

In this issue

- 1 Workforce Development—Challenges and Opportunities
- 1 Greater Minnesota education initiatives
- 1 Legislative wrap-up for 2013-14: Historic progress
- 2 From the President
- 3 A “Competitiveness” theme for 2014 and beyond
- 6 Thank you 2013 donors!
- 8 Growth & Justice board works on new strategic plan

Workforce Development—Challenges and Opportunities

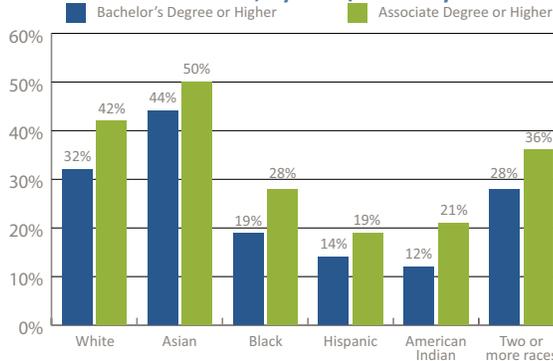
In the coming decade, 70 percent of jobs in Minnesota will require education beyond high school. Yet today only 40 percent of working-age adults in the state possess a post-secondary degree—a group that is disproportionately white.¹

As the (mostly white) baby boom generation begins to retire in large numbers, employers will rely on the state’s increasingly diverse population to fill its jobs.

People of color make up the fastest growing segment of the state’s population; in the Twin Cities, people of color will grow from 24 percent of the metro area’s overall population in 2010 to a projected 43 percent by 2040.²

The current racial gap in educational attainment in Minnesota will have serious consequences for the economy.

Minnesota Degree Attainment for Population Age 25 and Older, by Race/Ethnicity



Source: U.S. Census Bureau, American Community Survey 3-Year Estimates, 2007-2010

At greatest risk for non-completion are students of color, first generation college students, those with limited English language proficiency, and returning adult students—precisely the groups upon which our workforce will be most reliant in the coming years.³

In Minnesota, the persistence rate from the first year to the second year for students who attend two-year institutions (57 percent) is substantially lower than the rate for students who attend

continued on page 5

Legislative wrap-up for 2013-14: Historic progress

The second year of the 2013-14 legislative session is headed toward an outcome that will earn this legislative biennium a place in Minnesota history as one of the most constructive and progressive since the 1970s.

After a decade of disinvestment in public goods and services, accompanied by economic stagnation and marked by anti-government animus, Minnesota forged ahead in 2013-14 with breakthroughs on several fronts.

Hundreds of nonprofits, business associations, labor unions, religious organizations and other citizens’ groups played a part in this progress. Growth & Justice is one of them, as we helped chart the course and provide context and rationale for a broad array of policy reforms and reversals.

Let’s count the ways:

- The pressing inequality problem finally got some attention. Restoring higher marginal tax rates to the wealthiest Minnesotans in 2013 and the largest minimum wage increase in recent history will slow the growing inequality that threatens our economy. The forces that drive this inequality are global and national in scope, but Minnesota has reasserted itself as a state that will act locally to broaden prosperity.
- Early childhood education, the first and critically important building block in our trademarked *Smart Investments in Minnesota’s Students* framework, took a giant leap forward with funding for parent-directed scholarships for

continued on page 3

Greater Minnesota education initiatives

What does educational success mean to you? That’s the question we asked in Austin, Minnesota earlier this month, at a lively and engaging “Feast and Conversation” event. This gathering was hosted by Riverland Community College, the Parenting Resource Center, Marnita’s Table and Growth & Justice, and is part of our ongoing work in rural Minnesota to support and connect communities that are creating collaborative educational initiatives.

Growth & Justice has established and is nurturing an unofficial network of five communities in Greater Minnesota that are making real, measurable progress toward collaborative community partnerships that improve student outcomes from cradle-to-career. Our efforts are helping build a spirit of teamwork and cohesiveness and a feeling that a rural statewide student success movement is

continued on page 4

From the President



Dane Smith

Leaders must always watch their bottom line. And here's the bottom line on why you should increase your financial contribution (or make your first donation) to Growth & Justice this year. **No other organization in Minnesota makes the case more persistently and more effectively that reducing economic inequality and eliminating racial disparities (the Justice part) is good for business and the broader economy (the Growth part).**

Amid partisan division and in the face of anti-government extremism, we argue constructively for economy-strengthening public investment in education, infrastructure, and health care.

Progressive policies that benefit the average Minnesotan AND the business sector are the best way to build broader prosperity and enhance our quality of life. Growth & Justice does this work and makes this case like no other organization.

How do we know?

- Twin Cities Business magazine named us as one of the region's "most dynamic business and policy leaders." I forcefully argued in TCB's profile on us that inequality and racial opportunity gaps had become our state's most important policy concern, reminding readers that "our human capital is always going to be our strong suit and we have to invest in it."
- The McKnight Foundation invited

us to present a legislative session overview in early 2014, for all McKnight grantees who seek policy changes at the state level. Our presentation made the case for "competitiveness, writ larger" as the overarching theme.

- We wrote the well-received cover commentary in the Sunday (March 23) Star Tribune Op-Ex section, calling for a more holistic understanding of Minnesota's economic competitiveness.
- We've been an active partner in legislative coalitions this session, seeking sufficient early childhood funding to meet the needs of children on long waiting lists, advocating for an ambitious and much-needed transportation/transit package, supporting an increase in the minimum wage, and working on proposals for reducing racial disparities in education and employment measures.
- As a recognized voice for broader prosperity and public investment, we frequently are called on to testify at the state Capitol, speak to civic groups, participate in forums and panels, write commentary, and appear on a variety of broadcast media.
- Our presence in suburban and rural Minnesota is strong and expanding. We've recently been featured at business and community forums with the Twin West Chamber of Commerce and on transportation issues in Woodbury, and participated in a panel on business issues for AM1570 in Eagan. Our current major project—supported by the Blandin Foundation—is helping build a movement in Greater Minnesota for community partnerships that drive student success, increase postsecondary completion, and close racial and income disparities in education outcomes.

So, you might say, that's fine for sustaining our support, but why are you asking for an increase?

Over more than a decade of work on a practical and progressive agenda

for Minnesota, we have received substantial support from Minnesota's leading philanthropic foundations. But nonprofit experts will tell you that this foundation support should not be relied upon for long-term operational support. Indeed, we are shifting our fundraising mix to satisfy our long-term revenue outlook, and plan to increase the portion of our budget raised from individual donors. We are challenging all our supporters large and small to increase their giving this year, by 10% or more, if you can.

We know you give to other worthy causes, and it takes many to do this important prosperity-broadening work. **But few groups tie it all together the way that Growth & Justice does, with a coherent world-view that appeals to intelligent, practical-minded citizens and voters.**

Our voice appeals to the wide ideological center, and builds on the historic tradition of consensus in Minnesota, shared by those who value both the private sector and the public sector, and who understand that policies to help all our people reach their fullest potential will be good for the broader Minnesota economy.

Growth & Justice

- Growth & Justice is a research and advocacy organization that develops innovative public policy proposals based on independent research and civic engagement. We believe when Minnesota makes **smart investments in practical solutions** it leads to **broader prosperity** for all.

GROWTH & JUSTICE
 970 Raymond Avenue
 Suite 105
 Saint Paul, MN 55114
 phone: 651-917-6037
info@growthandjustice.org
www.growthandjustice.org

Newsletter design & layout by
 Mark Tundel

A “Competitiveness” theme for 2014 and beyond

One foundational theme of Growth & Justice is that reducing economic inequality is good for economic growth. A particularly persuasive way of explaining this philosophy is with a new definition of “competitiveness.”

“Competitiveness” has been an effective buzzword in advancing a business-driven agenda with a rather narrow focus over the last 30 years. Since the early 1980s, in Minnesota and across America, we have been told that for the sake of international competitiveness, jobs had to be outsourced, wages and pensions and health care benefits downsized, and environmental and financial regulations reduced.

In the name of competitiveness, we were persuaded to cut federal and

state income tax rates and capital gains taxes, and to treat our public sector as a beast to be starved. And to ensure regional and state competitiveness, we spent billions in direct aid or tax favors for businesses through mechanisms such as the JOBZ program, ethanol subsidies, or for sports stadiums.

The results have not been impressive, except for those at the very top. Mountains of wealth were created during a couple of long growth spurts and several speculative bubbles, with a climactic crash in 2008. And a consensus has emerged that too narrow a focus on cheap labor and lower taxes has increased economic insecurity and inequality within almost every nation, badly damaging the basic economic health of middle-income and working-class families.

The very good news is that competitiveness is being redefined, writ wiser and larger. The word increasingly is being used to describe the things we do with tax dollars and public policies to realize human potential, to equalize opportunity and education, to improve physical infrastructure and basic research, and to expand cultural and social amenities enjoyed by everyone.

An example of this thinking is the Minnesota Department of Employment and Economic Development and its recent “State Economic Competitiveness Summit” featuring workshops with titles like “Driving the Talent Pipeline,” “Aligning Business Needs with Training and Education,” “Broadband Expansion and Economic Opportunity” and “Regional Collaboration Through Public/

continued on page 5

Legislative wrap-up

continued from page 1

high-quality preschool programs. Expansion of all-day kindergarten statewide also provides greater access to improved early education.

- The “World’s Best Workforce” education funding bill enacted last year requires school districts for the first time to specify their plans to close achievement gaps for low-income children and students of color. This legislation, which by its very label extends the goal line beyond high school graduation, was strongly influenced by our strategic education framework.
- New funding for higher education and student aid will help reverse the damaging trend toward high tuition that increases barriers toward postsecondary completion for many families. The enactment of Minnesota’s version of the Dream Act removed barriers to higher education for undocumented high school students. And the postsec-

ondary enrollment options program for high school students was expanded as well.

- Important progress was made on “ban the box” legislation, removing the collateral sanctions imposed on communities of color by prejudicial laws and enforcement, a key factor in employment disparities.
- MNsure, Minnesota’s ambitious effort to comply with the national Affordable Care Act, is helping tens of thousands of previously uninsured or underinsured Minnesotans access affordable health care coverage.
- State budget stability has returned, with Minnesota finally reversing the previous trend toward a more regressive tax system. Revenues that were borrowed from school districts have been repaid and projections for long-term fiscal health have improved substantially.

- Despite all this progress, at least two significant opportunities for investment were missed. Minnesota needs a major infusion of revenue for transportation and transit needs, and the current early childhood program investment only reaches about 10 percent of the children who need it. We look forward to working with advocates and legislators in the 2015-16 biennium to address these high priority investment areas.
- Contrary to the idea that progressive policy is necessarily bad for business, Minnesota’s economy, job growth and business indicators are all trending in a positive direction. In fact, Minnesota is currently among the top five or top ten states in many rankings of business health, proving that justice is good for growth, after all.

Greater Minnesota education initiatives

continued from page 1

underway.

A premier example of local leadership includes new “student success” partnerships that are germinating in Austin, the Itasca County area, Northfield, Red Wing and St. Cloud. These partnerships have in common a theory of change developed by the Strive Together network based in Cincinnati.

Each of the Strive partnerships relies on a broad and formal collaboration among local schools and colleges, parents and students, nonprofits, businesses, philanthropies, and other community partners. Each partnership is developing a birth-to-career roadmap for their students, with specific goals such as kindergarten readiness or reading proficiency by third grade, and establishing action networks to identify specific interventions to achieve the goals. There is strong emphasis on data and results and multiple measures of academic, social and developmental success, as well as the fostering of personal relationships that can be crucial to unlocking human potential.

Although the Strive model aims to close opportunity gaps for low-income students and students of color, the framework is focused on improving the performance of all students. All children will do better when the entire community has a stake in birth-to-career improvements and supports postsecondary and career readiness.

Cradle-to-career partnerships that have developed in rural Minnesota fit right into the Growth & Justice *Smart Investments in Minnesota’s Students* framework that calls for comprehensive interventions and evidence-tested methods to improve students success and to prepare more students for career and college readiness.

A recent national report echoed the call for establishing these partner-

ships as a key strategy for equitable economic development in the state. Among the report’s policy recommendations for moving Minnesota toward more equitable growth, one stands out: Minnesota must create cradle-to-



Growth & Justice President, Dane Smith speaks with students at 'Feast & Conversation,' hosted by Marnita's Table in Austin, MN.

career pipelines to prepare students and workers for lifelong success. The report, *Minnesota’s Tomorrow, Equity is the Superior Growth Model*, commissioned by leading foundations in Minnesota and written by PolicyLink, puts extra emphasis on meeting the needs of children, reflecting the growing consensus in Minnesota—shared by experts and business leaders—that our economic future depends on eliminating the education opportunity gap that exists for low-income students and students of color across the state. The authors of the report advise communities to develop local “pipeline approaches that follow children

throughout their education.”

Most people in rural Minnesota don’t need national experts to tell them this common sense fact. And many communities are already forming broad multi-sector partnerships to work on their birth-to-career pipelines. These partnerships are working in collaborative and comprehensive ways, in and out of schools, focusing on the best evidence and data to find out what’s most needed and what’s most effective in getting kids all the way to career and college readiness. Growth & Justice is playing a key role in nurturing the partnerships, collecting evidence and telling the story about what is working in rural Minnesota to support student success, economic development and community vitality.

Growth & Justice is taking a lead role in connecting and supporting several communities in rural Minnesota that are undertaking these community-led educational initiatives. The principles in this theory are being replicated in rural communities around the state, as demonstrated by the diverse, enthusiastic, and engaged attendees at the Austin Feast and Conversation. Along with initiatives already underway in Worthington, Willmar, Northfield, and other communities, we see this trend growing into a statewide movement.

Congratulations Maureen & Tane

Growth & Justice is proud to recognize and commend two of our own in the 2014 class of Bush Leadership Fellows: board member Tane Danger, and policy and research director Maureen Ramirez. The Bush Foundation “seeks leaders who have already demonstrated exceptional gifts, who could benefit from intensive development through self-designed or academic programs, and who are committed to making the region a better place.”

Workforce Development

continued from page 1

four-year institutions (78 percent). Further, graduation rates are highly stratified by race: while 63 percent of white students enrolled in the state's four-year institutions graduate within six years, just 37 percent of black students and 51 percent of Hispanic students do so. And only 16 degrees are awarded for every 100 students of color in the state, while among white students, 21 degrees are awarded for every 100 students. This is one of the largest gaps in the country.⁴ These figures represent lost opportunities for individuals and lost economic capacity for our region.

Access to high quality, relevant education and training are imperative to all workers' labor market prospects, and "skilling up" an increasingly diverse workforce is critical to economic growth and competitiveness in the Twin Cities. Increasing career pathways opportunities for Minnesota residents is a strategy that will move our region toward workforce equity, for a competitive economy.

Career pathways programs are designed to minimize the time it takes for adult students to earn industry-recognized credentials that pay off in the labor market. Minnesota FastTRAC (Training, Resources and Credentialing) is perhaps our best known homegrown example of career pathways programming.

FastTRAC, like a number of other career pathways programs, joins vocational and basic skills instruction. Rather than requiring students to spend time in basic or remedial courses before they can pursue occupational training, FastTRAC combines the two. Under this model, Adult Basic Education and community college instructors together teach courses that weave foundational math and literacy skills into occupational training. In addition, career pathways programs typically offer a range of support services to students, helping them to overcome the academic

and personal challenges that can make staying in school difficult. Often these services are provided by community-based organizations working in conjunction with educational institutions.

Spotlight on MN FastTRAC

MN FastTRAC Adult Career Pathway programs are on 29 MnSCU campuses, training students for careers in industry sectors important to the state economy: healthcare, manufacturing, education, business, energy, and more.

As of December 2012, Minnesota FastTRAC programs have served more than 1,900 adults.

- 88% of these adults received an industry recognized credential or earned credits toward that credential.
- 69% of these adults had success either gaining employment and/or continuing into further career pathway education. Initial employment analysis of FastTRAC is available on a limited data set of program graduates; as of May 2012, 70% entered employment and 61% retained employment for 6 months.

For more information, visit: mnfasttrac.org.

1. Carnevale, A. P. et al. (2010). Help wanted: Projections of jobs and education requirements through 2018. Washington, DC: Georgetown University Center on Education and the Workforce.
2. Metropolitan Council. (2012, April). What Lies Ahead: Population, Household and Employment Forecasts to 2040. St. Paul: Metropolitan Council.
3. The National Center for Education Statistics. (2008). Descriptive Summary of 2003–04 Beginning Postsecondary Students: Three Years Later. Washington, DC: U.S. Department of Education.
4. National Center for Public Policy and Higher Education. (2008). Measuring Up 2008: The State Report Card on Higher Education, 2008. San Jose, California: National Center for Public Policy and Higher Education. Note that the data include both public and private institutions.

Competitiveness

continued from page 3

Private Partnerships.” There were no breakout sessions on reducing taxes, regulations or labor costs (although pressure for those policies will no doubt continue).

Meanwhile, some of Minnesota's leading philanthropic foundations, originally funded largely by the state's most successful and magnanimous capitalists of the last century, have been stressing competitiveness achieved through improved human development, as opposed to charity. Typical mission statements for the nonprofits they fund call for a more inclusive prosperity, creating vibrant communities and, increasingly, attacking racial disparities head-on.

The Metropolitan Council, the key agency that helps coordinate and plan growth and public infrastructure in the entire Twin Cities region, recently launched Thrive MSP 2040, a long-term plan for the region based more explicitly on achieving racial equity, and on the premise that concentrations of racial poverty will harm the region's competitiveness.

Greater MSP, a coalition of business groups, foundations and city leaders committed to promotion and economic development for the metropolitan region, is all about competitiveness, writ larger. The coalition emphasizes the region's diversity, its overall rankings in education attainment, our first-rate infrastructure and public amenities, and a highly competitive overall cost of doing business—rather than focusing on a particular ranking for a certain type of income or corporate tax.

In the coming months, we will amplify this competitiveness theme, reclaiming the word and expanding and improving its meaning. Throughout 156 years of statehood, Minnesotans have distinguished themselves by understanding that building a better place and stronger people is the best recipe for economic growth.

THANK YOU 2013 ODONORS

The following is a list of contributions received in 2013. Please contact us at info@growthandjustice.org regarding any errors or omissions.

THANK YOU FOR YOUR GENEROSITY!

\$5,000 & ABOVE

Anonymous
Ron DeHarpporte
Hayden Family Fund of The Minneapolis Foundation
Joel & Laurie Kramer
Fund of The Minneapolis Foundation
Lee Lynch & Terry Saario
Fund of The Minneapolis Foundation

\$1,000 - \$4,999

Paul Batalden
Mike & Sally Bosanko
Allan & Lou Burdick
John F. Eisberg & Susan Kline
Charitable Fund of The Minneapolis Foundation
Dr. Robert and Linda Fisher
Charitable Fund
Verna & Michael
Hasbargen
Thomas C. & Marlene C.
Kayser
Jennifer L. Martin
E. Thomas Binger and
Rebecca Rand Fund of the Minneapolis Foundation
Donald M. Sullivan
The Kerstin & Winn Wyman
Fund

\$500 - \$999

Sally Anson
Hildy Bowbeer
Scott Burns & Sarah Schmitz-
Burns

Richard W. & Jean Illsley
Clarke Fund of The
Minneapolis Foundation
Clarke
Peter D'Ascoli
Wendy & Doug Dayton
Chuck & Carol Denny
Kevin Filter & Rosemary
Kessler
Carol Freeman
Lew & Angelyn Freeman
The Roberta J. Hunt and
Timothy M. Heaney
Charitable Account
Peter & Anne Heegaard
Pamela Jewson & Pete
Swenson
James E. Johnson
Kathleen Jones
Daniel & Constance Kunin
George Latimer
James Leinfelder & Jennifer
Woodland
James Lenfestey
Becky Lourey
Walter & Joan Mondale
Jane Newman & Amy Lange
Louis Newman & Amy
Eilberg
Paul & Rhoda Redleaf
Martin Olav Sabo & Sylvia
Sabo
Alan & Janny Silver
Dane & Mary Smith
Tennant Foundation
Roberta Walburn
Liz & Tim Welsh
Per & Elaine Wickstrom

\$250 - \$499

A Minnesota Without
Poverty

Bell Family Charitable Gift
Fund of Fidelity Charitable
Jeff & Emily Blodgett
Doug Britton & Nancy
Odden
Tony Carideo
Mary & Bob Ceconi
Sharon & Bill Clapp
Bert & Suzie Colianni
Jay & Page Cowles
Paula & Cy DeCosse
James Dorsey & Dee
Gaeddert
Jim & Joy Erickson
David Fisher
Steven Foldes & Rive-Ellen
Prell
Don & Arvonne Fraser
Hal Freshley
Enrique Gentsch & Suzanne
Skorich
Janice Gepner & Eric
Newman
Earl & Donna Gustafson
Jim Hart, M.D. & Maureen
Reed, M.D.
Headwaters Foundation for
Justice
Lucy & Jeff Heegaard
Chris & Val Jackson
John & Thelma James
Thomas A. Keller III
Paul Knutson
James Kujawa
Pat Lamb & Ele Hansen
Foundation Fund of the
Minnesota Community
Foundation
Chris LaVictoire Mahai &
Dan Mahai
Ann & Michael Markman
William C. Melton
Roger D. Moe
Jonathan & Martha Morgan
Don & Florence Ostrom
Joyce S. Prudden & Michael
D. Shoop Family Fund
of The Minneapolis
Foundation
Tom & Gwynn Rosen
Dick Sarafolean
SEIU Local 284
Fred & Gloria Sewell
Emily Anne Staples Tuttle
Fund of the Minnesota
Community Foundation
United Transportation Union
Mark Steege
Marilynn J. Taylor
Betsey Whitbeck & Jim
Nelson
Ann Wynia

\$100 - \$249

Anonymous
Rev. Grant Abbott
Dave Anderson
Katherine Anderson
Dave Anderson
Thomas & Margit Berg
Fawn Bernhardt
Janet Berryhill
Herman J. Birnberg
Rick & Kathleen Blake
Bernard & Phyllis Brommer
Bob Brown

Dee Broxey
Julie Bunn & Marlon
Gunderson
John Burke
Robert & Suzannah Ciernia
Jay Coggins
Ginny Craig
Scott & Cara Croonquist
Debbie Danielson & Steve
Johnson
William Davidson
Ron DeHarpporte
Meg DeLapp
Jack Ditmore
Joe & Genie Dixon
Linda Engberg
Ron Erhardt
Bill & Karen Erickson
Christina Erickson
Wally & Cecy FASTER
Charlie & Anne Ferrell
Tim & Susan Flaherty
Roger Franke
Beth Fraser
Bill Gabler
Gary Gardner & Helen
Kivnick
Richard Graham & Patricia
Powers
Marilee & Roger Griffin
Joan Growe
Bryce & Donna Hamilton
Bill Hansen
Jack & Grace Harkness
Patrick Henry & Patricia
Welter
John Hetterick
Beverly Jones Heydinger
Joan Higinbotham
Gary Hill
Lynn Hinkle
Diane Hofstede
Charles & Ann Hommeyer
Tom & Libby Horner
Jerome M. Hughes
Ruby M. Hunt
Wayne Jennings
Jennifer Jewell Thomas &
David D. Thomas

Curtis Johnson
Dr. Robert C. Johnson
Robert Johnson
Walter H. & Harriet W.
Johnson
Drs. Charles & Sally
Jorgensen
Rep. Phyllis and Donald Kahn
Matt Kane & Liz Conway
Shirley Kaplan
Will & Claudia Kaul
Marilyn Kemme
Kathryn Klibanoff & Jeremy
Edes Pierotti
Daniel Knuth
Tom & Julie Legg
Keith Lester
Lynn Levine
Lee Lewis
Vicki Lofquist
Patrick & Judy Mandile
Larry Margolis
Tim Marx
Jeanne Massey
Jim McCorkell & Chris
Greenhow
Barbara McKernan
Mary S. McNellis
Tom McSteen
Dan Mikel
Laura Miles
David & Karen Minge
Minnesota State College
Faculty
Anthony J. Morley & Ruth
Anne Olson
Paul Mueller
Eric Muschler
Karla & Peter Myers
Richard Niemiec
Michael Osterholm
Mary Anne Page
Pappas for Senate/Sandy
Pappas
Jim Pederson
Diane J. Peterson & David
Crawford
Mark & Mary Peterson
Eugene Piccolo

2013 Foundation Support

- Elmer L. & Eleanor J. Andersen Foundation
- F. R. Bigelow Foundation
- Blandin Foundation
- Martin and Brown Foundation
- The McKnight Foundation
- Jay and Rose Phillips Family Foundation of Minnesota
- Robins, Kaplan, Miller & Ciresi LLP Private Foundation
- The Saint Paul Foundation
- Travelers Foundation

Brian & Mary Pittelko
 Charlie Quimby & Susan Cushman
 Jack Ray
 Sig & Marti Reckdahl
 Ember Reichgott Junge
 Vanessa & Jeff Richards
 Rocky & Jodell Rockenstein
 Judy Ross
 Steve & Marilyn Rothschild
 Sandy & Jim Rummel
 Kathy & Ted Saltzman
 Lori Schaefer
 Steven Schild
 Jeffrey Schneider
 Don Schuld
 Dave Senf
 Bruce Shnyder & Patricia Strandness
 Kathleen Doar & Alan Sinaiko
 Ginger Sisco
 Bonnie Skelton
 Dan Skogen
 Wesley J. Skoglund
 Eunice Slager & David Koller
 Warren Spannaus
 Kathy Stack
 Christeen M. Stone
 George R. Stoops
 Edward C. Stringer
 Gregory S. Strong
 Craig Swaggert & Tanna Moore
 Tom H. Swain
 Marcia Swanson
 Mae E. Sylvester
 Mary K. Tambornino
 Robert J. Tennesen
 Joyce Throm
 Albert & Parker Trostel
 Michael Trucano
 Eric Utne
 Gary & Nancy Van Cleve
 Mary Vik
 Gordon & Elaine Voss
 Jerry Waldman & Judi Belzer
 David & Ruth Waterbury
 Bob & Kathy Wedl
 Bob Weidman
 Edward K. Weir
 Luke & Janet Weisberg
 Frank & Frances Wilkinson

Jon & Ann Cieslak
 Roger Clarke
 Joan Cleary & Jerry Helfand
 Joel Clemmer
 Sandy Connolly
 Bobbi Cordano
 Iris Cornelius
 Pam Costain & Lawrence Weiss
 Richard Cowles
 Amy Crawford
 Diane Cullumber
 Vernon L. Dahlheimer
 Robert Dana & Mary Radford
 Tane Danger
 Russell A. Defauw
 Conrad Defiebre
 Sharon & David Detert
 Nacho Diaz
 Mary Donaldson
 James W. Donehower
 Shirley Duke
 Robert Dunn
 Walt Dziejcz
 Jan Eian
 Angie & Mark Eilers
 Holly Einess
 Kent & Katherine Eklund
 Dean Ekola
 Lynne Ekola-Harrington
 Steve B. Elkins
 John & Amelia Engberg
 Nick Faber
 Russell Felt
 Beverly Forsman
 Ron Fraboni
 John & Janet Fredell
 Michael Friedman & Susan Hasti
 Lois Gibson
 Mark & Kitty Gogins
 Beth Gohdes & Bill Karns
 Sheila Goldstein
 Sally Grans-Korsh & Ronald Korsh
 Charles Green
 Ken & Ellen Green
 Leon Green & Jill Smith
 Pat Ryan Greene
 Christopher L. Hall
 Stuart & Gail Hanson
 Paul and Char Hardt
 Charles Hathaway & Anne Brataas
 Mary Hayes Morris
 Candy Hazen
 Laura & Bruce Helmer
 Pauline & Dick Hendrickson
 Bernie Hesse
 Russ Heuckendorf
 Elizabeth Hinz
 John C. Holman
 John & Ellen Huston
 Alan Ingram
 Charlie Johnson
 Kristin Johnstad
 Barbara Kaufman
 Mary Kennedy & Mark Larson
 Gordon Kepner
 Miriam Kinclara
 Ann M. King
 Ann Kirby McGill
 Sen. Amy Klobuchar & John Bessler
 Christopher Knopf
 Dag Knudsen

Matthew Koncar
 Luanne Koskinen
 John Kostouros
 Larkin Hoffman Daly & Lindgren LTD Foundation
 Chuck & Cindy Laszewski
 Carol LeBourveau
 James H. Leslie
 Harvey S. Lewis
 Liberty Diversified International
 Rep. Tina Liebling & Mark Liebow
 Bernie Lieder
 Dorothy C. Lilja
 Mark Ludtke
 Keith & Judith Luebke
 Nicole Lynskey
 Geneva MacMillan
 Nancy Maeker
 Don & Rhoda Mains
 David Mann
 Ann Manning
 Jerry Marshall
 John & Connie Marty
 Mary McCarten-Doyle
 Patricia McCormack
 Eleanor McIntosh
 Greg McMoore
 Roberta Megard
 Margaret Michaelson
 Walter Middlebrook
 Alan M. Miller
 Amy Mino
 Tim Morgan
 George Muellner
 Walt Munsterman
 Mary Murphy
 Gwen S. & Mason C. Myers
 Charlotte Neigh
 Kari Nelson
 Larry Nelson
 Margaret A. Nelson
 Ralph Novotny
 Clifton E. Ollila
 Patricia Olson
 Susan Oppenheim & Frieda Gardner
 Victoria Oshiro
 Todd Otis
 Susan L. Perry
 Neil Peterson
 Michael Pfarr
 Stephen Phillipps & Sue Ann Guildermann
 Lisa Pole
 Dr. Michael B. & Judith Ptacek
 John Raplinger
 Barry Riesch
 Susan Riley & Louis Johnston
 Marilyn Risnes
 Jo Anne Rohricht
 Francie & Barry Ross
 Alex Rothman & Nina Sayer
 Evan Rowe
 Jim & Andrea Rubenstein
 Tom Rukavina
 Bob Rumpza & Gail Morrison
 Roger & Carole Rydberg
 Lee Samelson
 Harvey & Janis Sarles
 David Schultz
 Rod Searle
 Joe Selvaggio
 Rowzat Shipchandler & Max Keller
 John & Rebecca Shockley

HELP US GROW!



Join our expanding list of supporters and make a donation today.

Visit growthandjustice.org to donate online or donate by mail.

Growth & Justice
 970 Raymond Ave., Ste, 105
 Saint Paul, MN 55114

Name: _____
 Address: _____

 City: _____
 State: _____ Zip: _____
 Phone: _____
 Email: _____

Check Visa MasterCard Discover AMEX

Card #: _____

Expiration Date: _____

Signature: _____

\$500 \$250 \$100 \$50 Other: \$ _____

I would like to become a sustaining contributor.
 Please charge my credit card \$ _____ every month.

All contributions are tax-deductible.

John & Becky Siekmeier
 Phyllis B. Simon
 John & Maxine Sinclair
 Don & Betty Skoglund
 H. Douglas & Mary Smith
 Pamela J. Snopl
 Jacqueline Starbird
 John & Sharon Stenglein
 Douglas Stone
 Margo Struthers & Mark Haugland
 George & Judee Sundstrom
 Anya Svanoe
 Hendrik Svien
 Julie Sweitzer
 Bob & Pat Tammen
 Marshall Tanick & Cathy Gorlin
 Barb Thoman
 Jerry Timian
 Kathy Tingelstad
 Kyle Tonn
 Tom Triplett
 Mary & Bill Udseth

Robert Vanasek
 Dave Van Hattum
 Kathleen Vellenga
 Bernice Vetsch
 Jean & Dwight Wagenius
 Representative John Ward
 Esther Wattenberg
 Roberta Weisel
 Harry & Teresa Wernecke
 Sarah T. Williams
 Marlys Wisch
 Anne Wise
 Carol Woehrer
 Stanton L. Wolkoff
 Dave & Katy Wortel
 Barbara Yates
 Lawrence Yetka
 Paul & Elizabeth Zerby
 Cree Zischke
 Harvey Zuckman & Philip Oxman

Up to \$99

Karen Abraham & Raymond Wiedmeyer
 Donna Anderson
 Anonymous
 Tom Arneson
 Michael & Judy Ayers
 Virginia Belden-Charles
 George Beran
 Steve & Dixie Berg
 Shirley Bierma
 Katherine Blauvelt
 Florence Bogle
 John & Judy Borger
 Thomas R. Breckenridge
 Mark Bregmann
 Audrey Britton
 Roger Brooks
 Angie Brown
 Matt Burdick
 Drew and Dawn Campbell
 Lorraine F. Cecil

Staff

Dane Smith
President

Maureen Ramirez
Director of Policy & Research

Jennifer Weddell
Director of Finance,
Operations & Publications

Mark Tundel
Communications Manager

Alfred Eze
Communications Intern

Matt Byrne
Development Intern

Lyndel Owens
Research Intern



GROWTH & JUSTICE
970 RAYMOND AVENUE
SUITE 105
SAINT PAUL, MN 55114

NON-PROFIT ORG
U.S. POSTAGE
PAID
TWIN CITIES, MN
PERMIT NO. 30308

Fellows

Marsha Blumenthal
Senior Policy Fellow on Economics

Chuck Brown
Senior Policy Fellow on Rural Issues

Mike Christenson
Policy Fellow

Jay Coggins
Policy Fellow

Jack Ditmore
Senior Policy Fellow

Amy Lange
Policy Fellow on Health Care

Thomas Legg
Policy Fellow

Don Ostrom
Senior Policy Fellow

Charlie Quimby
Senior Communications Fellow

Board of Directors

Marlana Benzie-Lourey
Fawn Bernhardt-Norvell

Tane Danger

David Fisher, Treasurer

Linda Fisher

Vernae Hasbargen, Vice Chair

H.B. "Bud" Hayden Jr.

Hubert H. "Buck" Humphrey IV

Thomas C. Kayser

Vivian Jenkins Nelsen

Nekima Levy-Pounds

Kimberly Lowe

Lee Lynch

Erik Peterson

Louis Porter II

Walter Rockenstein, Chair

Martin Olav Sabo

Growth & Justice board works on new strategic plan

A task force of members of the Growth & Justice board of directors, led by board chair Rocky Rockenstein and vice chair Vernae Hasbargen, are in the process of developing a new three-year Strategic Plan for Growth & Justice. Staff and board members see this as a valuable process that will produce a document that will be useful and referred to regularly to guide the organization and help clarify priorities, with regular reporting linked to the goals in the plan.

The plan will build on the previous three-year Strategic Plan by updating it and adding new sections where appropriate. Staff and task force members agree that the previous plan is a good starting point, with the Mission, Vision, and Strategic Priorities (including the Theory of Change and Logic Model) unlikely to change significantly.

Key issues for board consideration during the Plan development process include: fundraising and long-term financial health, governance and board commitments, and policy development. The Plan is expected to provide focus to help guide key decisions for the organization over the three years covered in the Plan.

Some new areas may be explored, including ways to identify measures and goals for organizational success. The work of Growth & Justice is often long-term and cumulative, which can be difficult to measure with the usual metrics. The focus on Minnesota policy will remain, as will our fundamental commitment to increasing access to prosperity for all Minnesotans.