

Vision

“To be a catalyst to shape vibrant communities in Minnesota, North Dakota and South Dakota.

We will invest in courageous and effective leadership that significantly strengthens and improves the well-being of people in these three states.”

Guiding Principles

- Leadership
- Learning
- Impact



Bush Foundation

Courageous Leaders ~ Vibrant Communities

Goals for a Decade

- **Develop Leaders and Engage Entire Communities in Solving Problems**
- **Support Self-Determination of Native Nations**
- **Increase Educational Achievement**

Develop Leaders and Engage Entire Communities in Solving Problems



Goal: By 2018, 75% of people in all demographic groups in MN, ND and SD say their community is effective at solving problems and improving their quality of life.

**Develop Leaders
and Engage Entire
Communities in
Solving Problems**



**Support the
Self-Determination
of Native Nations**



Goal: By 2018, all 23 Native nations in MN, ND and SD are exercising self-determination and actively rebuilding the infrastructure of nationhood.

**Support the
Self-Determination
of Native Nations**



**Increase
Educational
Achievement**



Goal: By 2018, the percentage of students in MN, ND and SD, from pre-kindergarten through college who are on track to earn a degree after high school, increases by 50% and disparities among diverse student groups are eliminated.

**Increase
Educational
Achievement**

A woman with blonde hair, wearing a purple striped shirt, is smiling. Below her is a young boy with dark hair, wearing a white shirt, looking at a book.

Next Steps

**Remainder of 2008
Continued Planning
and Transition**

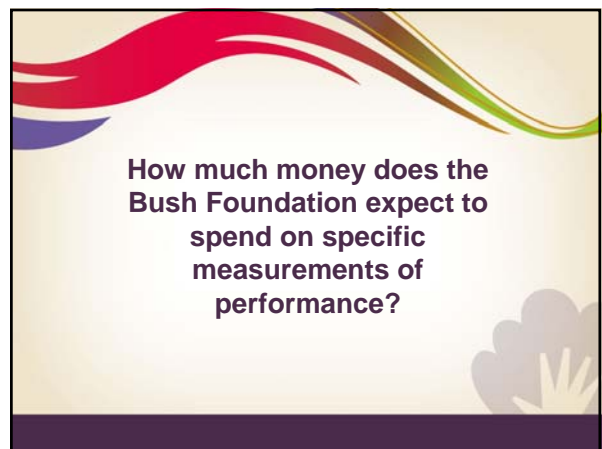
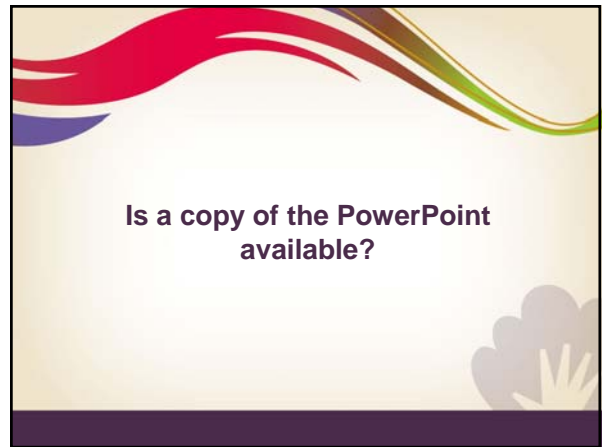
New Ways of Working

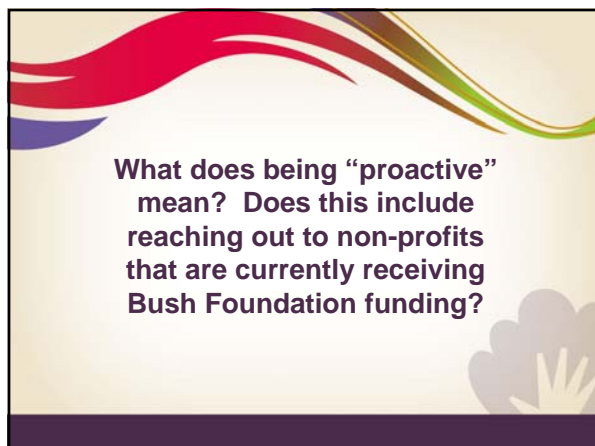
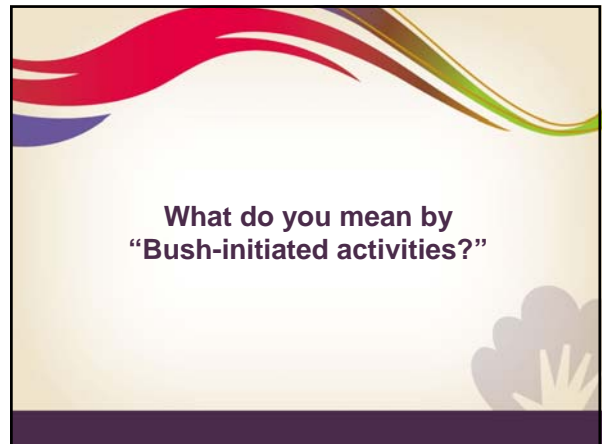
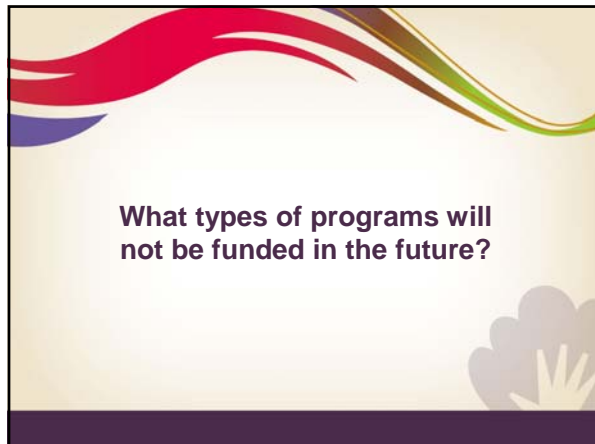
- Focus on partnerships
- More Bush-initiated work
- Larger commitments over longer periods of time
- More intentional in our approach



Bush Foundation
Courageous Leaders ~ Vibrant Communities

Q&A







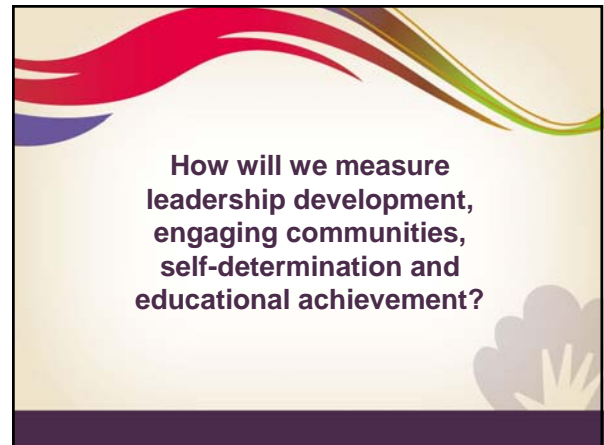
**Is the Bush Foundation
planning to work with only
selected communities or all
communities?**



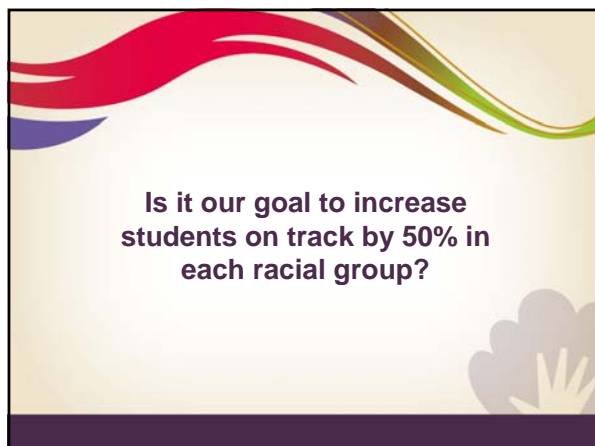
**How will the Bush
Foundation approach capital
grants?**



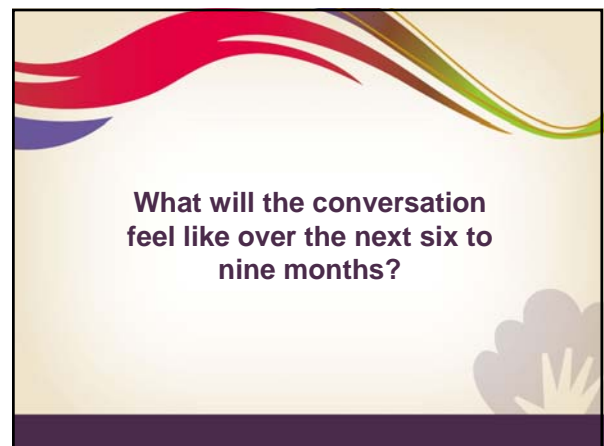
**How do non-profit arts
organizations fall into the
Bush Foundation's new
focus?**



**How will we measure
leadership development,
engaging communities,
self-determination and
educational achievement?**



**Is it our goal to increase
students on track by 50% in
each racial group?**



**What will the conversation
feel like over the next six to
nine months?**





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We received many questions during the [Bush Foundation Webcast](#) on July 29, 2008. Below are the top 10 general questions that you raised during the presentation. In the coming weeks, we will be updating our website to focus on each of the three goal areas and will answer specific questions raised about the goals as part of those updates. For answers to more questions, refer to our previous list of [Frequently Asked Questions](#).

**Q. Do you already have an idea about which organizations or causes you will be funding in the future, and are there certain organizations that you already know will not be considered for funding?**

Nobody's excluded outright. It really boils down to the degree to which a nonprofit or government organization can contribute toward achieving the goals. We will be looking for those who can do the most across the three states and do it most effectively with the money available.

**Q. Will the Bush Foundation continue to fund capital and/or endowment campaigns?**

We will not have a specific program focus on "capital projects." Rather we will evaluate any funding proposal whether for capital, operating, program, project or endowment on the basis of its contribution to achieving the goals. We will consider funding in any form but will put our resources behind those ideas that generate the most result for the money.

Q. Will the Bush Foundation continue to fund arts organizations or programs that do not fall under the Regional Arts Development Program II (RADP II) or the Large Cultural Organizations Development Fund II (LCODF II)?

We see artists and cultural organizations as important to [Developing Leaders and Engaging Communities to Solve Problems](#). If you look at the initial approaches outlined under this goal, we see a need for community members to have solid data about the vitality of their community and to understand why the issues emerging from the information are important. Many artists and cultural organizations engage in storytelling and provide understanding that can transform audiences and communities. We view the cultural sector's creativity and "out-of-the-box" thinking as a potentially significant component of community problem-solving. We believe there are connections and plan to explore that idea with artists and cultural organizations over the next few months to see how they might play a role in this approach. We also will continue the recently expanded [Bush Artists Program](#) as an underpinning of leadership.

In addition to opportunities that may emerge within the new goal area, the Bush Foundation is currently one of the foundations that collaboratively funds [ArtsLAB](#), an initiative for technical assistance of 17 smaller arts organizations in the Twin Cities and Northwest Minnesota. ArtsLAB had a competitive admission process this spring and named the participants in July 2008.

Q. What do you mean by your statement that you'll be pursuing more "Bush-initiated work?"

We plan to bring people together, to convene and to ask questions. We need to fashion this work collaboratively. We're not going to wait to see what proposals come to us. Instead, we're going to invite people to embrace these goals and engage with us to create initiatives together. That means we will be looking for partners with a willingness to share accountability for the outcomes.

Q. What metrics will be used to measure leadership development, engaging communities, self-determination and educational achievement?

Each goal will be measured differently. The goal of [Community Engagement and Problem Solving](#) will be measured by using quantitative assessments over time by asking people if and how they are part of a community that solves its problems, and by documenting specific examples via case studies, stories, and other qualitative research.

The [Native Nations](#) goal will be measured in two ways:

- by inventorying the condition and progress of the institutions of nationhood of each tribe, and
- by collecting and reporting already available information on socioeconomic conditions on the Indian reservations.

The [Educational Achievement](#) goal will be measured with publicly available data on the achievement of students along the continuum from preschool through college.

Q. How will you work with other foundations in the community to achieve some of these ambitious goals?

Many other foundations have done and are doing work that is essential to achieving the goals we have outlined. We want to join with other foundations in supporting and expanding the work they're doing in Minnesota, North Dakota and South Dakota when we share goals in common.

Q. What qualities are you seeking in your partners and what is your vision for a successful partnership?

We believe partners share common values, a commitment to achieving outcomes, and accountability for doing so. We will seek out partners with whom we share these things. Partners are mutually supportive and constructively critical. Those are the kinds of partnerships that last and the kind we seek. By the same token, we won't choose to enter into a relationship and then use the power of our money to coerce. Organizations with which we partner will see our relationship as mutually beneficial, and we will work together toward results.

Q. If the Bush Foundation plans to initiate projects and partnerships, how can organizations that want to be a partner let you know we are ready, willing and eager to be a partner? Is the Bush Foundation open to meetings?

We need to use the rest of 2008 to do a good job in making transitions with our existing grantees. That will be our main focus for the next several months.

In later 2008 and early 2009 we will be in a position to begin in-depth discussions about partnering to achieve the goals. In the meantime, we hope organizations will share ideas and possibilities with us through a specially created email address—newdirection@bushfoundation.org. Doing so will help us know who is willing and ready, as well as give us good ideas to help shape our thinking.

Q. How will you share what you're learning with the broader community?

A primary vehicle for sharing updates will be this website: www.bushfoundation.org. We plan to publish information about our initiatives and our measures, as well as what we're learning and progress toward the goals. We expect this information will spark ideas and conversations. Over

time, we will use a variety of methods to engage communities and organizations.

Q. Will the Bush Foundation continue to provide updates using webcasts?

The feedback we received suggests that the webcast worked pretty well. We expect to do more. We will also provide updates through our website in the coming months.

For now, if you have questions or suggestions, we encourage you to contact us via email at newdirection@bushfoundation.org. We will respond to emails within 24 hours. Over time, we will have more specific ways for engaging nonprofit organizations in conversations and initiatives.

Giving Strength
Courageous Leaders - Vibrant Communities

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