1988 - 1998
Central Minnesota Community Foundation

1. I was member of the original Board helped write the Mission Statement…
2. Retain wealth developed in the area
4. Very small in 1988, Foundation grants totaled $2,500
“White Cloud”

- St. Cloud and Central Minnesota region had reputation of being “one of the most racially hostile Communities in the nation.”

- Many forms of discrimination: housing, jobs, Harassment…

- Public Officials seemed indifferent to complaints…

- Reputation seemed valid, not unlike other places… but exaggerated

- Most people were aware and concerned,

- Most people did not know what to do
Racial Discrimination Reduction Activities a national activity since 1865

1. ...were dangerous required time and courage, but been very successful, Possibly 80% By 1990 ...

2. ... Racist behaviors that actually interfere in the lives of honest people to reach “Middle Income” are occasional, unusual, not well understood...

3. ... though very important!
American Reality

- Small groups of bigots (20%) have enormous influence on the perception of the racial attitude of 60,000 people... behaviors cannot be removed from America.
- Impact of 12,000 people? ...
- Once per month small reminders that could interfere with your perception of “life chances”

S.P.O.N.G.E. (Society for the Prevention Of Niggers Getting Everything)
1989 ADAPT was Idea of businesspeople on the CMCF Board

- The original purpose was to “Reduce Racism” because...
- “Racism is Bad for Business” (Alex Didier, Foundation President, 1989)
  - National Corporations would hesitate to expand their businesses to the area based on concerns about transfer of top-level managers and line employees of color to the area,
  - Local Employers have trouble recruiting and retaining employees of color and keeping their spending power local.
- Businesspeople saw it in their best interest to reduce racial hostility because it was detrimental to the economic and social growth of the area.
- Racism is a “Moral Issue,” but the reason for sustainable action” by these people was Economic
- Understood Diversity as a direct economic value
Applied for a $500,000 Leadership Grant to “Reduce Racism”

• 2 for 1 Challenge Grant (Raise 1 million $)
• The basic plan of the original grant proposal was to have a full-time director, support staff, and an office.
• The project director would develop three major projects:
  1. Media Campaign slogan… “Valuing Diversity”
  2. Annual… “Celebration of Diversity Event”
  3. Annual… “Supporting Diversity Awards”
• Significant Personal Commitment by successful white people… Raise money from friends to reduce racism
Did not get one of the eleven $500,000 grants, but received $100,000

- Original 1990 plan was not functional because it cost $1.5 million to pay a Director, staff and office space for 5 years.
- The money had to be sent back or find an alternative…
- I was contracted for $15.00 per hour, (my first knowledge of the grant 1990)
Discrimination
Real, Perceived and Anticipated

• …Constantly Interferes with Belief in Opportunity, Value of Preparation, Risk taking…

• Civil Rights Movement was to “overcome, not end racism,”

• Modern problems facing people of color require internal and personal, not external and collective solutions

• The important task viewed as reduction of impact bigots to laughter and focused legal action for discrimination

• Rather than spending resources continually trying to change anti-American people.
**ADAPT Purpose**

1. **Develop institutional, systemic, intuitive components**, with a life of their own, that could **develop a new reputation**.

2. **Create a perception** that meaningful opportunity existed for everyone and economic & social success could be achieved.

3. **Engage everyone** in a process of valuable **Mutual Adaptation**: everyone changes a little (Thomas, *Soul in Management*).

4. **Interrupt Outdated Incorrect Rhetoric**
Assumptions

Determined Operational Categories and Action Strategies

1. Anticipate racially diverse growth,
2. 80/20 rule: 20% cause 80% of problem
3. Most people are of good will
4. Most Incidents are inadvertent or misperceptions
5. Maintain Area Cultural Values, they are Universal
6. Changing system and structures is a long-term process:
   25-50 years to overcome 500 Year Head Start!
7. Means Describe End: Positive Methods = Positive Ends
8. Five Year “Sundown” Transfer ADAPT assumptions and principles and activities to Community
Experience Created Response Principles

1. *Work with positive people:* Develop Relationships
2. *Reward positive responses:* Wrong thing, right reason
3. *In addition to - not instead of:* Don’t interfere with others
5. *Maintain Civil Discourse:* License to not understand or to disagree: *Sarcastic antagonism silences* those who want to help
7. *Consensus Minus One… can’t please everyone*
8. *Work Quietly:* *Coordinate, Facilitate, Spectate*
Management Model with…
Virtual Historical and Contemporary Advisory Group

1991 - 1997
ADAPT Operational Categories/Strategies

I. Positive Leadership: Develop Relationships

II. Community Welcome Activities: Perception Creation

III. Awareness of Positive People of Color: Create Observables

IV. Education that promotes valuing diversity: Examples, images

V. Community-Wide Diversity Education: Community Baseline

VI. Awards and Recognition: Your doing a great job, show others

VII. Festivals and Celebrations: Embed into existing activities

VIII. Cultural Arts: Increase racially diverse opportunities

IX. Mass Media: Positive imagery as a socializing influence

X. Religious Community: Promote value of good people, imagery

XI. Resource Development: Distribution not collection of funds

XII. Diversity Directory (Assessment): The Quantity of Activity
Activities Covered all twelve public categories, plus…

1. …Law Enforcement was kept off the wheel because it was always a “Lightening Rod,” but we were very involved with law enforcement.

2. …Transfer to Community not discussed distract…

3. Activity Examples 1990 to 1997… and 1998 to 2000 described in over 2,500 field notes and 2,700 photos…

4. …Show a few, but too many to show more than the computer files now…
1992-2006
Meetings and Observation Notes 2,848
1991-2006 ADAPT CATEGORIES with Pictures as Notes (2,708) in Power Point
1992 - 2004
ADAPT Presentation Templates
26
Actually, more accurately labeled as 3-hour Workshops
Presentations became part of Section VI Awards and Recognition
Many Leadership People in Each Category (total: 240 from 1991 – 1997)

Each Category and person’s actions permeated with... *Creating perception of Community*

*Welcome as Goal*

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**Central Minnesota Community Foundation A.D.A.P.T. Project**

- I Positive Leadership
- II Community welcome
- III Awareness of Positive People of Color
- IV Education
- V Community Diversity Education
- VI Awards & Recognition
- VII Festivals & Celebrations
- VIII Cultural Arts
- IX Mass Media
- X Religion
- XI Resource Development
- XII Diversity Directory (Assessment)

**I Leadership**

- Government
- Business
- Education
- Law Enforcement
- People of Color
- Mass Media
- Entertainment
- Arts
- Celebration

*Coordinate • Facilitate • Spectate*
04.10.0 X
Communities of Faith

Dismantling Racism Education & action plans
Comparative Reverence among different faiths
Buildings inclusive Visual Imagery
Religious Curriculum Evaluation
Adaptive Values Promotion
Leadership Fa...
VI

04.6.0C Awards & Recognition

- GLBT Safe Space Ward
- Chamber of Commerce Business Diversity Award
- NAACP Racial Harmony Award
- Archie Givens Posters
- II Community Welcome
  - Coordinate
  - Facilitate
  - Spectate
- Tee Shirts to Police
- Multicultural Summit Cultural Harmony Award
- Mayors High Five Awards
- JC Penney Golden Rule Awards
Mayor Chuck Winkelman and Jim Stigman

High-Five Awards
Dr. Edwin Nichols
Training 300 + 600
St Cloud Employee Association Annual

St. Cloud Dental Association:
“Can we help?”

Doctor Offices

Dental Offices
Friendly Community Project Create
Feeling of Welcome 1993-1997
Student of Color Community Work Study

- 1993
- Role Models For children
- Observables for staff
- St. Cloud Children’s Home
- St. Cloud Schools
- City Offices
- Problem… hired off Work Study!

Awareness of Positive People of Color
1994 Community Internship/Jobs

1. Bremer Bank
2. Coborn’s
3. Wells Fargo
4. Mayor’s office
5. St Cloud Times
6. St. Cloud Police
7. WJON Radio
8. Como Machine
9. Marco Business Products
10. Mathew Hall Lumber
11. St. Cloud Schools (50)
“Why do this?”

• “To make money”
• “But isn’t it the right thing to do?”
• It may be, but we are in business to make money, having people of color on our staff brings people of color into our bank with their needs and their money.

(Dale Monson, 1995) Norwest / Wells Fargo
Leadership of Tom Moore and Mike Paquette, the Chamber significantly enhanced the reality of achieving our mission. When Tom resigned the new president, Ken Warner, carried on the process that Created the St. Cloud Area Chamber of Commerce Diversity Council evolved from the mission statement. The Chamber placed emphasis on the role of valuing diversity as an aid to enhance the business environment for the benefit of its members. Teresa Bonin has leaned into this concept with her leadership.

1991 “The purpose of the Diversity Task Force is to assist the Chamber in its mission to enhance a healthy business environment for the benefit of its members and the community. The Task Force will accomplish this by facilitating projects that promote, educate and inform the members about the value of recognizing consumer and employee diversity and special needs.”

The Chamber Diversity Council 1995 -1997 developed many important diversity initiatives over many years: Advertising, Employment, Housing, Training.
Advertising was Major Focus

1. Tide Commercial on Television
2. Chamber, Newspaper, advertisers
3. 25% Walk-About 1998
25% of St. Cloud Times advertising images used people of color by 1995
St. Cloud Times Consistent use of Positive Images/Stories
People of Color
09/29/1993 Gilliland Chevrolet Division St. & Highway 15: African American, Female
1997 Prudential Billboard
Cooper & Roosevelt Road: African American Family
09/29/96 Zapp Bank by Fingerhut on 8th Avenue: African American
Hall & Byers Billboard Division and 9th Ave.
African American Family
12/17/2001 Wells Fargo Home Mortgage
Lobby poster featuring Latino Family
09/15/2000 Appliance Repair Center sales poster featuring people of color African American, Female
09/15/1999 Wall Mart Eye Glass posters featuring people of color African American, Female, Mixing
St. Cloud Camera Shop
photo frames for sale 1995
09/15/1996 Bakers Square 24” X 30”
Photo in Lobby: African American
01/01/1998 Firestone Store 6’X 8’ Poster featuring people of color Caricatures as Advisor Team: African American, Asian, Latino, Female.
Crossroads Mall

1. People of color images in ads January 1992 3%
2. People of color images in ads January 1997 36%
3. People of color images in ads January 2000 27%

Strategy: Recognize stores with people of color images
1. African American History Calendar
2. Business Brochures
07 Festivals & Celebrations

1. **Mark Bragelman**, 09/15/97 added Multicultural events to Wheels Wings and Water Festival

2. **Bonnie Klitsky**, 12/04/1997 Human Rights Commission Member, Mayor’s Initiative Organized Annual Human Rights Day Celebrations
09/17/2001 Bethlehem Lutheran Church

Song book. Song #562 Lift Every Voice and Sing. Regular song in the book, not insert.
Hire people of color

• Often asked to help employers “hire people of color.”
• My response was always, “don’t try to hire them, try to get them to apply” by making them feel you are serious.
• If you just try to hire people of color, you will take whatever you get.
• If you get the them to apply you will get to see many people; some qualified, some not, some you can’t do without,
• Some you don’t want working for your competition.
Who Should Apply

Images

Don’t try to hire,
Get them to apply 1995

Join Our Team at the Best Place to Work.

COLD SPRING GRANITE

Human Resources, 202 S. 3rd Ave
Cold Spring, MN 56320

Times 05/21/99

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Unit Manager
The preferred candidate will have an RN degree and work history in a hospital setting. Must be able to manage daily operations, case management, and personnel. Must be able to work under pressure, maintain composure, and communicate effectively.

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The Good Shepherd Community
Check out our website at www.shepherdsoflove.org

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St. Cloud Times 03/12/00

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Join the Cash Wise Team Today!
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We invite you to meet with us at the Cash Wise Foods Job Fair!
Wednesday, November 5, 2-8 p.m.
Thursday, November 6, 2-8 p.m.
Cash Wise Foods, Rice Park at the Front Entrance

Welcome to CAREER center
A Great Career is Just Steps Away!

Don’t try to hire,
Get them to apply 1995
Central Minnesota Jewish Women’s Exhibit

David Ebnet Director of Stearns County History Museum Director of Stearns County History Museum organized Heritage Sunday to close out the WWW festival and brings in significant Smithsonian collections (Wade In The Water, Tuskegee Airmen) to the museum for display.
VII Festivals Celebrations

Gospel Choir Opening

German Folk Singers

Law Enforcement

Rural Story-Tellers

Asian Traditions

Pow Wow Closing
Measurements of Success

Sources

Multicultural Events

Calendar & Record 1992 - 1999
1998 - 2000

Opportunity Knocked!
Successful Transfer in 1998 - 2000
SCSU President Bruce Grube Responds to campus racism with “courageous action”

1. People he chose to meet with
2. The content of the response
3. Specific to each person’s job…
4. Coaches
Bruce Grube convenes SCSU Response Team, “Solve this problem, now!” November 1997

1. Courageous University Plan,
2. 32 Specific written items with timelines for completion and people responsible
3. Monthly meetings to monitor progress of each responsible unit
4. Quarterly official progress reports until every item completed
5. Do your job or you will lose it!
Focused Outraged!

St. Cloud State University
Program to Combat Racism and Racial Harassment and to Enhance Cultural Diversity

November 21, 1997

Program to combat racism and racial harassment and to enhance cultural diversity

University Commitment

Recent racist incidents have demanded a rededication to confronting issues related to a long history of racism in our society. These incidents have served as a catalyst to action and a reminder that to this point in time campus response to racism and racial harassment has been inadequate. The intent of this document and these actions is to acknowledge that this university must do more to prevent racism, hate crimes and racial harassment and to pledge to undertake a process to rectify that. It is our intent that this response to racism will provide the framework under which efforts to combat other forms of discrimination can be focused and successful.

The university community is seeking solutions to solve race-based problems. St. Cloud State University administrators, faculty, staff and student organizations have united in their resolve to end racism and racial harassment on campus. On November 12 this coalition declared in a signed statement: "We will not accept any form of activity that would imply or express intolerance toward anyone. We reaffirm our standard that we will have no tolerance for racism, in any manner or way, by any member of the St. Cloud State University Community. We ask the help and assistance of all in making this a campus secure for all individuals."

The university expects and demands that all members of the university community -- administrators, faculty, staff and students -- will at all times display civility and no tolerance for racism and racial harassment of any kind. Those who perpetuate it are not welcome at St. Cloud State.

The university announces a five-point program which includes action steps to achieve the following objectives: A Rededication of the University Commitment; Education, Training and Prevention; Intervention, Mediation and Sanctions; Establishing A More Diverse Community; and Defining The University's Commitment and Role in the Region. Resources required to accomplish these objectives and the programs described in this document will be committed.
Section Four SCSU Plan:
“University have an Intentional Role in the Region to create racial harmony”

The President: Bruce Grube
Academic Affairs VP: Suzanne Williams

December 1997: President Bruce Grube Calls Mayor Larry Meyer to Discuss Developing a Community-Wide effort

January 28, 1998: First “Policy Maker” Community Meeting
...Mayor Diversity Initiative
“Policy Maker” Meeting
January 28, 1998

The group was all white, for a reason...

...No people of color were legitimate policy makers at this time...
Advice from “people of color and activist” chosen by the policy maker

- 90 Additional People that had experience, but may not be policy makers
- Develop relationships that created trust so influence would spread
Central Minnesota Diversity Initiative

**Mission**: Promotion of *Racial Harmony, Inclusiveness, Equal Opportunity* through Mutual Adaptation

**Vision**: Create the *perception and reality of racial harmony* and valuing of diversity that has value
In order to learn more about the experiences of citizens living in St. Cloud.

*Community policy makers sat in audience,* people of color sat in council chairs and made affirming gestures and commentary.

All citizens were invited to “tell their stories” and to address policy makers and citizens.

It was the role of policy makers and others to “listen” from the bleachers without response.

From this and other information it was believed that **racial harmony is an achievable goal**, but there are **no Quick and Easy Solutions**.

Video tape and transcript: 7:00 to 11:00
Policy Makers recognized serious problems that interfere with their profits by limiting desire of middle-income people of color to live in the area.

- Housing Discrimination
- Job discrimination
- Racial intimidation harassment in schools and community
- Official responses seem inadequate
- Community seems indifferent
- Perceived lack of opportunity

They wanted to develop Effective Solutions to the problems that were in their best economic interests and measurable. They all agreed to participate. All plans would follow the general format of the SCSU / Bruce Grube Plan
1. Develop action plans based on your expertise, your best interest and your influence.

2. **Clean your own house**…Focus on Systemic & Institutional Mechanism Projects that collectively improve your area. No “Villagers with torches” chasing Frankenstein

3. Talk with peers to develop a seamless plan that avoids unnecessary duplication

4. Regular (quarterly) meeting with policy-making peers that have “Skin in the game” to review plans and activities.

5. Invite “qualified experts” to provide perspective and suggestions.

6. Review policies and procedures for unnecessary barriers to hiring qualified people.

7. Use your own strategies: you already know how to be respectful.
City Government Pluralism Plan

Fair Schools Project

Legal pair act as minority resource

Fire-Fighter Recruiting

Civil Service Board
Civil Service Rule Change that allowed Fire and Police departments to select from the **top two-thirds of applicant test scores, rather than top three.**

Negotiated by Human rights Chair Reverend James Alberts and Fire Chief Mike Holman.

This rule change **removed the single greatest barrier and the most often used excuse that people of color and women could not be hired or promoted; “did not score in top three.”** miniscule point (5) differentials between top 3 and to 2/3

**Institutional Structural Barrier:** the first cut for hiring new teachers was 3.75 GPA, *No significant correlation to becoming good teacher.*

Structural and Systemic rules are usually **for convenience not quality or discrimination**
Community-Wide Diversity Education Project

Develop Understanding
Diversity Training
17,064 people
1992-2002

Mayors, City Councils & County Commissioners
- Sartell
- Sauk Rapids
- St. Cloud
- St. Joseph
- Waite Park
- Benton County
- Stearns County
- Sherburne County

Central Minnesota School Boards
- Sauk Rapids/Rice
- St. Cloud
- Rocori
- Sartell
- Foley
- Kimball
- Holdingford

Raising Support Funds

Meeting with Prospect

WISER Facilitator Training
Housing Discrimination?

Dave Kuefler

• Do Research? or Create Housing?
• One unit per building low income
• Three-month lease (10 of 10 not 3 of 10)
• Renter’s Class on Responsibility
• Emergency Small Loan program
  (transmission? Good Samaritan Fund)
• Filing fee insurance
Get Qualified...

Project Bootstrap 1998 $3,500
Gary Marsden Marco, SCSU
& Business Community

Back to school because community needed proper role models, not college dropouts
rational, positive educational responses

Sauk Rapids / Rice

Schools for a Changing World

24 Educators, 10 Graduate Credits
Parents of Children of Color
September 1998

1 Superintendents
2 Principals
3 Teachers
4 Senior High Students
Difference made my action

St. Cloud Schools 2021 Staff Racial Diversity 16.2%
St. Cloud 2021 Licensed Teachers of Color 62 – 6.6%
Method is Transferable

- Policy Making Executive Level Management Teams in area of expertise
- Activities and Projects specific to area of responsibility, always in the best interest of policy maker
- Realistic goals related to establishing or improving Racial Harmony,
- No “Ganging Up”, manage your area, clean your own house, (example; mayor does not set police plan)
Focuses energy, expertise and authority of policy maker where they can direct staff to make improvements that are within their authority, everyday activity and in their best interest. (Staff Agree)

Coordinates the Management of a community-wide effort toward common vision that benefits everyone.

Policy Makers are informed by people of color
It will take courage to face the realities and the confrontation about principles...

1. **80/20 rule**… “Stop trying to waltz with people who do not want to dance.”

2. **There Is No Blame.** The solutions to the problems we have today are not singularly owned by White people. No one has a corner on “Poor me, I am oppressed,” or “feigned guilt” about “My White Privilege…” that suggest you did not earn you life.

3. **We must talk to each other** as ordinary people about the ordinary and important things of life,

4. Must not be distracted by **statistical decoy differences resurrected as if their cause is contemporary**… They are driven by **500 years of historical racism, discrimination and momentum** that we **cannot collectively impact**

5. **The only thing we can impact is today and tomorrow**
“We think about change as a major process.

- Social Justice issues work is not a sprint…
  ...it is a Series of Marathon Steeple Chase Relay Races

- In reality, much of the change comes in small constructive acts that build on each other.”

- They “build things up” rather than tear them down.

- The “Land Fill of History” cannot be moved, it must be covered… overcome with plans and action

- The goal is to get people and things to “lean towards justice” …meaning everyone wins
The Central Minnesota Community Foundation started something in 1990 that developed a life of its own that sustained thoughtful activities by individual Policy Makers for over 25 years because it served their individual needs.
Thank you!