

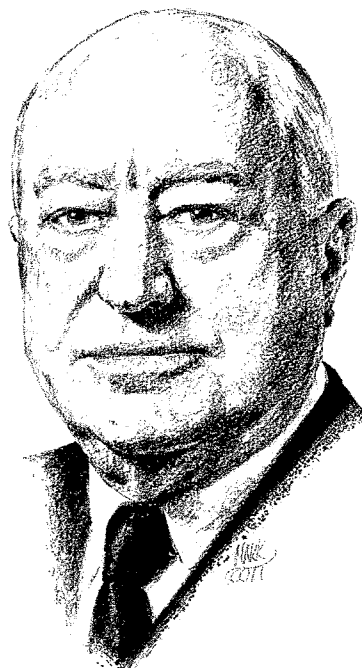


The Bush Foundation
Report for the Fiscal Year ending November 30, 1964

Annual Report

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BOARD OF DIRECTORS DURING 1964:

A. G. BUSH	H. S. ARROWOOD
EDYTH BUSH	G. C. DRESSEN
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A. G. BUSH, *President and Treasurer*
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G. C. DRESSEN, *Assistant Treasurer*
H. S. ARROWOOD, *Controller*
D. R. ROBERTS, *Legal Counsel and Assistant Secretary*

FOUNDATION OFFICES: 2501 Hudson Road, St. Paul, Minnesota 55119

BUSH LEADERSHIP FELLOWS PROGRAM: W. 2771 1st National Bank Bldg.,
St. Paul, Minnesota 55101



The organization

The Bush Foundation, established by Mr. and Mrs. A. G. Bush of St. Paul, Minnesota, was incorporated on February 24, 1953, under the Minnesota Non-Profit Corporation Act, to encourage and promote charitable, scientific, literary and educational efforts. It is a tax exempt organization under the laws of Minnesota and the United States. Contributions to the Foundation are deductible by the contributors for purposes of Minnesota and Federal income taxes.

The Foundation is most active in the areas of colleges and schools; student aid; leadership development; prevention of, and social problems related to, alcoholism; and general welfare. Such charitable activities are not necessarily limited to organizations within the State of Minnesota.

The principal funds available to the Foundation are from gifts of the founders, Mr. and Mrs. A. G. Bush, and the income from property given by them.

The A. G. Bush Library of Management, Organization and Industrial Relations . . . University of Chicago

This specialized library is located on the third floor of the Charles Stewart Mott Building at the Industrial Relations Center, University of Chicago. Objectives of the A. G. Bush Library are to collect materials in the areas of management, organization and industrial relations; to organize materials for accurate and effective use; and to disseminate information by providing reference services and preparing and publishing abstracts of new materials and bibliographies. The library collection, bibliographies and indexes are organized into a system of more than 400 subject-matter files for accurate pin-pointing of data.

The A. G. Bush library staff aids the Industrial Relations Center in its extensive program of research and development in the fields of management, organization and industrial relations. The staff also produces a variety of publications dealing with key aspects and problems of management.

\$25,000.00

The elementary school program in economic education

The economics program being developed for students of elementary schools under sponsorship of The Bush Foundation, the A. G. Bush Library and the Industrial Relations Center of the University of Chicago, has continued to progress to the point where materials for Class 4 (Obtaining Goods and Services in Our Economy) and Class 5 (Producing Goods and Services in Our Economy) have been completed. Materials include teachers' guides, student readings, project books, pre and post tests as well as progress checks. Work has been started to develop a curriculum for sixth grade students, which will make available a rather complete program in economic education for elementary schools.

\$50,000.00

Introduction in St. Paul Elementary Schools

In introducing the economics program at elementary schools in St. Paul, Minnesota, an appreciation work shop was held for principals and curriculum directors of participating schools. Purpose of the work shop was to define the nature, content and administration of the economic education program and how it can contribute to the strengthening of social studies. In addition, a work shop was held for teachers to explain instruction methods and techniques.

Programs for Grades 4 and 5 will be instituted in 24 classrooms, with 24 teachers and 800 students in each grade. These students, who will be known as the "experimental" group, will be tested and trained. Additional classes and students will serve as "control" groups, and will be tested but not trained. Reactions and progress of both groups will be compared for purposes of evaluation. After results have been interpreted, research papers and reports will be prepared for publication in appropriate technical journals.

\$8,000.00



Adult homemaking education in public housing areas . . .

St. Paul Public Schools

A grant was made for a three-year program to provide adult education for homemakers in low social and economic levels, living in low-cost housing units, to help them help themselves and their families through the improvement of their basic homemaking skills. This program is active in McDonough, Roosevelt and Mt. Airy housing units. Emphasis will be placed on proper use and maintenance of housing facilities, fundamentals of family nutrition, food preparation, money management, clothing selection, family relationships, child care, basic housekeeping and home decorative techniques.

The St. Paul Public Housing Administration provides semi-furnished facilities for the class meetings which are held once a week and the St. Paul Public Schools Adult Education Department provides instructors and child care attendants for pre-school children while the mothers are in class. It is hoped that the participants will be stimulated by the program to apply lessons learned in the classes to their own homemaking habits, thus improving their way of life and becoming self-supporting, contributing members of society.

\$14,370.00

Delinquent girls group housing

Study grants of \$5,000.00 each were given to the St. Paul Area Council of Churches and the Greater Minneapolis Council of Churches to enable investigation of the needs and feasibility of group homes for delinquent girls in Ramsey and Hennepin Counties.

The preliminary report of the St. Paul Council of Churches indicated a very strong need for group homes for delinquent girls in Ramsey County. The Union Gospel Mission submitted a proposal which was very promising and has the

backing of the Ramsey County Juvenile Court. The group home principle, which is considered more effective than the institutional approach, would be applied under the guidance of a suitable couple (husband and wife) who would operate the home. Foster parents and the home will be licensed by the welfare department which has this authority under the law. The home would thus be eligible for regular cost of care payments from the welfare department and for subsidy payments upon qualifying as a group home.

The Union Gospel Mission would be responsible for all additional costs beyond the payment received for individual girls from welfare funds. The home would accommodate a total of eight girls at any one time and on direct referral from the Juvenile Court. Social case work or other specialized services would be provided by the appropriate agency designated by the Juvenile Court.

On the strength of such a well-thought out program, the Foundation made a one-time grant of \$45,600.00 to the Union Gospel Mission for the capital costs of purchasing, refurbishing and starting such a group home.

In addition, a \$10,000.00 grant was given to a newly formed Presbyterian Family Foundation as start-up funds for expenses and taking an option on property to be acquired for group home care for delinquent girls in Willmar, Minnesota. This is part of a total grant of \$42,500.00, the balance to be paid for capital funds only to acquire a group home.

Granville House

Granville House is a post-treatment center for women alcoholics who have received intensive medical and psychiatric treatment at state or local hospitals or other alcoholic treatment centers. Its primary purpose is to bridge the gap between this intensive treatment and the ultimate return of the woman to her normal family and community life. Care and treatment at this crucial point is one of the most important factors to be considered if the alcoholic woman is to avoid further relapse or if she is to be rehabilitated.



All community resources and an Alcoholics Anonymous-oriented program are used to help these women regain their health, sobriety, self-esteem and the ability to support themselves in gainful employment. Known as the St. Paul Women's AA Group, residents attend weekly AA meetings at Granville House and at least one or two other meetings of various local AA groups of their choice. Affiliation with other groups is considered important so that on leaving Granville House a woman will continue her rehabilitation program in the local AA group of her choice.

Monthly Sunday breakfasts are held at Granville House with local clergymen of different faiths invited to speak to the residents. This, too, is considered a vital part of the program.

By affording the women the home-like atmosphere of Granville House, it is felt they will strive to live up to their abilities instead of surrendering to their handicaps and limitations.

\$23,900.00

Educational grants

During 1964, the Foundation made student grants in the amount of \$2,206.00 for general education.

Teaching grants

Summer semester grants were given to seven teachers in the Granite Falls, Minnesota, school system for additional study and training in their respective fields.

\$2,000.00

Bush leadership fellows

Based on studies which began in 1960, the directors approved a program to seek out and develop broad-gauge men for advanced leadership training by providing grants of \$10,000.00 a year for each of two years to experienced men between the ages of 25 and 40 so they may train themselves for leadership in business, government, the professions and union management.

Each two-year training period will be divided between one academic year of study at a leading university, and an internship serving as an assistant to an outstanding business leader, educator, government officer or outstanding officer of an international union.

Selections will be made from the State of Minnesota and will be based upon applications and personal interviews.

During 1964, \$4,127.00 was expended for administrative services, consulting services, printing of forms, etc., necessary to initiate the program. Final date for applications will be December 30, 1965.

The Announcement and Rules of the 1964-1965 Bush Leadership Fellows Program is attached as Appendix A.

Hardship cases

In direct charity, the Foundation spent \$1,455.00 for aid to mentally retarded children.



General welfare

In addition to the programs which this Foundation considers its individual area of interest, it necessarily must support programs of wide community value:

PROGRAM	AMOUNT 1964
Greater St. Paul United Fund	\$12,200.00
Saint Paul YMCA Camp	10,000.00
Lindsay School, St. Paul, Minnesota	10,000.00
(Handicapped children)	
Minnesota Historical Society	6,000.00
Children's Hospital, St. Paul, Minnesota	5,000.00
(Intern Education Program)	
Outward Bound Schools	5,000.00
Friends of Hearing Handicapped, Inc.	5,000.00
George Williams College, Chicago, Illinois	4,000.00
William Mitchell College of Law, St. Paul, Minnesota	2,000.00
Minnesota Crippled Childrens Foundation	2,000.00
Children's Hospital Association, St. Paul, Minnesota	2,000.00
(Free Bed Fund)	
Jewish Community Center, St. Paul, Minnesota	1,800.00
DePugh Nursing Home, Winter Park, Florida	1,190.00
Rollins College, Winter Park, Florida	1,000.00
Minnesota Organization of the Blind	1,000.00
St. Paul Foundation, St. Paul, Minnesota	1,000.00
Villa Maria Academy, Frontenac, Minnesota	1,000.00
St. Paul Public Library, St. Paul, Minnesota	1,000.00

Conclusion

This report covers activities of The Bush Foundation in 1964, its eleventh year of operation.

Respectfully submitted.

ARCHIBALD G. BUSH
President

ATTACHMENTS:

Appendix "A"	Announcement and Rules, 1964-65 Bush Leadership Fellows Program
Table I	Receipts and Disbursements
Table II	Contributions Received
Table III	Contributions, Grants and Scholarships Made from Current Income
Table IV	Balance Sheet (as of November 30, 1964)

Appendix "A"



Appendix "A"

The Bush Foundation

Announcement and Rules

1964-1965 BUSH LEADERSHIP FELLOWS

TRAINING FOR ADVANCED LEADERSHIP

I. GENERAL BACKGROUND

The Bush Leadership Fellows Program will provide a grant of \$10,000.00 a year for each of two years to experienced men between the ages of 25 and 40 so they may train themselves further for major leadership in business, government, the professions, and union management.

Each two year training period will be divided between academic study at a leading university, and an internship or special assistant relation to an outstanding business leader, cabinet rank government officer or governor, top professional leader or educator, or outstanding officer of an international union.

During the year 1966, four Bush Leadership Fellows will be selected from the State of Minnesota on the basis of appli-

cations and personal interviews.

The Bush Foundation, which sponsors the Bush Leadership Fellows Program, was established in 1953 by Mr. A. G. Bush, Chairman of the Executive Committee of the Board of Directors of Minnesota Mining and Manufacturing Company, to carry on educational and charitable purposes. This Program is designed to seek out and develop broad-gauge men who can be effective leaders. It seeks men of force, inquiring minds, integrity, and vision to be groomed for leadership in government, industry and professions, or with unions. Such men may be found in and from widely diverse backgrounds.

II. ELIGIBILITY AND APPLICATIONS

1. To be eligible, applicants must be liv-

ing or working in the State of Minnesota and be between the ages of 25 and 40. They probably should have at least three years of full-time work experience in business, government, the professions, or in union management. They should have demonstrated leadership potential in their work or in their community or in civic activities, or a combination thereof. Their academic background should indicate ability to participate successfully in either further broadening academic training or further advanced management training, as their needs may suggest.

2. The Program seeks applicants of force and unquestioned integrity having a high moral tone in terms of the quality of respect for law, sense of duty, self-dedication and self-discipline. Intellectual curiosity, vision, and the ability to communicate effectively are among other qualities sought in the applicants.

3. Applicants who are not self-employed will be requested to seek a leave of absence from their present employers if, after the Final Selection Committee interview, they are notified they are Finalists or Alternates.

4. Applications will be received by The Bush Leadership Fellows Program at W-2771 First National Bank Building, St. Paul, Minnesota 55101, up to De-

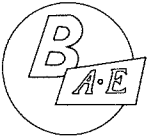
cember 30, 1965, for the following fiscal year beginning July 1, 1966. Application forms will be supplied from that office upon request, and through businesses, Chambers of Commerce, civic and union organizations. A completed application includes (1) a proposal for a plan of study and internship, (2) a statement of the applicant's background and achievements, and (3) three references who may be contacted about the applicant. The applicant should secure the sympathetic agreement of his wife, if he is married. Late applications, if for good cause, may be accepted.

III. THE PROGRAM OF ADVANCED TRAINING AND INTERNSHIP

1. Detailed programs for individual Fellows can and should vary, subject to the approval of the Program's Advisory Board. However, an individual's program will usually be planned as follows (in certain instances the internship may precede the academic training):

a. *Up to one year of a Bush Leadership Fellow's time will be spent in supplementary education* at an outstanding university to study, for example:

(1) The techniques and objectives of modern professional management, or



- (2) History, philosophy, literature, communication, economics, and other humanistic and behavioral subjects to round out the background of technically trained men or men who have specialized; or
- (3) Special technical training for men who need finance, accounting, industrial relations, production management, etc. — for men who already have a strong liberal arts or management training background; or
- (4) A combination of these.

Note: The Bush Leadership Fellows Program has one requirement of each selected Fellow — that he will find one course of such interest to him that he will do the work in that course such as is expected of a regularly enrolled student taking the course for credit.

- b. *About one year, more or less, of the Fellow's time will be spent as an intern or clerk to an outstanding business, government, professional, or union leader.* The Program will encourage the establishment of a confidential senior-junior relationship, or a special assignment relationship similar to that between a Justice of the Supreme Court and his law clerks. This relationship is intended to pro-

vide an alert and responsive younger man with the inspiration, practical experience, and broadened outlook of working closely under a seasoned leader so as to fit him for further wide responsibility.

Note: Each Fellow and the leader who accepts him will be working out their own set of relationships which can vary widely.

2. During the academic training period, where two or more Fellows are located at one university, the Fellows will be encouraged to join in monthly seminar discussions among themselves and with guest faculty members to lead discussions. Fellows will be encouraged to take their work as auditors or special students in one or more graduate schools or in undergraduate college, as may fit their own needs and development.

IV. GRANTS AND FINANCIAL ARRANGEMENTS

1. Each selected Fellow will receive a grant of \$10,000.00 a year beginning with a fiscal year of July 1st, usually payable in monthly installments. From this stipend, the Fellow will be expected to pay his own living expenses, tuition, books and transportation. The Program hopes that a favorable Treasury ruling can be

obtained that such grants, especially during the academic year, can be excluded from the gross income of the recipient for Federal income tax purposes, as is now provided for grants to government employees from the National Institute of Public Affairs (See Revenue Ruling 64-71, IRB 1964-19, March 9, 1964).

2. This \$10,000.00 grant will ordinarily be renewed a second year, subject to the continued satisfactory progress of the Fellow, his good behavior and character, all in the judgment of the Advisory Board of The Bush Leadership Fellows Program.

3. The Program does encourage organizations accepting Fellows for a period of internship to pay some salary to the intern so as to establish his confidential relation to the organization. Such salary would not be deductible from the Fellow's grant and would, of course, be taxable income to the Fellow.

4. It is anticipated that most Bush Leadership Fellows will be married. The size of the grant has been set with this in mind. Whether the Fellow moves his family with him is in the discretion of the Fellow. Universities accepting the academic training of Fellows will be encouraged to assist in finding housing for Fellows with families, and to find quar-

ters within the university for Fellows without families.

V. SELECTION INTERVIEWS AND FINAL SELECTION MEETING

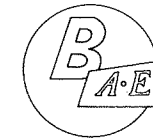
1. Information furnished on applications will be confidential and be used only by the Program staff, Fellowship Selection Committee members, and for academic admission and internship purposes.

2. Applicants will be interviewed at some location near their place of residence or work at time convenient to the applicant and the interviewer.

3. Invitations to certain selected candidates (about 20-30) will be mailed out about March 1st to attend the Bush Leadership Seminar to be held in March. Expenses of this meeting will be paid by the Program. (See Calendar for Applicants.)

4. Individual final interviews will be conducted by the Selection Committee during the Bush Leadership Seminar.

5. At the Bush Leadership Seminar, to be held over a three-day period, business, government, professional and union leaders will speak and conduct seminars on the qualities and practice of leadership. Each candidate present will receive a Certificate of Participation in the Seminar. Candidates will live during this pe-



The Bush Foundation

Fiscal Year Ending November 30, 1964

TABLE I
RECEIPTS AND DISBURSEMENTS

RECEIPTS	
Dividends	\$ 273,837.20
Other	4,400.00
	Total 278,237.20
DISBURSEMENTS & EXPENSES	
Expenses of earning income	3,928.29
Contributions, gifts, grants, scholarships, etc., made from current receipts (See Table III)	268,738.11
Expenses of distributing income	13,589.17
	Total 286,255.57
Excess of Grants, Projects and Expenses over Receipts for Fiscal Year Ending November 30, 1964	\$ (8,018.37)

TABLE II
CONTRIBUTIONS RECEIVED

Contributions, gifts, grants, etc., received during Fiscal Year ending November 30, 1964	\$1,025,625.00
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riod at a hotel or resort. Expenses will be paid by the Program. Wives will be invited to the final dinner meeting of the Seminar.

6. Four Finalists and four Alternates will be notified of final selection shortly after the Bush Leadership Seminar and asked to sign acceptance forms and to ask their employers for leaves of absence. The Program reserves the right to choose less than four Fellows in event suitable candidates, in the opinion of the Program, are not available.

VI. ATTITUDE OF THE PROGRAM TOWARD CANDIDATES AND FELLOWS

1. The attitude of the Program toward Bush Leadership Fellows and the candidates is that each is a mature individual who knows what he wants from the academic year and from the internship. We feel complimented by the applications from such mature men. The Program, in turn, will try to provide Fellows maximum freedom to develop their leadership growth and progress within the plan of the Program.

2. This is necessarily a very competitive selection process, but men who complete two years as a Fellow we expect will be identified as having outstanding leadership potential and training for their later careers.

3. The Program is not a recruiting service for any business, segment of the economy, or profession. Fellows will be encouraged to return to their employing organizations upon completion of their Fellowships. A candidate should expect no assistance from the Program in placement after he has completed a Fellowship. We do hope he will be inspired to maintain contact with the Program and to promote its broad objectives.

4. The success of the Program and of the Fellows may not be shown by any immediate results, nor by quick changes either in the man or in his work; but rather, Program success will be measured by the broad-gauge responsibilities and leadership activities of each Fellow over the 10 to 20 years after he leaves the Program.

Bush Leadership Fellows Program
David R. Roberts, Program Director
W-2771 First National Bank Building
St. Paul, Minnesota 55101

Note: Since the internship Program is being offered for the first time, the number of Finalists, Alternates and Fellows, and all rules and activities contained in this Announcement and in the Calendar are tentative and are subject to revision by The Bush Foundation and the Program staff as experience may indicate.



The Bush Foundation

TABLE III

**CONTRIBUTIONS, GRANTS, SCHOLARSHIPS
MADE FROM CURRENT INCOME**

CLASS OF PROGRAM	
1. Charitable — Care of Alcoholic Women (Granville House, Other) . .	\$ 23,900.00
2. Charitable — Community	24,147.50
3. Charitable — Welfare	24,923.91
4. Charitable — Juvenile Delinquency	65,600.00
5. Education — General	31,670.00
6. Education — Teacher Training	3,506.00
7. Education — University of Chicago Library	83,000.00
8. Literary — Literature, History, Arts	8,116.30
9. Religion — General	1,074.40
10. Religious — Construction	2,800.00
Total, Contributions, Grants for FYE November 30, 1964	<u>\$268,738.11</u>

The Bush Foundation

TABLE IV

BALANCE SHEET

November 30, 1964

ASSETS

Cash	\$ 19,010.56
Accounts and Notes Receivable	15,655.00
Investments in Corporate Stock	11,292,665.66
Depreciable Assets (Less Reserve of \$7,143.26)	33,675.34
Land	3,556.00
Total Assets	<u>\$11,364,562.56</u>

LIABILITIES

Accounts Payable	
Principal or Other Capital	10,837,587.40
Accumulated Income	
(a) Attributable to Ordinary Income (Deficit Income Account)	(46,532.98)
(b) Attributable to Gains from Sale of assets (From Inception)	573,508.14
Total Liabilities	<u>\$11,364,562.56</u>