summit activities, attendees and their guests had the chance to see a handful of the many Bush Artist Fellows perform during the Artist Fellows Showcase. The works ranged from Native American storytelling to bold dance to musical and theatrical performances.

Into a fourth decade

But in one way those two nights in October were nothing unusual—they had been preceded by three decades of artist fellows' invention, imagination, skill and hard work. This past year marked the entrance of the Bush Artist Fellows Program into its fourth decade. In celebration, the Foundation released a new publication, *Pathways to Transformation*.



More than a chronicle of the program's beginnings, *Pathways* speaks eloquently about the artistic experience through the voices of 12 fellows, including Paul Shambroom (BAF'92 & '02), Sandra Spieler (BAF'87 & BLF'03), Louis Jenkins (BAF'79 & '84) and Mary Louise Defender Wilson (BAF'04). Samples of work by visual and literary artists fill the book beyond its margins. *Pathways* also chronicles artists who work as choreographers, filmmakers and composers.

Pathways to Transformation is available from the Foundation. For a copy, contact us at (651) 227-0891 or jsholing@bushfoundation.org.



Summit attendees had the opportunity to attend the art crawl (top three photos) and the Bush Artist Fellows Showcase.



At the Showcase (below left), choreographer and dancer Ananya Chatterjea (BAF'02), standing, performs an excerpt from Pipaashaa—Extreme Thirst with her daughter; Shrija Chatterjea Sen. Below right, drummers from CRASH, the brainchild of composer Mary Ellen Childs (BAF'89 & '99), entertain with a piece called Talking Stick.

Photographer, Tom Roster





At the Summit art crawl (photographer, Tom Roster).

In *Pathways to Transformation*, the Foundation's new publication about the first 30 years of the Bush Artist Fellows Program, former selection panelist and *New York Times* editorial writer Verlin Klinckenborg shares his thoughts after viewing an artist's work during the judging process:

"It was almost as though those drawings knew they were being witnessed. That's how it felt to me. I could feel the anticipation in the air—the sure knowledge that the artist, wherever he was, was keenly aware that at some point we would be peering at his work, caught up in its energy. Yes, there was a fellowship in question—a fellowship that might make an enormous difference to a career. But before there was even the possibility of a fellowship there was the attention we intently and gratefully gave these drawings."



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