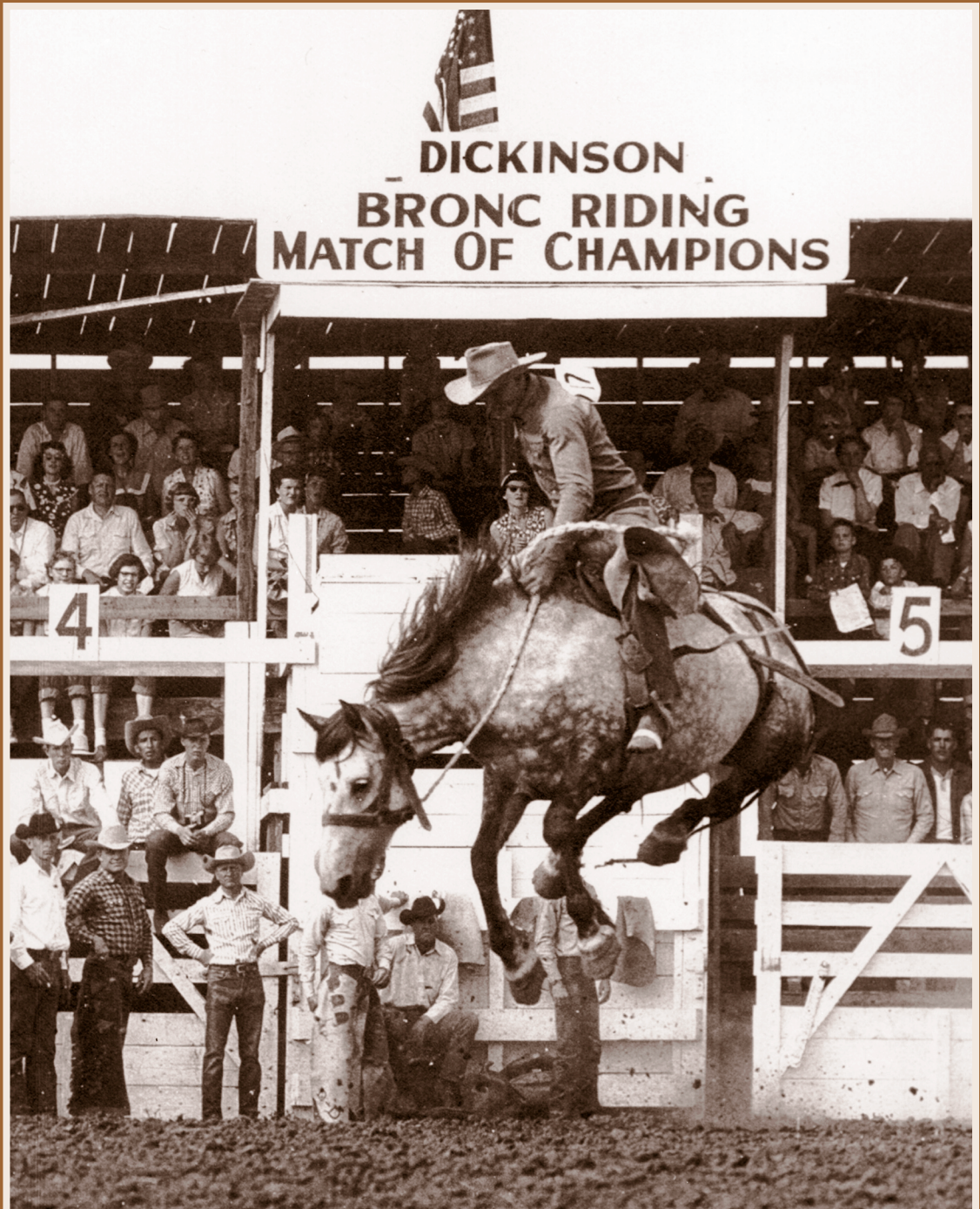


Bush Foundation

# Giving **STRENGTH**

*for Vibrant Communities and Vital Leadership*



The Bush Foundation marked its 53rd anniversary in 2006 and experienced what can only be described as a sea change. The Board and staff worked together to formulate a new strategic plan that requires of us a fresh perspective and a new way of working with grantees and communities. Anita Pampusch has put her thoughts about the past year into her President's Letter and also looks at the the future in an article detailing the major points of the strategic plan.

In this issue of *Giving Strength*, also look for a review of 2006 financial highlights and feature stories on three organizations—Dickinson State University, Ten Thousand Things Theater Company and the Great Plains Restoration Council—that illustrate the kinds of grantmaking that reflect our new goals and objectives.

Leadership—a guiding principle of our new plan—is embodied in the profiles of two Minnesota woman leaders who have used their Bush Leadership Fellowships to become models for others. Last, we celebrate the beauty, the people and the challenges of the wide, open spaces of the western Dakotas with prose and images.



On our cover, rodeo star of the '50s and '60s, Dean Armstrong. A North Dakotan by birth and attitude, Armstrong is one of 92 inductees into the North Dakota Cowboy Hall of Fame near Medora. The town is named for the wife (at left) of the French aristocrat, Marquis de Mores, who established it.

You can read more about the Hall of Fame and other characters of North Dakota's past in the Gallery, beginning on page 31.

## Calendar

### May 2007

Medical Fellows finalists' seminar (4th-5th)  
Artist and Medical Fellows announced

### June 2007

Artist Fellows Program expansion announced (4th)

### July 2007

Grant proposal deadline for November consideration (1st)  
Bush Foundation Board of Directors meets (12th)  
Bush Foundation Directors retreat (13th)

### August 2007

Ecological health letters of inquiry deadline (15th)  
Artist Fellows applications available on web (20th)  
Leadership Fellows information meetings

### September 2007

Letter of inquiry for November proposal deadline due (1st)  
Large Cultural Organizations Development Fund II letters of intent deadline (1st)  
Medical Fellows applications available  
Leadership and Artist Fellows information meetings

### October 2007

Fellowship Summit (28th-30th)  
Leadership Fellows applications due  
Artist Fellows information meetings

### November 2007

Grant proposal deadline for March consideration (1st)  
Bush Foundation Board of Directors meets (8th)  
Regional Arts Development Program II preliminary proposals deadline (15th)  
Artist Fellows applications due

### 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 applications 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)  
Leadership Fellows announced  
Artist Fellows final panel meets

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## Bush Foundation

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<sup>1</sup> Began January 16, 2007

With this issue of *Giving Strength*, we bring you our “annual report.” In addition to the articles in the magazine, we include a brief financial update beginning on page 7. More importantly, we have the opportunity to reflect on the past year, which was, indeed, one of much work and many changes:

- We approved a new strategic plan.
- We elected a new Board Chair.
- We elected two non-trustees to the Investment Committee.
- We bade farewell to our long-serving CFO and added new staff.
- We conducted significant evaluations of several of our grant activities.
- We began to prepare for a leadership transition at the Foundation.

### Strategy for the future

The Board approved a new strategic plan at its March 2007 meeting. This joint effort of the Board and staff had been underway for nearly two years. The plan will guide the work of the Foundation over the next several years. You can read an article about the specifics of the plan beginning on page 9, as well as further information on our website.

### Changes on the Board

William P. Pierskalla served as Board Chair from 2002 to 2007. During his tenure, he watched the fluctuation and then recovery of the Foundation’s endowment, welcomed five new members to the Board, established and participated in the Strategic Planning Task Force, and played active roles on all of the Board committees. In recognition of his leadership, we presented him with a resolution of commendation and declared March 6, 2007, “Bill Pierskalla Day” at the Foundation. He has been succeeded by Kathryn H. Tunheim, who chaired the Strategic Planning Task Force and has served on virtually all of the Board committees. Kathy brings a long history of governance of nonprofit organizations to the role.

Making decisions about the Foundation’s investment portfolio has become an increasingly complex task. To address this, we added additional investment expertise to the Investment Committee this year. Michael Goldner (of Goldner Hawn) and David Crosby (of Piper Jaffray) joined the Committee, and their presence has already made a difference.

## Goodbye and hello to staff

The last half of 2006 was a time of comings and goings. Chief Financial Officer Connie Thompson moved to a new opportunity at Securian Financial Group in September. She served as Foundation controller and then as CFO over a period of 16 years. During her time with us, Connie oversaw a growing investment portfolio and managed all of the nongrantmaking activities of the Foundation, including an expanded information technology program, a new grants management process, renovation of the Foundation office space on the ninth floor, and acquisition of expanded space on the eighth floor. Fortunately, we found a replacement for her. He is Greg Keane, formerly CFO at Chronimed, Inc. Greg inherited the unenviable task of new audit requirements involving alternative investments. (And he's stuck it out!)

In October, we also added a new program officer, Rudy Guglielmo Jr. Rudy comes most recently from the Arizona Community Foundation. His experience with community groups, indigenous people and the arts has made him a very versatile staff member.

Several changes in the Bush Artist Fellows Program (BAF) were recommended as a result of a 10-year evaluation of the program. A program expansion called for increasing staffing in order to accommodate new activities. BAF Director Julie Dalgleish took on a full-time staff position in order to implement the changes (she had been a consultant). The recommendations also called for an assistant director, and Kevin Bitterman, most recently at Theatre de la Jeune Lune, assumed that position in August. Program Assistant Kathi Polley left the Foundation to pursue other opportunities.

*Bush Foundation President  
Anita M. Pampusch*



*The Bush Foundation is a private grantmaking organization established in 1953 by 3M executive Archibald G. Bush and his wife, Edyth.*

*The mission of the Foundation is to improve the quality of life by strengthening organizational, community and individual leadership in the region that includes Minnesota, North Dakota and South Dakota.*

***Our strategic vision:** The Bush Foundation will be a catalyst to shape vibrant communities in the region. We will invest in courageous and effective leadership that significantly strengthens and improves the well-being of the region's people.*

***The Bush Foundation's values are:***

- Being a trusted partner and catalyst for change*
- Learning as a principle that permeates all our activity*
- Creating opportunities for people who may lack them*
- Demonstrating integrity and transparency in fulfilling our mission*
- Embracing and valuing cultural diversity*

***Our guiding principles are leadership, learning and impact.***

- **Leadership:** We will identify, develop, foster and embed talented, committed and courageous leaders and leadership throughout the region as the best means to achieve our vision.*
- **Learning:** We will continually build on knowledge we gain from our activities and engagement in the region to enrich and strengthen our work.*
- **Impact:** We will choose activities that have a high potential to achieve our vision for the communities we serve.*

---

## Evaluations validate impact

In addition to the BAF evaluation, we conducted two other significant evaluations this past year. A meta-study of all three fellowship programs produced gratifying results. We learned that, in addition to individual growth and opportunities, all three of the fellowship programs resulted in substantial contributions to the region. We were able to document the strategies most often used to make those contributions and to identify ways in which we might help fellows make even greater impact. One of the recommendations we are acting on immediately is to hold the first-ever Fellows Summit for participants in each of the programs to discuss ways in which they might help inform our current grantmaking priorities.

The five-year-old ecological health program was evaluated last year also. We learned of many positive environmental results of the grants made and also that our investments in the area of ecohealth allowed many organizations to enhance their efforts and to raise additional money to carry on their important work.


## A new president in 2008

I announced that I will retire in December 2007. A search committee of the Board is at work as we speak, ably assisted by the SpencerStuart executive search firm. Our hope is that the committee will select a new leader by fall and he or she will be able to assume duties by the beginning of 2008.

## Steady growth enables increased giving

Our endowment at the end of the fiscal year was \$870 million. We expect to be able to allocate about \$40 million in new grants this year.

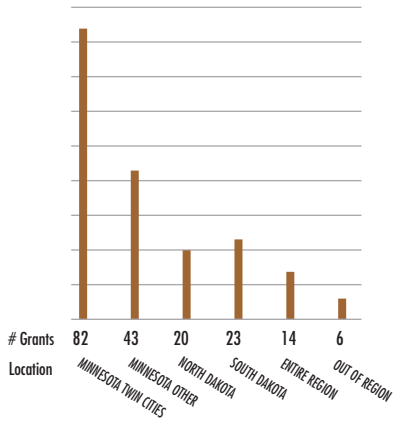
So it has been a year of working hard, creating new visions and learning from our past experiences. We will continue to implement the new vision so that Foundation resources are making the best possible impact on the region. Thank you for being our partners in this work.



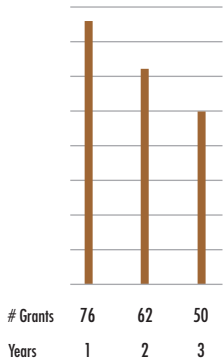
Anita M. Pampusch  
President

# 2006 Grants

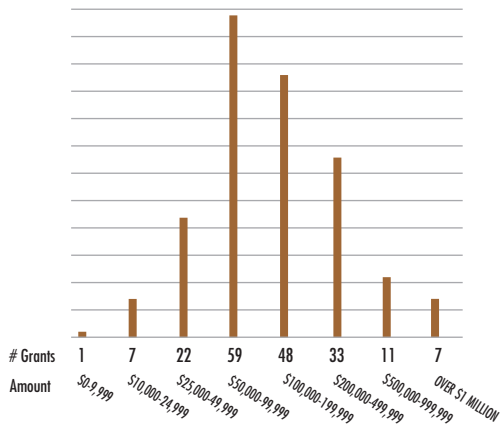
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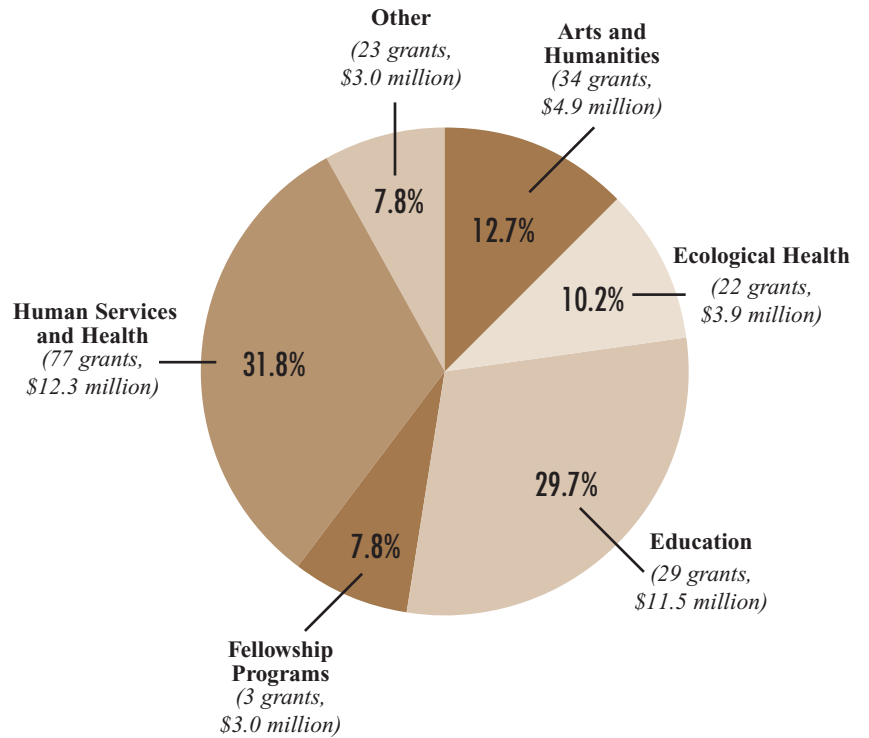
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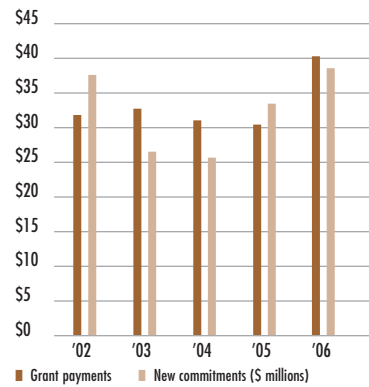
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**GRANT PAYMENTS AND NEW COMMITMENTS**



## *New fiscal calendar, audit requirements pose challenges*

### Performance comments

Investment performance is critical to the Foundation's ability to thrive over the long term—a healthy, growing endowment allows us to expand our grantmaking mission. Our underlying investment objective continues to be to maintain the inflation-adjusted principal of the endowment after our payouts and expenses. Performance against this objective was excellent in 2006, with our year-end investment balance growing 9.6 percent after payouts and expenses, against an inflation rate of 3.2 percent. We thank our Investment Committee of the Board, investment advisor and underlying investment managers for their hard work and positive results this year.

### Change in fiscal year

The Foundation has changed its fiscal year end from November 30 to December 31, effective in 2006. Given new audit requirements for valuing alternative investments (those that do not have readily determinable fair market values), the change aligns our new fiscal year end valuation date (December 31) with the fiscal year end valuation date of all of the alternative investment managers who actually invest our money. This alignment provides higher-quality audit evidence, assuring that the value of our alternative investments—which include private equity, hedge funds and real estate, as noted in the chart at right—is properly stated at year end.

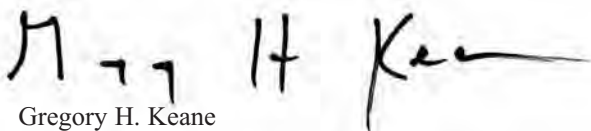
Because of the change in fiscal year and the increased audit scrutiny of alternative investments, the Foundation's audited financial statements are not yet available. The 2006 financial information provided in this note is preliminary and unaudited. Upon completion of the audit, the financial statements will be available at [www.bushfoundation.org](http://www.bushfoundation.org).

### Preliminary financial results (unaudited)

The Foundation's investment balance, after payouts and expenses, grew from \$794 million at November 30, 2005, to \$870 million as of December 31, 2006, up \$76 million or 9.6 percent. Inflation for 2006 as measured by the Consumer Price Index was 3.2 percent.

The Foundation's investments totaled \$870 million as of December 31, 2006, reflecting a 13.6 percent investment return for the year and a 15.5 percent investment return for the three-year period then ending, before payouts and expenses. Strong performance across all investment classes drove the 2006 returns, most notably in international equities, real estate and private equity. The fourth quarter 2006 surge in the financial markets aided the Foundation's returns.

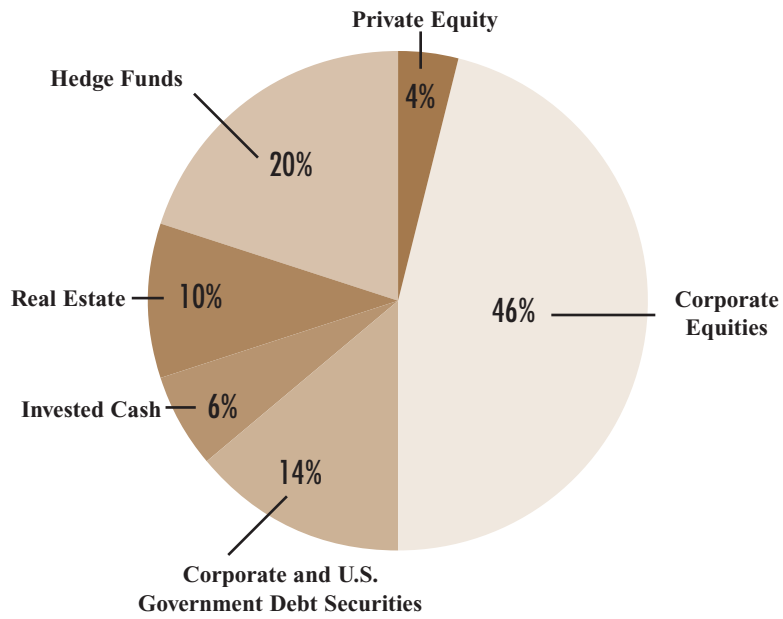
Our grantmaking efficiency, as measured by the ratio of our grant-related operating expenses to our grant payments, was 14 percent in 2006, in line with 2005 levels and with other private foundations. Though we will invest in new strategic initiatives in 2007 and beyond, we will continue to pay close attention to our grantmaking efficiency.



Gregory H. Keane  
Chief Financial Officer

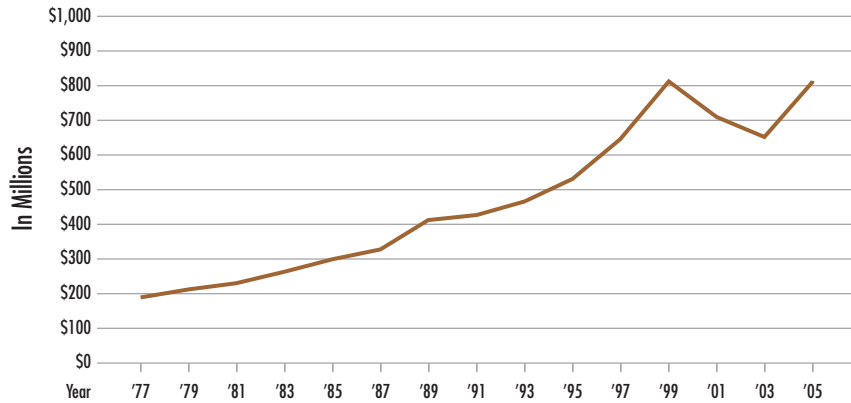


**INVESTMENT PORTFOLIO ALLOCATION  
DECEMBER 31, 2006 (UNAUDITED)**



*Gregory H. Keane, CFO*

**INVESTMENT BALANCE AT YEAR END  
(1977-2006)**



## *New strategic plan stresses leadership, supports the building blocks of vibrant communities*

*By Anita M. Pampusch*

In May 2005, the Bush Foundation Board and staff met to begin a discussion of the successor to the 2002-2005 strategic plan. Little did we realize then that the ensuing discussions would last nearly two years and result in a fresh way of understanding who we are, how we want to accomplish our mission and how we expect to relate to grantees and other groups in our region.

Put simply, we want to be more intentional in our work, seeking promising solutions that will sustain and build strong communities in our region and to do this in ways that fit best with our past experience and new aspirations. Here are the “building blocks” of this new vision.

***Mission Statement:*** *We improve the quality of life in our region by strengthening organizational, community and individual leadership.*

A revision of our 2002 statement of mission, we have sharpened the statement to stress the notion of leadership. The Foundation has a long history of supporting leadership, both through grantmaking and by supporting individuals in our fellowship programs. Our past experience and new research into the variety of communities in our region led us to put the development of leadership front and center in our efforts to strengthen those communities.

***Vision Statement:*** *The Bush Foundation will be a catalyst to shape vibrant communities in the region. We will invest in courageous and effective leadership that significantly strengthens and improves the well-being of the region’s people.*

We believe that we can be a stronger force in our work with organizations, communities and individuals by investing in particularly effective and bold leadership. By “investing” we don’t just mean giving grants; we also mean finding ways to support leading ventures, joining others in promoting effective efforts, and finding the groups and individuals most likely to make a difference.

### ***Leadership, Learning and Impact are watchwords***

Leadership is not the only component in this new way of looking at our work. We also professed our commitment to a concept of iterative learning, a process of continually learning from our work, that of our grantees and the fields within which we operate. We are also interested in working with projects that produce new learning and can provide information to grantees (and, at times, the entire field of endeavor). Identifying a promising practice in keeping students in school through graduation, for example, would be important to communicate to a larger audience.

And, finally, we focused on the concept of impact. We want our work to result in outcomes that contribute to the well-being of the region and its people. We will identify expected outcomes at the outset and track the contribution of our various activities to those outcomes—even though this may be a long-term aspiration.

These three concepts will shape the Foundation and its future work: a commitment to developing leadership, the development and dissemination of new knowledge, and the desire to make an impact.

### ***Marks of vibrant communities become goals***

But we weren’t finished yet! We spent a long time discussing what should be our grantmaking priorities within this conceptual framework. Eventually we decided to focus on several characteristics of vibrant communities that we had identified during our 2004-2005 research into the rural areas of our region—*healthy people, economic vitality and a thriving cultural life.*

We determined to work within those categories in an interdisciplinary way, not confining ourselves to our traditional classification by grant areas. Taking healthy people, for example, we recognized that “health” is

*Continued on page 11*

## Three cases in point...

*Recent Foundation grants to Great Plains Restoration Council, Dickinson State University and Ten Thousand Things illustrate well the cross-fertilization of our new grantmaking priorities—healthy people, economic vitality and thriving cultural life.*

*While Great Plains Restoration Council (GPRC) is focused on restoring the biodiversity of reservation land in South Dakota, it also supports young Natives in deepening their connection to the earth and thus their cultural heritage. You can read about the work of GPRC on page 19.*

*At Dickinson State University (DSU), there's more going on than the three Rs. The new Center for Entrepreneurship and Rural Revitalization has brought several new businesses and other ventures to the area, like the new Dickinson plant (shown below) of the Killdeer Mountain Manufacturing Company. See page 13 for more about DSU's effort.*

*Finally, on page 17 we tell the story of how Ten Thousand Things creates critically acclaimed political theatre for diverse audiences in unlikely but effective settings. Actor Carolyn Goelzer is shown at right in the Theater's 2005 production of Iphigenia, directed by Theodora Skipitares at the House of Charity in Minneapolis (photographer, Paula Keller).*



affected by physical, emotional and spiritual factors and cannot be confined to a category (such as “health and human services,” where we would have located it before). Rather, each of our past grant areas—arts and culture, ecological health, education, and health and human services—contribute to the health of the region’s populations. We could say the same about economic vitality and thriving cultural life.

Therefore, we intend to depart from our former grant “silos” and begin to view ourselves as teams that can work on any and all of these goals. We further reasoned that we must operate this way, since we can make a far greater impact on the region if we bring a variety of resources to any issue.

To reinforce our commitment to making that impact, we developed a section of the plan called “Beyond Grantmaking,” which outlines a variety of ways that grantees and others might contribute to our priorities. We will continue to make grants, of course; but we will also use other tools—hosting convenings, forming partnerships with other foundations and organizations, offering technical assistance to agencies and groups, finding ways to examine shifting regional needs, and doing appropriate research—to add strength to our grantmaking.

### Foundation staff will reorganize

Finally, the Board handed over to staff the task of developing specific goals and objectives for the plan. New teams of program officers and others have formed around the goals (see sidebar) that correspond to the three new categories: healthy people, economic vitality and thriving cultural life.

We also committed ourselves to support high-quality programs and to strengthen fields of practice to make a deeper impact and, where possible, influence public policy.


### Some changes now, some later

While the full impact of the new strategic plan will take time to develop, one immediate change was the decision to devote the Foundation’s resources more intensely to organizations and individuals within the region. Beginning with the next recruitment period for the fellowship programs, we will only consider applicants from our three-state region. Due to historical circumstances, residents of several counties in northwestern Wisconsin had been eligible, even though we make no programmatic grants there. Evaluations had suggested that, without the reinforcement of a strong network of nonprofits supported by the Foundation, the existence of this one program was anomalous.

We will also discontinue our practice of making grants individually to out-of-region tribal colleges and to historically black colleges and universities and, instead, find other ways of supporting these out-of-region institutions as groups.

The implementation of this plan is just now being developed. We expect that it will be a few months before all of the pieces are in place for a complete announcement of how it will affect our current grantmaking processes. In the meanwhile, we are incorporating the new thinking into our day-to-day work and will continue to report on future changes. Stay tuned to the website.

We are enthusiastic about the possibility of having a broader and deeper impact on our three-state region and look forward to working with many organizations, communities and individuals to make that happen. ☺



*Pine Ridge Reservation youth at work on land restoration.  
Photographer, Doris Respects Nothing*

# Bush Foundation Goals and Objectives

## *Healthy People*

**Goal:** The Foundation will support leadership that creates conditions to improve human health and to sustain the environment to enhance the physical, mental and social well-being of the populations in our region.

- Objectives:**
- Improve the well-being and health outcomes for vulnerable children.
  - Promote a variety of environmental strategies that protect human health.

## *Economic Vitality*

**Goal:** The Foundation will support leadership that will create conditions to retain intellectual, financial and social capital in local communities.

- Objectives:**
- Expand economic opportunities in less-advantaged communities in the region.
  - Support initiatives that use and build on financial and intellectual capital existing in local communities.

## *Thriving Cultural Life*

**Goal:** The Foundation will support leadership that will create conditions for a vibrant, sustainable and interdependent system of cultural activities that contribute to the well-being of the region.

- Objectives:**
- Continue current guideline programs in the arts and education.
  - Develop new arts/cultural programming with intentional interest in strengthening the larger community.
  - Shift focus in higher education to support initiatives that result in increased impact and engagement in the wider community.

# Talented workforce and young entrepreneurs require a “quality of place”

By Mary Bensman

The people of western North Dakota have a fiercely loyal and almost romantic relationship with their part of the world, as witnessed by countless writers and cowboy poets. But it’s a fine line between enjoying those rugged expanses and struggling to keep enough young, energetic people on the Great Plains so towns and counties remain viable.

Lee Vickers (below), president of Dickinson State University (DSU), has thought a lot about this challenge. “The research is very clear. You can’t sustain quality of place without a talented workforce and young entrepreneurs.

Consequently, we have to maximize our resources, focus on the future and engage, attract and retain young entrepreneurs. We need to identify and support those who want to make a difference. The University can play a pivotal role in that endeavor. We have 900 jobs available in Stark County and over 1,100 in southwestern North Dakota. We have the jobs needed for the region to grow and prosper, but we lack the talented people to fill those jobs. Human capital is the most critical element in the future of the region.”



Lee Vickers

## Defining issues and a way forward

DSU took the lead in addressing this problem in 2001 with its sponsorship of the first Great Plains Population Symposium, a discussion of state and local issues initiated by U.S. Senator Byron Dorgan, who was working on federal legislation to address the out-migration of North Dakota’s population. On the basis of input from regional leaders at the symposium and subsequent work, DSU has identified criteria for “quality of place” (see sidebar on page 16) and talked about trends and ideas to revitalize the region. They agreed that entrepreneurship is critical, talent attracts talent, collaboration between rural areas is essential, information technology is key, rural and agricultural policy are not synonymous, health care needs are pressing, and building rural economies requires both financial and social capital.

Peter Froelich (far right), a DSU faculty member and special assistant to Vickers, said, “We realized the federal government can’t solve our problems. Some federal programs are actually destructive to rural communities. Communities need to rebuild from within.” To Vickers and Froelich, that meant there was more to do than host a symposium.



Theodore Roosevelt National Park near Medora, North Dakota.

In 2006, DSU opened on its campus the Center for Entrepreneurship and Rural Revitalization. The Center's mission is to build an entrepreneurial culture in the region and to promote community development and economic prosperity through business entrepreneurship and strengthening community capacity. A 2005 Foundation grant of \$51,050 supported the planning of the Center and another grant of \$500,000 in 2007 will support a program for community leadership. A \$1 million gift from Jerry and Rosie Strom, DSU alumni, coupled with a unique partnership of business, civic and nonprofit leaders in many area cities spurred on the Center's development. Now it will provide leadership for programs that will benefit Bowman, Dickinson, Hettinger, Killdeer, Medora, Williston and New Town (and the Fort Berthold Reservation), reaching out to nearly one-quarter of the state.

Vickers said, "We will work with each of the designated communities, focus on their assets, promote entrepreneurship, and emphasize the need for persistent, future-focused leadership and creative problem-solving." Each community's specific needs may be different, but many of their goals will be similar. The project will begin by establishing leadership teams in each community, as well as an advisory committee to coordinate the project.

### Engaging residents in the future

The Center has also engaged the Heartland Center for Leadership Development to conduct HomeTown Competitiveness (HTC) training, which provides a comprehensive strategy for long-term rural community sustainability. HTC's focus is on four "cornerstones" of community vitality—mobilizing local leaders, capturing wealth transfer, energizing entrepreneurship and attracting young people.

The hope is that HTC can directly address one of the toughest challenges to positive change—re-engaging people with the life and future of their communities.

"There are many people who have lost hope," Vickers explained. "They think the small towns will dry up and outmigration of young citizens will continue.

We have to overcome that mindset. Fortunately, we also have a number of bright, creative dedicated people who are committed to developing a quality of place. With inspired leadership and an environment that encourages entrepreneurship, we can rejuvenate the creative spirit and determination that was prevalent in the immigrants who settled this region of the country many years ago."

### Revitalization leverages revitalization

The efforts of DSU and its community partners have already made a difference in improving the quality of life in the region, Vickers noted. DSU's \$12 million Murphy Science Building addition was completed in March. This fall, the Center for Entrepreneurship and Rural Revitalization received Center of Excellence designation from the State and \$1.2 million to facilitate economic development in collaboration with area manufacturers. The Global Awareness Initiative attracted 261 international students to DSU from 30 countries. In April, Hawks Point, a new senior living community featuring 88 units, opened its doors at DSU, the smallest campus in the country to host such a facility.

"The community's sense of pride in Dickinson is compelling," Vickers said. "After many years of trying, we recently opened the \$12 million West River Community Center, a comprehensive, state-of-the-art recreation facility with a membership of more than 4,000. The \$3 million Dickinson Public Library addition and renovation will be complete in April."

Other projects are springing up, too. The Killdeer Mountain Manufacturing Company just opened a new



*Peter Froelich*



aerospace manufacturing plant in Dickinson; it also has plants in Killdeer, Hettinger and Halliday. The Solar Bee Division of Pump Systems, Inc., in Dickinson developed new solar-powered technology to improve water quality in lakes and reservoirs in an ecologically sustainable manner. It now sells in all 50 states and several foreign countries.

A group of community leaders in Hettinger has created a gallery to market local works of art, and dedicated community leaders in Bowman have just opened a new library. Baker Boy, a firm in Dickinson that produces frozen baked goods, is bringing students from Russia who will work summer jobs and then attend DSU in the fall.

In Medora, the Theodore Roosevelt Medora Foundation, the North Dakota Cowboy Hall of Fame, Theodore Roosevelt National Park and the North Dakota State

*Above, Killdeer Mountain Manufacturing just opened a new aerospace manufacturing plant in Dickinson and also has plants in Killdeer, Hettinger and Halliday.*

*Below, the DSU Small Business Development Center provides business counseling, training and research to existing and prospective businesses in the region. In 2005, it counseled 99 clients for nearly 800 hours and provided 26 training events; that assistance generated more than \$9 million in additional funding investments that year. Ron Newman (left) is the regional director of the Center; he is advising former client Melissa Splichal.*





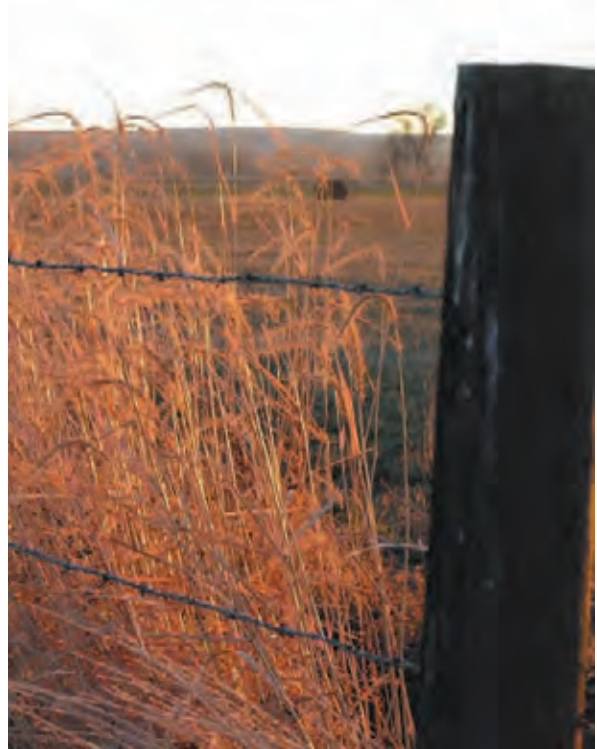
Historical Society, in collaboration with Dickinson State University, are creating a heritage tourism destination centered around the North Dakota Badlands and the iconic figure of U.S. President Theodore Roosevelt (see the Gallery, page 31). One facet of that project will be a living history venue in Medora that will employ DSU theatre students.

### People key to a vibrant main street

Each of these projects illustrates the important balance between economic development and human capital. Businesses need people as customers, as employees and as taxpayers to support infrastructure.

“Before, we made the assumption that human capital would follow economic development,” Froelich said, “but today that dynamic has reversed. To attract talented people to available jobs, we must provide people with the quality of life they might get in other parts of the country. Area manufacturers and businesses have increased wages, but to be competitive, additional increases will be necessary. We need to raise salary levels for everyone if we are to have vibrant main streets. Our employers need to find an advantage other than a low-cost local labor force.”

He believes that leadership training will help. “Our leaders need to see their place in the world, to get a larger global view and define their role in it. While we may need to teach people how to engage more community members in new projects and other basic leadership skills, we also need to impart curiosity, to give them an awareness of what there is to learn, to scan, to not be parochial and to practice finding opportunities.” ☼



### Indicators of “quality of place”

- Strong civic engagement
- Sustainable environmental quality
- Active cultural life
- Economic opportunities
- Active recreation and healthy lifestyles
- High-quality health services
- High-quality housing, physical facilities and community infrastructure
- Opportunities for lifelong learning
- Access to desired consumer goods, services and cultural amenities
- Celebration of diversity and community

"It's a delicious irony that to see some of the most skilled theater in the Twin Cities, you must journey to the least prosperous fringes."

*Saint Paul Pioneer Press*

## Ten Thousand Things



Since its first show in a Los Angeles homeless shelter in 1990, Ten Thousand Things (TTT) Theater Company has challenged the notion that theatre is only for people who are educated or can afford a ticket. Now running a three-show season, Michelle Hensley (left), TTT's artistic director and founder, has her pick of the Twin Cities' finest performers. They take their critically acclaimed productions to prisons, homeless shelters and social service agencies where audiences may have never seen a theatrical production, yet still can discover themselves in the characters of Shakespeare, Rostand, Brecht, Euripides, Strindberg, and Rodgers and Hammerstein.

The February 2007 issue of *American Theatre* magazine featured a Laura Butchy interview with Hensley. What follows is an excerpt.

**(Butchy): How were you inspired to create Ten Thousand Things?**

(Hensley): It's really important to know that I never had the idea to start a "poor people's" theatre company, or social service theatre company. It really just began after I finished grad school in Los Angeles—some friends and I wanted to do a Brecht play, and we basically wanted to find an audience that would care about it. The play was *The Good Person of Szechwan*, and we started thinking about who would appreciate the story. It seemed the people without very much money would care about Shen Teh's struggle. But there's no way those people would come to a normal theatre, so we made sets we could put on a clothesline and set up in the lobby of this homeless shelter.

We felt somewhat intimidated about doing a play about living in poverty for people who actually are poor—what could we know about living in poverty that they don't?

Finally about 30 people congregated around, and once they got that we weren't there to preach to them or tell them how to live their lives or condescend—that we were there to just try to do our job as well as we could—they



really opened up. They shouted out advice to the characters; they understood the characters of the play better than we did. Ever since then, I've been looking for ways to connect the big stories that theatre tells so well with audiences who haven't ever seen theatre.

**How do you select your venues?**

We look for places where low-income adults congregate that have a big room and chairs, and a staff that is energetic and enthusiastic. Most people who have never seen theatre before don't want to, or they don't think they want to. They believe it will be boring or over their heads, or that it's just not for them. So it takes a lot of individual staff encouragement over a period of days to say, "Come on, try it!"

**This type of theatre seems incredibly challenging—finding venues, traveling around with your sets, winning over audiences. What drives you?**

This allows me and other theatre artists I work with to do the best work we possibly can. I don't feel like I could do this quality of work with traditional theatre audiences in traditional venues. For me and a lot of the actors I work with, it's been very liberating how these audiences, and the conditions we have to perform under to reach them, make our work better.

**Do you feel a stronger connection to the nontraditional audiences?**

It's a huge thing that they don't sit in the dark, because the actors see the audience, which they don't normally get to do, and you can tell right away if they're with you or they're not—which is scary but also great. Also, the



At far left, actor Jim Lichtscheidl interacts with the audience during a 2004 production of Kevin Kling's *At Your Service at the Hubbs Adult Ed Center in Saint Paul*. Above, the finale of *Ragtime*. (Photographer, Paula Keller.)

audience members can see each other—you become part of a community of people watching the show and other people's responses.

**You also allow the general public to attend performances at nontraditional venues.**

Now we have a whole cadre of people who have been coming to *Ten Thousand Things* shows for years, and they love that immediacy and that rawness and the exposed feeling. That's when you get something happening that never happens in our world—you get a professional, college-educated, upper-middle-class person sitting next to a recent immigrant from Somalia, or a homeless man. And sitting next to each other in the audience, they are participating as equals in the story, and the play becomes a search for a common humanity.

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*“They have to find a bed for the night, or get to a job interview, so if I’m going to ask them to sit and watch something for two hours, it better be damn important.”*

*Michelle Hensley  
Founder and Artistic Director, Ten Thousand Things*

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**Though it wasn't started as a social service theatre company, Ten Thousand Things certainly seems to have an activist or social angle.**

One way that you can do political theatre is to do a play that has political content. I think that what we've come up with is a pretty cool model of theatre that is political because of how we deliver the play. By choosing to go places where there are people who don't go to the big institutional theatres, by making it available to low-income people or people with really different life experiences—that in itself is a political act. In that sense, *Ten Thousand*

*Things* is a political theatre. We do this thing causing people of very different life experiences and backgrounds to come together. By creating a place where they can start to discover things they have in common—that is a political act in our world.

**Is there any venue that you enjoy most?**

I really love the women's prisons. They're so open and honest. The spectators are really engaged and attentive, but they can also be very vocal, which is just delightful. The men's prisons are good, too. When we do Shakespeare, it's like there's a hunger for the language. You can feel them just eating the words up; they're starved for some kind of stimulation and acknowledgement of their humanity.

People are always surprised that we do Shakespeare for nontraditional audiences. But Shakespeare wrote for the groundlings. He wrote expecting people to be vocal and shout out their opinions and shout out insults to characters—that rough-and-tumble interaction you can have with an audience. That is what Shakespeare is about, and it's not very prevalent in most of the Shakespeare that goes on in our country. There are wonderful discoveries you can make about him and his world when you have audiences that respond that way. ☺

*Since 2002, the Bush Foundation has provided Ten Thousand Things with \$198,500 through three grants. Its next show, Little Shop of Horrors, opens May 24. You can find out more at [www.tenthousandthings.org](http://www.tenthousandthings.org).*

Interview excerpted by permission from the February 2007 issue of *American Theatre* magazine, published by Theatre Communications Group. Laura Butchy is a 2005-2006 *American Theatre* affiliated writer, with support from a Jerome Foundation grant.

# Great Plains Restoration Council

*An organization and a mission*

*By Jane Kretzmann*

The Great Plains stretch from the Rocky Mountains to the Mississippi River, from the Canadian Prairies to Texas. Due to shrinking population in the Great Plains, the Census Bureau now defines a growing number of its counties—those with fewer than six residents per square mile—as “frontier.”

“Frontier” sounded like “opportunity” to Frank and Deborah Popper. In 1987, these two Rutgers University professors proposed the “Buffalo Commons”—restored landscapes with native grasses, an area where buffalo were free to roam through a system of wilderness core areas, buffer zones and wildlife corridors. Although the Poppers met with criticism initially, the idea took hold. The prospect of restoration of the buffalo to the Great Plains renewed hope in the potential return to healthier lives for Native people.



In 1997, Lakota elder Joann Tall and Jarid Manos formed the Great Plains Restoration Council (GPRC). Its goal is to restore thousands and eventually millions of acres of land to serve as Buffalo Commons so that all native wildlife and ecological processes exist into perpetuity, and to contribute simultaneously to the restoration of Native well-being. But its impact doesn't stop there. GPRC's efforts enrich the Great Plains in other ways as well: by contributing to a sustainable economy, by developing eco-tourism opportunities and by strengthening biological and cultural diversity on the Great Plains.

Today, GPRC works primarily on the Pine Ridge Reservation in South Dakota and in Fort Worth, Texas. Manos, who is now GPRC's president, sees commonalities in the experiences of young people who live on reservations and in inner cities. Both groups struggle with violence, depression, HIV and chemical dependency; both have begun to heal and grow by participating in the natural world through the values of responsibility, accountability and engagement in meaningful work. Manos said, "Connecting Native youth to the natural world helps them create a safe space within themselves."

GPRC has undertaken a challenge that is mighty in scale and scope—to heal landscapes, people and cultures at the same time. They believe that human well-being and ecosystem health are inseparable. GPRC has used multiple strategies on Pine Ridge to engage youth and adults from the Wounded Knee district of the Reservation in work on actual land restoration projects and, in so doing, to reconnect them both with their cultural heritage and with tribal elders who pass on an oral knowledge of

the former landscape. The efforts of the increasingly youth-led organization are overseen by Doris Respects Nothing.

GPRC's accomplishments in restoring 160 acres in the Grass Creek parcel of Pine Ridge (with support from the Foundation) prompted additional investments from others, including the donation of 4,600 acres adjacent to the Sage Creek Wilderness area. The North Unit of Badlands National Park will annex it as prairie habitat, enabling the land to rest and restore itself.

In the coming years, GPRC will extend its restoration and education efforts to other districts on Pine Ridge as a strategy for preserving Oglala culture, and for helping to develop the next generation of environmental leadership on the Pine Ridge Reservation.

In addition to Manos' leadership, Frank Popper and Joann Tall remain active in GPRC's activities. He has been an active member of the board since 1999, and she is a senior advisor. Tall is also the 1993 recipient of the Goldman Award, which recognizes "environmental heroes who live on every habitable continent, and who have taken great personal risks to promote the common good." 🌱

*Since 2004, the Foundation has awarded GPRC \$180,000 in two grants for restoration activities, a youth involvement program, community education and organizational development. You can learn more about GPRC's work at [www.gprc.org](http://www.gprc.org).*

# Women leaders on women's leadership

While there are notable examples of women in positions of power today—from Muriel “Mickey” Siebert (who for 10 years was the only female member of the New York Stock Exchange) to U.S. Speaker of the House Nancy Pelosi to Nobel Peace Prize-winning social activist Rigoberta Menchú Tum of Ecuador—by 2005 only eight Fortune 500 companies had women CEOs or presidents.

Even in its own history, Bush Leadership Fellowships were conceived as a vehicle to develop men's potential. First established in 1965, the program didn't accept applications from women until 1972. Now, and for at least the past few decades, women account for about half of each new crop of leadership fellows. Here are the thoughts of two, Karen Diver (below) and Margaret Anderson Kelliher (right).



*“By virtue of there being more gender equity and racial diversity in the workplace, the dynamics are changing; it is not just who holds the power. There is also power in numbers. Becoming more multicultural or gender-sensitive will be really influenced by the number of women and people of color in the room.”*

*Karen Diver (BLF'02)  
Chair, Fond du Lac Band of Minnesota Chippewa Tribe  
First woman to hold this position*

*What do the words “women in positions of leadership” elicit for you?*

**Karen Diver (KD):** The fact that it still has novelty or that women are still breaking barriers is a little saddening to me. The recent surge in interest in women's leadership is heartening because it says to me that we are ready to have people see women in those roles.

**Margaret Anderson Kelliher (MAK):** Women are more than half of our society. To see them in positions where they are providing the role as leader is an important moment for the whole society.

*How did your fellowship contribute to your success as a leader?*

**KD:** I never would have been able to study at a school as prestigious as the Kennedy School of Government. It has the Harvard Project on American Indian Economic Development—the only institution of its kind that studies best practices in Indian country. The research that I studied there had a direct influence on the type of campaign and platform I ran on in order to be elected tribal chairwoman: transparency in government, building capable institutions, rule of law. Professor Joe Kalt, who runs the Project, ended up being my advisor.

**MAK:** I certainly wouldn't have pursued the public policy master's degree at the Kennedy School had it not been for the Bush Foundation's help and support. It gave me an opportunity to step away from Minnesota and explore some of my own faults in leadership, some of my default settings that might not be all that helpful to being an effective leader. I wanted to build skills around mediation and negotiation to see if there were some new ways to look at things. I was also very interested in what I could learn on the public policy front, specifically on the budgeting side of things. Being able to really dive in and explore mediation, negotiation (both theory and practice), and learn about budgeting in different settings has been very helpful.

*You are in a very powerful position right now. What do you hope to accomplish?*

**KD:** One of the things that we are working on from the governmental perspective is that our structure has not changed the way we run [our government] since the early 1980s. We are looking at splitting the functions of our government into two distinct pieces—one that is purely corporate that holds our enterprises and one that is a programming governmental function. One of the biggest interests during my campaign is my promise to bring transparency into government. So we have already started having some meetings with our constituents—sharing financial information, future plans, strategic planning—and that has been very well received. People are saying, “we have a right to expect more information so we can make good decisions in our governance.” To me, that is pretty nifty because that door can’t be shut once it is opened.

**MAK:** I think that it has been pretty clear in talking to Minnesotans that they want some basic but important things addressed by the Legislature. Our top priority, along with education and health care, is reducing property taxes right now and sustaining the reduction of those property taxes so the burden can be lightened and people can be able to invest in their families and their communities.

*What have you learned about women in leadership positions, and how will you contribute to the future learning and growth of young people around this topic?*

**KD:** I think any kind of public leadership comes with the obligation to take your status as a role model very seriously. It means creating opportunities for others to attain the things that they want and are important for them. And to continue to be an advocate and a voice for people who haven’t traditionally been at the table.

**MAK:** I learned that gender was not the defining factor in someone’s life. That it really was hard work and giving it a go, even if it wasn’t successful. Going out and doing things. I think that is really core to my own philosophy that people who work hard in the Legislature, people who have a good idea, should not be judged based on gender or ethnic background or politics, necessarily. ☉



*“The Minnesota legislature sits at nearly 35 percent women. You are starting to see how women bring different issues forward, how they bring different people together to do the decision-making.”*

*Margaret Anderson Kelliher (BLF’03)  
Speaker, Minnesota House of Representatives  
Second woman to hold this position*

## ARTS AND HUMANITIES

**Cantus**  
*Minneapolis, Minnesota*  
 To expand the position of operations manager.....**\$35,000**

**Children's Theatre Company and School**  
*Minneapolis, Minnesota*  
 To support the planning and pilot phase of a preschool initiative.....**\$400,000**

**Days of '76 Museum, Inc.**  
*Deadwood, South Dakota*  
 To prepare a facility and collections, and for curatorial support.....**\$242,687**

**Preservation North Dakota**  
*Buffalo, North Dakota*  
 For a new membership coordinator and to increase fundraising.....**\$75,000**

**Rapid City Fine Arts Council, Inc.**  
*Rapid City, South Dakota*  
 For a capital grant to expand the Dahl Arts Center.....**\$850,000**

**Saint Paul Chamber Orchestra Society**  
*Saint Paul, Minnesota*  
 For a matching grant to support starting a new business model under the Large Cultural Organizations Development Fund II.....**\$750,000**

**SteppingStone Theatre Co.**  
*Saint Paul, Minnesota*  
 Toward a capital campaign.....**\$350,000**

**Ten Thousand Things**  
*Minneapolis, Minnesota*  
 For a staff expansion.....**\$146,000**

**Theatre de la Jeune Lune**  
*Minneapolis, Minnesota*  
 For continued operating support through the Regional Arts Development Program I.....**\$50,000**

**Zorongo Flamenco, Inc.**  
*Minneapolis, Minnesota*  
 To create a resident performing ensemble.....**\$50,752**

## ECOLOGICAL HEALTH

**Common Assets Defense Fund**  
*Minneapolis, Minnesota*  
 For Amplifying the Commons through Art.....**\$50,000**

**Environmental Law & Policy Center of the Midwest**  
*Chicago, Illinois*  
 For clean renewable energy development and ecological health policy advocacy in North and South Dakota.....**\$550,000**

**Friends of the Minnesota Valley**  
*Bloomington, Minnesota*  
 For a phosphorus reduction project in the Lower Minnesota River Watershed.....**\$175,000**

**Great Plains Restoration Council**  
*Fort Worth, Texas*  
 To expand an ecological health community organizing and prairie restoration program for youth on the Pine Ridge Reservation in South Dakota and for consultant expenses related to organizational capacity building.....**\$130,000**

**Izaak Walton League of America, Inc.**  
*Gaithersburg, Maryland*  
 For the Midwest Clean Air Campaign and for the Wilderness and Public Lands Program.....**\$200,000**

**Minnesota Waters**  
*Brainerd, Minnesota*  
 For a watershed stewardship program.....**\$250,000**

**North American Water Office**  
*Lake Elmo, Minnesota*  
 Toward two programs: an analysis of the electric utility transmission system in Minnesota and a program to identify American Indian women and children most at risk of mercury contamination.....**\$130,000**

**Trees, Water and People**  
*Fort Collins, Colorado*  
 For tree planting and renewable energy projects on the Rosebud Reservation in South Dakota.....**\$65,000**



## EDUCATION

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### **College of Saint Benedict**

*Saint Joseph, Minnesota*

For an unrestricted endowment matching grant.....**\$1,000,000**

### **Dunwoody College of Technology**

*Minneapolis, Minnesota*

For a matching capital grant.....**\$550,000**

### **Saint John's University**

*Collegeville, Minnesota*

For a matching grant toward the scholarship endowment portion of a capital campaign.....**\$1,000,000**

### **State of South Dakota, Department of Social Services**

*Pierre, South Dakota*

To continue the Bush Child Development Successor Program.....**\$620,614**

### **University of Minnesota**

*Minneapolis, Minnesota*

To support a writing-enriched undergraduate curriculum project.....**\$996,645**

### **Way to Grow**

*Minneapolis, Minnesota*

To build and deliver a parent-centered early literacy program for families with children most at risk for low school achievement.....**\$200,000**

## FELLOWSHIP PROGRAMS

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### **Bush Foundation**

*Saint Paul, Minnesota*

For expenses related to the Bush Fellows Summit.....**\$125,000**

## HUMAN SERVICES & HEALTH

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### **Abused Adult Resource Center**

*Bismarck, North Dakota*

To add staff and provide more services to women and children escaping domestic violence and sexual assault.....**\$244,383**

### **Ain Dah Yung Our Home Shelter**

*Saint Paul, Minnesota*

For repair and renovation to multiple program spaces.....**\$50,000**

### **Bridging, Incorporated**

*Bloomington, Minnesota*

To fund an external relations manager.....**\$75,000**

### **Catholic Social Services of the Diocese of Rapid City**

*Rapid City, South Dakota*

To replicate a prevention program for youth on reservations and in western South Dakota.....**\$210,213**

### **Charles Hall Youth Services**

*Bismarck, North Dakota*

To pilot programs that work on an asset-based model of youth development.....**\$182,339**

### **Community Dental Care, Inc.**

*Saint Paul, Minnesota*

For oral health care projects for young children and expectant mothers, and for training dental students in culturally competent dental care.....**\$100,000**

### **Emerge Community Development**

*Minneapolis, Minnesota*

To expand StreetWerks, a street cleaning and property maintenance enterprise.....**\$100,000**

### **First Children's Finance**

*Minneapolis, Minnesota*

To continue work on business infrastructure for quality and accessible early child care and education in the Dakotas.....**\$160,000**

### **Greater Minneapolis Council of Churches**

*Minneapolis, Minnesota*

For an inmate mentor program.....**\$60,000**

### **HOME Line**

*Minneapolis, Minnesota*

For a consultant to develop government contracts, and for an administrative assistant position.....**\$68,000**

**Impact Foundation**  
*Fargo, North Dakota*  
 To provide training and technical assistance to health and human service nonprofits in central and western North Dakota.....\$452,510

**Indian Child Welfare Law Center**  
*Minneapolis, Minnesota*  
 To upgrade key communications and data/financial management infrastructure.....\$110,000

**Lutheran Social Service of Minnesota**  
*Saint Paul, Minnesota*  
 Toward a capital campaign.....\$650,000

**Merrick Community Services**  
*Saint Paul, Minnesota*  
 To hire a youth street outreach worker.....\$50,000

**Metropolitan Economic Development Association**  
*Minneapolis, Minnesota*  
 Toward the salary and benefits of the new Pacesetter Program Coordinator and Business Consulting Services positions, consultant expenses and new program start-up expenses.....\$225,000

**Minnesota Adoption Resource Network**  
*Minneapolis, Minnesota*  
 For the Our Voices Matter Youth Advocacy Project.....\$90,000

**Minnesota Community Action Association Resources Fund**  
*Saint Paul, Minnesota*  
 To support six Continuum of Care regions in rural Minnesota to assess needs and develop regional plans to end long-term homelessness.....\$200,000

**State of Minnesota, Department of Human Services**  
*Saint Paul, Minnesota*  
 To develop and pilot a family support services program for MFIP families at risk of child maltreatment.....\$1,015,000

**Native American Community Board**  
*Lake Andes, South Dakota*  
 To provide 24-hour staff at a shelter for battered women on the Yankton Sioux Reservation and for audio streaming of violence prevention content to the community and high school classroom.....\$70,000

*Zorongo Flamenco produces dance for all ages, including the Toro Trio, a puppet show featuring (from left) Deborah Elias, Susana di Palma and Andrea Frenzel.*

**Prairie Learning Center, Inc.**  
*Raleigh, North Dakota*  
 Toward a capital campaign.....\$100,100

**Prevent Child Abuse Minnesota**  
*Saint Paul, Minnesota*  
 For a volunteer coordinator position.....\$90,000

**Project Pathfinder, Inc.**  
*Saint Paul, Minnesota*  
 For improvements to its technology infrastructure.....\$75,000

**St. Paul Youth Services, Inc.**  
*Saint Paul, Minnesota*  
 Toward a capital campaign.....\$150,000

**Valley Community Health Centers**  
*Northwood, North Dakota*  
 Toward start-up costs associated with the Northern Valley Dental Health Coalition.....\$240,000

**WATCH**  
*Minneapolis, Minnesota*  
 To conduct technical assistance and training on WATCH's program across the country.....\$150,000

**Welcome Center, Inc.**  
*Austin, Minnesota*  
 To hire new staff for entrepreneurship training.....\$60,000

**Youth Express**  
*Saint Paul, Minnesota*  
 Toward a capital campaign.....\$80,000

**YouthCARE**  
*Minneapolis, Minnesota*  
 To hire administrative staff and for strategic planning assistance.....\$103,925



## OTHER

### **Business, Arts and Recreation Center, Inc.**

*Windom, Minnesota*

To hire a part-time education/events director.....\$42,578

### **Center for Rural Affairs**

*Lyons, Nebraska*

To develop conservation policy options that integrate conservation, economic opportunity, social justice and community development for groups in the Bush Foundation region.....\$200,000

### **Community Design Center of Minnesota**

*Saint Paul, Minnesota*

For a leadership transition.....\$90,000

### **Dickinson State University**

*Dickinson, North Dakota*

To strengthen community leadership, mobilize financial resources, engage and attract youth, and energize entrepreneurship of six communities and the Fort Berthold Reservation.....\$500,000

### **Institute for Local Self Reliance, Inc.**

*Minneapolis, Minnesota*

To expand its New Rules program.....\$380,000

### **Local Initiatives Support Corporation**

*New York, New York*

To continue work on outcomes measurement and capacity building for community development corporations in the Twin Cities metro.....\$125,000

### **Philanthrofund Foundation**

*Minneapolis, Minnesota*

For a director of development and communications.....\$120,000

### **South Dakota Community Foundation**

*Pierre, South Dakota*

For staff to administer a community savings account program.....\$150,000

**Grand Total**

**\$15,760,746**

*“Even though my fellowship was over 25 years ago, I feel connected after reading the publication.”*

*Survey respondent*

## Readers speak . . . and we thank you

In January, we invited readers to tell us what they liked about *Giving Strength* and how we could improve. Of the 4,417 readers on our mailing list, 136 responded.

You told us that the magazine covered the issues well (70 percent) in articles that were just the right length (79 percent) and did an excellent (30 percent) or very good (48 percent) job of helping you be more knowledgeable about the Bush Foundation and its work. Nearly half of you (46 percent) pass the magazine along after you’ve finished reading it. And while the features about fellows and grantees ranked highest in reader interest, many of you told us, in the words of one respondent, “I read it cover to cover.”

Still, several of you offered critical suggestions that we’ll carefully consider— ideas for design and tone changes, as well as a raft of great suggestion for future issues. We hope you’ll keep reading. Expect us to continually improve the way we tell the stories of the inspirational people and organizations that the Foundation has the privilege of supporting. They are the muscle behind *Giving Strength*.

*If you didn’t get a chance to comment, it’s not too late. We’ve left the survey open; you’ll find a link at [www.bushfoundation.org/publications/survey.asp](http://www.bushfoundation.org/publications/survey.asp).*

*Reader Dale Bentley, executive director of Preservation North Dakota, won our incentive prize. He told us in an enthusiastic email he’d NEVER won anything before. Congratulations, Dale!*



# Grantmakers sponsor forum

## *Building a Stronger Minnesota: Strategies for Immigrant and Refugee Integration*

By Rudy Guglielmo Jr.



Over the past several decades, thousands of immigrants and refugees have arrived in Minnesota attracted by both opportunity and the long history of active volunteerism by primarily faith-based organizations to resettle them here.

Opportunity and support notwithstanding, newcomers face challenges—language barriers, culture shock and a sense of loss and isolation. Even with good intentions, the helping organizations and foundations that reach out to these newcomers are sometimes unsure how to best address the needs of this growing and increasingly diverse population. The situation worsens when events like the recent raids by U.S. Immigration and Customs Enforcement (ICE) in Worthington, Minnesota, increase tensions in similar rural communities that now rely on immigrants for economic growth and renewal.

Against this complex backdrop, members of the philanthropic community saw an opportunity to learn about issues and to speak with leaders in immigrant resettlement. In February, more than 125 Minnesota grantmakers, nonprofit organization leaders and public representatives came together in Saint Cloud for *Building a Stronger Minnesota: Strategies for Immigrant and Refugee Integration*. The day-long forum let participants hear a national perspective on the issue and discuss their roles in assisting immigrants.

Presentations by two Minnesota artists complemented the activities. The day began with an exhibit of photographs from *The Minnesota Family Project* by Quito Ziegler (see sidebar), formerly with the Minnesota Immigrant Freedom Network, and a presentation by artist



Maria Cristina “Tina” O’Brien (BLF’05). Both showed the power of art and cultural activities to build empathy and common ground between immigrants and more established populations.

### Being “new” at integrating “newcomers”

Facilitator Kaying Hang, program officer with the Otto Bremer Foundation, described the forum as an opportunity to share experiences, as well as to develop thoughtful and intentional strategies to weave newcomers into the fabric of Minnesota society. Hang stressed the importance of working together to strengthen the well-being and future of Minnesota, including a deeper understand of the implications of immigrant influx into communities where there may be limited resources for effective integration programs.

Darane Petsod, executive director of Grantmakers Concerned with Immigrants and Refugees (GCIR), shared with participants her concern that some grantmakers may be hesitant to fund immigrant organizations. To assist grantmakers, GCIR has developed *Investing in Our Communities: Strategies for Immigrant Integration*, a publication that highlights promising practices and provides a framework for program development. (More information at [www.gcir.org](http://www.gcir.org).)

Participants applied the framework to a presentation on the resettlement of the Hmong community by Thao Mee Xiong of the Immigrant Law Center of Minnesota. Xiong screened *Goodbye, Wat Tham Krabok*, a documentary he

co-produced about a Hmong woman’s choice between staying with her elderly in-laws in a Thai refugee camp or coming to Minnesota with her three small children.

### Into practice

The day concluded with three Worthington officials speaking on their community’s solutions to immigrant-driven demographic challenges. Even though Worthington was founded by European immigrants, today nearly 25 percent of residents in this rural, southwestern Minnesota community are new immigrants seeking jobs.

Worthington Mayor Alan Oberloh, Chief of Police Mike Cumiskey and School Superintendent John Landgaard believe they have been responsive to immigrant families by developing culturally sensitive programs. Landgaard stressed the school system’s efforts to engage immigrant families and to provide immediate assistance during the ICE raids, when many students needed to stay at or return to classrooms due to their parents being detained. Still, each voiced a need for a comprehensive federal and state immigrant policy to guide local leaders and result in mutually beneficial services to immigrants. ☘

*The forum was presented by the Minnesota Council on Foundations in partnership with and with support from GCIR and the Bremer, Bush, Central Minnesota Community, Initiative, and Jay and Rose Phillips Family Foundations.*

### The Minnesota Family Project

*Conceived by documentary photographer Quito Ziegler, the Project is an effort to raise awareness about problems with the current immigration system. Ziegler took hundreds of photos of immigrants, including those shown with this article, then took them on tour in the summer of 2005. At 30 community events in 22 Minnesota towns, she invited people into her traveling gallery—a converted 36-foot semi-trailer. Along the way, Ziegler photographed the participants, then asked each to write a brief family history highlighting his or her own personal story of immigration. (Photographs courtesy of Quito Ziegler/Minnesota Immigrant Freedom Network.)*



## Bush Artist Fellows Program

**Cochise Anderson** ('02) performed at the Bruce Museum in Greenwich, Connecticut, as part of the Music at the Bruce 2007 Young People's Concert Series highlighting Native American music.

**Philip Blackburn** ('03) composed the ambient soundtrack for *Wild Music*, a recent exhibit at the Science Museum of Minnesota. At a related concert, "Wild Music A-Go-Go," Blackburn performed *Conch Fanfare* on 20 conch shells and **Zhang Ying** ('97) played *Spring Water* on a Vietnamese Dan Da, an ancient instrument dating back more than 3,000 years.

New Rivers Press awarded its 2006 Many Voices Project Award to **Marianne Herrmann** ('92) for her short story collection, *Signaling for Rescue*, which will be published in the fall.

Poet **Louis Jenkins** ('79 & '84) founded a new Duluth-based literary publishing company, Will o' the Wisp Books; its first publication is the May release of Jenkin's collection of prose poems, *North of the Cities*.

**Cheri Johnson** ('05) spent January in retreat at Yaddo, an artist community in upstate New York, working on final drafts of her novel; in February she received a McKnight Fellowship.

Paintings, photos and videos by **Shana Kaplow** ('89) were included in two exhibits in January—*Critical Translations: Art That Examines Our Social World* at the Katherine E. Nash Gallery (University of Minnesota) and *Layers: Race and Identity* at the Minneapolis Foundation.

**Deborah Keenan's** ('86 & '95) seventh book, *Kingdoms*, was published in fall 2006; her eighth book, *Willow Room, Green Door: New and Selected Poems*, came out in April from Milkweed Editions.

The Minnesota Book Awards announced its nominees, and three fellows are among those honored—**William Kent Krueger** ('88) in genre fiction, **Jim Moore** ('76 & '82) in fine press and **Mary Rose O'Reilley** ('95) in autobiography, memoir and creative nonfiction.

*City Pages* named sculptor **Chris Larson** ('98 & '06) and writer **David Treuer** ('03) Artists of the Year.

*Tangle*, a showing by **David Lefkowitz** ('02), was at Thomas Barry Fine Arts in Minneapolis in March and April.



Macalester College's Janet Wallace Fine Arts Center hosted an exhibition of photos, text and video by Wang Ping (BAF'03), titled *Behind the Gate: China in Flux after the Flood of the Three Gorges Dam*. Her work documents the landscape and settlements along the Yangtze River before and after the June 2006 blasting of the coffer dam that rapidly filled the reservoir behind the new Three Gorges Dam. The flooding has displaced an estimated 1.2 million people, destroyed invaluable archeological and cultural sites, and endangered river ecosystems and species. When it is fully operational in 2009, it will be the largest hydroelectric power station in the world. In addition to energy production, increased commerce and flood control, dammed water from China's rivers is being diverted for industrial expansion of the Great Northwestern territories, such as the Flowing Sand Mountain area (above) in the Xinjian province near the border of Pakistan along the ancient Silk Road.

**James Sewell** ('02) received a 2006 Choo-San Goh Award for Choreography from the Choo-San Goh & H. Robert Magee Foundation. The award supported the creation of Sewell's ballet, *Proprio*, which premiered in January in Saint Paul. In addition, he will choreograph the Guthrie Theater's 2007 production of *1776*.

Developers broke ground in **August Wilson's** ('83) native Pittsburgh for the August Wilson Center for African American Culture in October. The Center will house a 500-seat theatre, 4,000 square feet of exhibition space, a café and education sections.

## Bush Leadership Fellows Program

The Fond du Lac Band of Lake Superior Chippewa Tribe elected **Karen Diver** ('02) as its first woman chair (read more about her on page 21).

**Paul Fate** ('99) is the new president/CEO of Common Bond Communities, the Upper Midwest's largest nonprofit provider of affordable housing with onsite services.

**Scott Heidepriem** ('91) was elected to the South Dakota State Senate in 2006 and serves as the Senate minority leader.

A piece by **Mark Lindberg** ('06) on the importance of advocacy, "Being Part of Something Bigger," appeared in a recent issue of the *Giving Forum*, published by the Minnesota Council on Foundations.

The Deborah Powell Center for Women's Health at the University of Minnesota recently hired **Diane O'Connor** ('97) as its administrative director.

**Kay Schallenkamp** ('80) became the president of Black Hills State University last July. She was previously president of Emporia State University in Kansas.

**Minh Ta** ('04) is now the legislative director for Minnesota's newly elected U.S. Congressman Keith Ellison.

The University of Wisconsin-River Falls recently promoted **Alan Tuchtenhagen** ('91) to associate vice chancellor for enrollment services.

## Bush Medical Fellows Program

A recent issue of *Colorlines*, a news magazine on race and politics, included a photo of **Mark Butterbrodt, M.D.** ('92) treating a Native boy at the Porcupine Clinic on the Pine Ridge Reservation in South Dakota. The photo accompanied an article about the difficulties of receiving medical and social services for those not fluent in English; the article noted that Butterbrodt, who is white, speaks Lakota.

An article in the Hastings (Minnesota) *Gazette* focused on **Janene Glyn, M.D.** ('06), who is helping middle school students improve their health through stress-reducing techniques such as biofeedback, guided imagery, meditation and yoga.

## Artist fellows program to expand

The Bush Foundation will announce the details on June 4 at a reception honoring the 2007 Fellows at Open Book in Minneapolis. The expansion of the Program will include professional development activities for fellows, a new component to support artists living in North and South Dakota, expanded outreach to American Indian artists, the development of a comprehensive communications strategy for the Program and a new program to address the needs of mature artists.

Articles by **Elena Polukhin, M.D.** ('06) recently appeared in *Minnesota Physician* magazine and in *News & Views*, the newsletter of the International Society of Physical and Rehabilitation Medicine.

*Immigrant Medicine*, a textbook co-edited by **Patricia Walker, M.D.** ('95) with Dr. Elizabeth Barnett, will come out in June.

## Foundation Board and Staff

Director **Dwight Gourneau** was one of several American Indian inventors interviewed for an article in the May 2006 issue of *American Indian Report*.

**William Pierskalla** was elected to the National Academy of Engineering, an honor which is among the highest professional distinctions accorded to an engineer. He is a Foundation Director and the immediate past chair of the Board.

**Kathryn H. Tunheim** (below) became the Foundation's new Board chair in March.



*Kathryn H. Tunheim*  
Bush Foundation Board Chair

Mark your calendars: Fellows Summit—October 28-30  
More information at [www.bushfoundation.org](http://www.bushfoundation.org)



*Ron His Horse is Thunder donated Chief Sitting Bull's headdress to the North Dakota Cowboy Hall of Fame.*

*(Photograph courtesy of Bismarck Tribune, photographer Mike McCleary.)*

## Cowboy Hall of Fame holds rich history and culture of the West

The history of the Badlands of western North Dakota is also the history of the horse and the buffalo, according to Darrell Dorgan. He is executive director of the North Dakota Cowboy Hall of Fame Center of Western Heritage and Cultures: Native American, Ranching and Rodeo in Medora, North Dakota. The Center, he said, is “built around the horse culture and the hunter/naturalists drawn to the buffalo,” such as local celebrity President Theodore (Teddy) Roosevelt, who built his ranch near there.

When Spanish explorers introduced the horse to the North American peoples in the 1500s, it profoundly changed the culture of the Native Americans for the next 300 years. They were able to hunt buffalo more efficiently and at greater distances; it made them better in battle. As horses replaced dogs as work animals, tribes could carry more goods from camp to camp. “Horses influenced their religion and became a part of their daily lifestyle,” said Dorgan. “So important that their winter count in 1876 documents it as the year they lost the horse.” What it doesn’t say is that it was also the year of the Battle of Little Bighorn, which resulted in that loss—the U.S. Cavalry dispersed the Indian’s ponies as they pursued them.

In the West, Dorgan said, “horses are important to everyone. The horse made this country—brought cattle, homesteaders, open-range ranchers, and finally, rodeo.” The Center was completed in 2006 (with \$75,000 from the Bush Foundation) and sits at the gate of Theodore Roosevelt National Park. Last summer the Park hosted 25,000 visitors. With the explorations of Lewis and Clark as a starting point, the Center takes visitors through the non-Hollywood story of the rugged American West—through battles, pandemics and the often rough-but-character-building lives of the Natives, homesteaders and open-range ranchers. “These are people who were independent and could make things happen,” Dorgan said. “People are surprised that 20 percent of homesteaders in North Dakota were single women, and 70 to 80 percent of them were able to make a living here.”







*The settlers and shapers of North Dakota's unique culture included characters like Teddy Roosevelt (above), Mustache Maude (below right) and the Six Pack (below left). Roosevelt first came to Dakota Territory in 1883 at age 24 in search of adventure and buffalo. He returned often afterward to invigorate his body and spirit, eventually inspiring the establishment of a national park in his honor.*

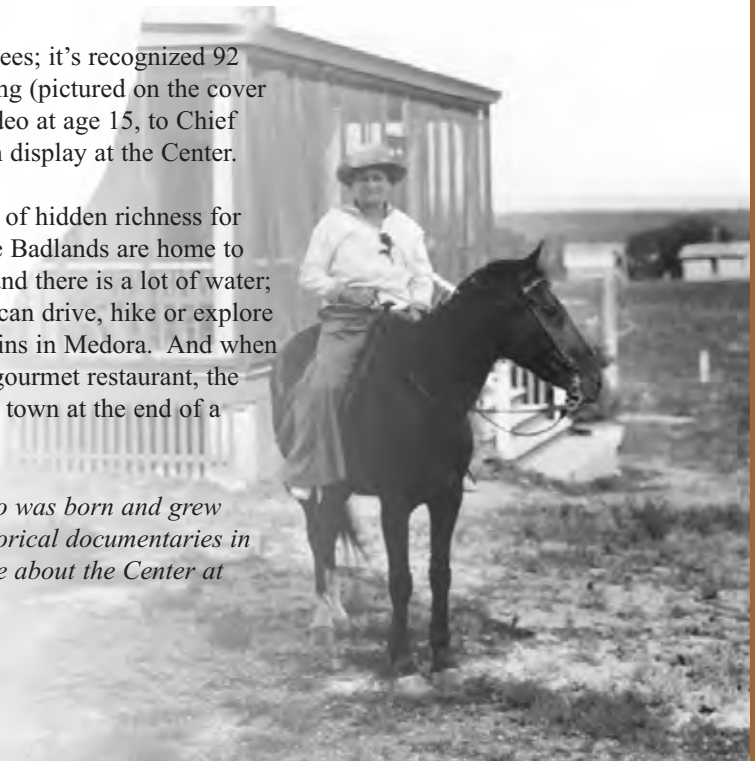
*A contemporary of Calamity Jane and Poker Alice, "Mustache Maude" Black and her husband opened and ran big saloons and gambling houses in the 1890s, then settled into a life of ranching. She was lauded in her 1932 obituary as a woman who "could work in the round-up at branding or shipping time, or could pitch hay in the field with the best of them."*

*In the 1950s and '60s, the North Dakota Cowboy Six-Pack took the state and national rodeo circuits by storm, earning them a place in the Cowboy Hall of Fame. Shown in a photo from 1956, the Six-Pack are (from left) Tom Tescher, Duane Howard, Dean Armstrong, Joe Chase, Jim Tescher and Alvin Nelson.*

Every year the Cowboy Hall of Fame inducts new honorees; it's recognized 92 so far. They range from rodeo greats like Dean Armstrong (pictured on the cover and below left, third from the left), who won his first rodeo at age 15, to Chief Sitting Bull whose headdress (see photo above left) is on display at the Center.

The Center also celebrates the beauty of a landscape full of hidden richness for animals and humans, despite its unflattering name. "The Badlands are home to grasses with very high protein content," Dorgan said, "and there is a lot of water; the Little Missouri River flows through them." Visitors can drive, hike or explore on horseback the 36-mile loop through the Park that begins in Medora. And when they're hungry they can head in the other direction to a gourmet restaurant, the Pastime, that awaits them in Marmarth, an historic small town at the end of a 43-mile-long, single-lane road. ☪

*Dorgan is a former North Dakota TV news producer who was born and grew up in Regent, North Dakota. He currently produces historical documentaries in addition to his work with the Center. You can learn more about the Center at [www.northdakotacowboy.org](http://www.northdakotacowboy.org).*





From *Buffalo for the Broken Heart*, a novel by Dan O'Brien

Hunkered down beside my serviceberry bush only fifty yards from the closest buffalo, with the wind coming now from my left, I felt invisible. When I first settled in I could actually smell the buffalo. Their scent was sweet and musky and I could imagine how such an odor must have excited the prairie wolves of a century before.... I could feel my secrecy slipping away with the shifting wind...so I concentrated on the old cow that would feel it first.

The cow's head came up with a violent shake. She had been lying down but came up with fierce eyes and an odd grunt that set the herd into motion. Suddenly everyone was on their feet. There was a flurry of action over the entire hillside.... They were vacating the bowl at a run, old cows first and bulls at the back.... It was basic instinct. As I watched the first three mature cows top the hill and disappear, I saw a puff of golden fuzz running at the flank of each.

*Dan O'Brien has been a rancher and wildlife biologist for more than 30 years. He is a two-time winner of the National Endowment for the Arts individual artist's grant, a two-time winner of the Western Heritage Award and a 2001 Bush Artist Fellow. Buffalo for the Broken Heart explores the history of his ranch and its conversion from a cattle to buffalo operation. You can learn more about buffalo ranching and Dan O'Brien at [www.wildideabuffalo.com](http://www.wildideabuffalo.com).*

*Photographer: Les Voorhis*



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