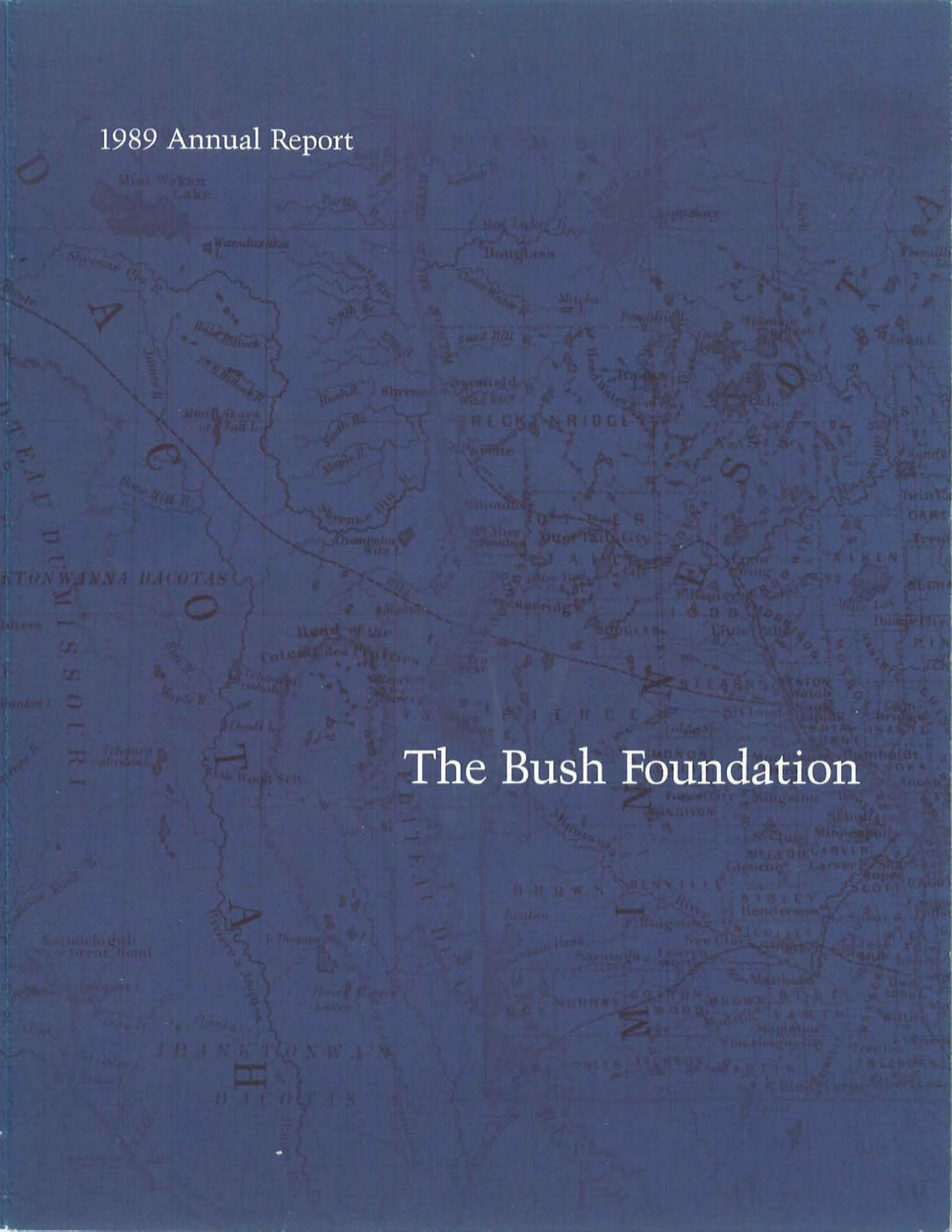


# 1989 Annual Report



## The Bush Foundation

1989 Annual Report  
*For the Year Ending November 30*

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**The Bush Foundation**

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Cover: from the map collection of the Minnesota Historical Society, an 1860 map of Minnesota, North Dakota and South Dakota, the primary grantmaking region of The Bush Foundation.

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Archibald Granville Bush



Edyth Bassler Bush

## The Bush Foundation

On February 23, 1953 The Bush Foundation was established in Saint Paul, Minnesota by Archibald Granville Bush and his wife, Edyth Bassler Bush. Mr. Bush was born in 1887 on his family farm near Granite Falls, Minnesota, the third of five children. He grew up on the farm, attended the Granite Falls public schools, and, according to a 1959 magazine interview, intended to be a farmer. However, hay fever allergy in 1908 forced him to seek a more pollen-free climate. He moved to Duluth, Minnesota, enrolled in the six month business course at Duluth Business University, and in 1909 went to work for the 3M Company as assistant bookkeeper. His outgoing, energetic 57-year career at 3M was mainly in sales and general management. He was Chairman of the corporation's Executive Committee at the time of his death in 1966. Bush also was active in Saint Paul civic affairs, and was a trustee of Hamline University.

In 1919, Bush married Edyth Bassler, of Chicago, a professional actress and dancer. Although Mrs. Bush ceased her stage career, she maintained a strong interest in theater and the arts. In Saint Paul, she founded the Edyth Bush Theatre and served there as playwright, producer, and occasional actress. She held the title of Chairman of the Board of The Bush Foundation from 1966 until her death in 1972. Ill health, however, prevented her active participation in that role for most of those years.

The Bush Foundation was incorporated under the Minnesota Nonprofit Corporation Act, and is a tax-exempt organization under state and federal law. The original Articles of Incorporation provided the Foundation with the broadest possible statement of purpose, drawn from applicable tax codes governing foundations:

Article 2. The Foundation will confine itself solely and exclusively to carrying on and promoting purely charitable, scientific, literary, and educational works and activities, as defined in the law of Minnesota and of the United States.

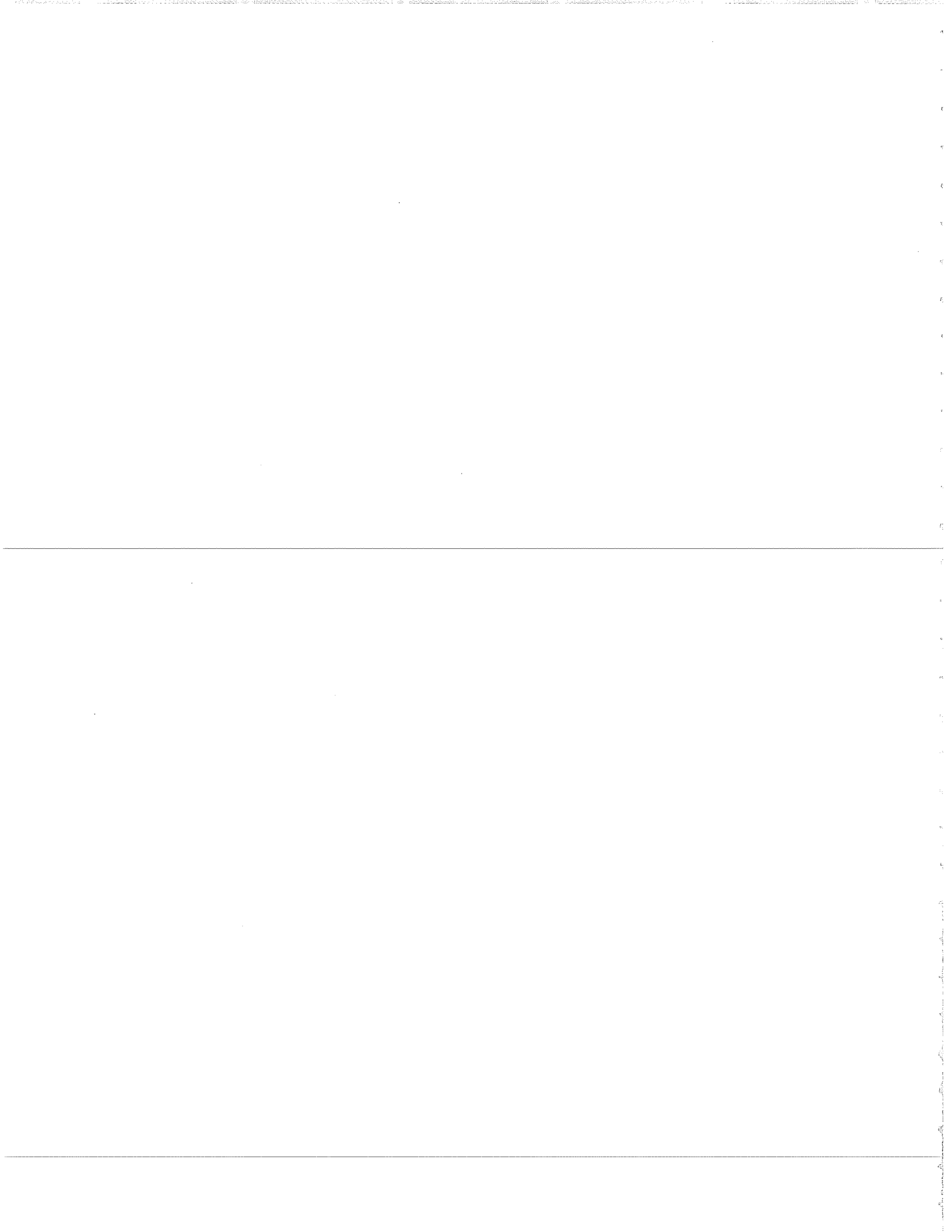
During the last two decades, The Bush Foundation has concentrated its grants in the areas of education, humanities and the arts, community and social welfare, health, and leadership development. The Board has defined the Foundation's geography as predominantly regional. The defined region of primary interest is Minnesota, North Dakota and South Dakota, although applicant eligibility in three midcareer fellowship programs is extended to the counties in western Wisconsin which are part of the Ninth Federal Reserve District. The Foundation also operates two non-regional grant programs. The first, in cooperation with the William and Flora Hewlett Foundation of Menlo Park, California, provides matching capital grants and faculty development grants to historically black private undergraduate colleges, mostly located in the southeastern United States. The second non-regional program provides grants to accredited tribally-

controlled Indian colleges. Additional discussion of the Foundation's regional emphasis is in the "Report of the Chairman", immediately following this section.

In a 1989 list of United States foundations classified by the market value of assets, The Bush Foundation ranked 37th. Within the same list it was one of the thirteen largest regional or predominantly regional foundations. The income available to The Bush Foundation is the investment yield from assets given by Archibald and Edyth Bush. The Foundation is the residuary legatee of the estate of Archibald Bush, from which it received distributions of property and cash. When most of these assets were received by the Foundation in the early 1970's, they were in the form of 3M stock, with a market value of about \$200 million. Since then, the Board has hired professional managers, sold the original 3M stock, and diversified the investment portfolio. At the end of 1989 the portfolio market value was about \$418 million. The Bush Board in 1989 authorized grants for 146 projects totaling \$19.6 million.

The subsequent sections of this annual report include a Report of the Chairman, a summary of principal features of the Foundation's program interests, a description of grantmaking policies and procedures, a list of 1989 grants, and a summary of financial condition.

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## Report of the Chairman

In 1989 The Bush Foundation authorized new grants totaling \$19.6 million, a record high annual total for the Foundation.

Highlighted in the "Program Review" section of this annual report is the Foundation's increasing involvement with two-year tribally controlled colleges located on Indian Reservations, both in and outside the Foundation's primary geographic region of Minnesota, North Dakota and South Dakota. In 1989 The Bush Foundation awarded five individual grants in these colleges totaling \$260,000. Most of this expenditure was in programs for faculty development. In addition, the Foundation granted \$218,000 to North Dakota State University for a program designed to increase American Indian enrollment in the state's six public universities, particularly for transfer graduates from the two-year Indian colleges.

**"Highlighted in the 'Program Review' section of this annual report is the Foundation's increasing involvement with two-year tribally controlled colleges located on Indian Reservations."**

In this particular year, however, several of the most significant developments at the Foundation are internal changes: resignations and appointments of Directors and staff and a change in the Foundation Articles of Incorporation governing the maximum length of Director service.

*Board Changes* In January, Harriet Bush Medlin resigned as a Bush Director, for health reasons. She served as a Director for thirteen years, and in recent years was the only Board member directly related to the founder, Archibald Granville Bush. She served with insight, compassion, and grace. We will miss her. The Board passed the following resolution concerning her service:

"Harriet Bush Medlin was a Director of The Bush Foundation from 1976 until her resignation in 1989. She was Secretary of the Foundation from 1981 through 1984, and served on its Nominating Committee in 1987 and 1988.

She made many significant contributions both to the current work of the Foundation and to its future course. As the niece of Archibald Granville Bush, she provided for the Board a living connection to the founders of the Foundation, as well as an example of conscientiousness and personal integrity in her own service.

She supported the general development of the Foundation's grant programs, and showed warm personal interest in the work and well-being of other Board members and of members of the staff. A former rural high school teacher, she had particular enthusiasm for the Foundation's efforts to improve opportunity in rural communities in this region, and also to improve career opportunities for women.



In 1978 Harriet Medlin gave decisive support to a change in the Foundation's bylaws. Previously the bylaws provided for a separate group of Bush family Directors. The change provided for a single definition of Board membership with all Directors having exactly the same responsibilities and privileges. Aided by her advocacy, the change was made without opposition.

Harriet Medlin graduated from Saint Olaf College, Northfield, Minnesota, in 1942. Later, she served for twelve years on the College's Board of Regents. We will miss her presence, and are grateful for her thirteen years of service on the Board of Directors. We wish her well!"

In October, the Board elected Richard D. McFarland as a new Bush Director. McFarland is Chairman of Inter-Regional Financial Group, Inc., Minneapolis. He is a Director of the United Way of the Minneapolis Area, the Children's Heart Fund, and Abbott Northwestern Hospital. He is a member of the Minnesota Business Partnership. McFarland also serves as a Director of the following companies: Dain Bosworth, Inc., IFG Information Services, Inc., and Graco, Inc., all of Minneapolis; Rauscher Pierce Refsnes, Inc., Dallas; and Security Industry Association, New York.

The Bush Board elected three new officers in February from among its membership. The new officers are: Beatrix A. Hamburg, First Vice Chairman; Merlin E. Dewing, Second Vice Chairman; and Anita M. Pampusch, Treasurer.

**"... the Bush Board in June unanimously voted to revise the Foundation's Articles of Incorporation."**

*Director Terms of Service* After more than a year of discussion within its Nominating Committee, the Bush Board in June unanimously voted to revise the Foundation's Articles of Incorporation. The Board voted to establish four three-year terms as the maximum possible Director tenure under ordinary circumstances. The prior provisions permitted a director to serve until age 70, regardless of the number of years of service. The new provisions will first apply to Directors elected in 1991 and will not affect currently serving Directors. The maximum age rule remains and applies to all. Among the reasons for the change were to assure a regular rotation of directors, to increase the age range represented on the Board, and to maintain a high level of Director interest and involvement.

*Continuing Regional Emphasis* The Bush Board continues to believe that the Foundation should remain predominantly a regional institution. However, The Bush Foundation also provides support to historically black private colleges and to tribally-controlled two-year Indian colleges; both these activities create a flow of Bush grant program payments outside of Minnesota and the Dakotas — our primary geographic grantmaking region. Other non-regional programs may possibly be approved in future years. In both of the existing major non-regional programs, the eligible applicant group and the estimated level of out-of-region spending were determined by the Bush Board before any individual grant pro-

posals were considered. This process of prior program approval probably will be followed in the future.

Other current out-of-region grants on a smaller scale include those to the Council on Foundations and to the Foundation Center to help improve the general performance and accountability of private foundations. A few other grants were awarded to organizations based outside this region, but they were for projects occurring inside the region.

*Staff Changes* In July, John Archabal, Program Associate, became Program Director of the Bush Leadership Fellows Program, replacing D. Donald Peddie who retired after directing the program for twenty-four years. Archabal will spend about half his time in this new assignment, and will also continue as a part-time grants officer for the Foundation.

At its July Board meeting, the Bush Directors approved the following resolution to recognize Peddie's role in designing and shaping the Bush Leadership Fellows Program:

"Donald Peddie served as Director of the Bush Leadership Fellows Program from its beginning in 1965 until his retirement in 1989.

From year to year since 1965, as the quality of recruitment, selection, and Fellows' post-grant performance appeared increasingly strong, the budget support allocated by The Bush Leadership Fellows program, offering fellowships for four to eighteen months of study and internship, was augmented by the Bush Summer Fellows Program, which provided for study periods ranging from three weeks to ten weeks each. In 1975, the Program's geographic scope was enlarged from Minnesota-only to include North Dakota, South Dakota, and 26 counties of western Wisconsin.

Peddie's leadership helped develop a program which is distinctive, when contrasted with major regional and national midcareer fellowship programs offering comparable-length awards. The Bush Leadership Fellows Program is notable for the strength of its recruitment outside of major metropolitan areas, for the diversity of its awardees as to race and gender, and for the diversity of career ambitions which the Program successfully accommodates. A necessary feature of these achievements has been the extra attention Peddie devoted to the individual circumstances present in each inquiry and application. At his retirement on June 30, 1989, the Bush Leadership Fellows Program since inception had formally considered 5,932 applications, and authorized awards to 818 individuals.

**"In July, John Archabal, Program Associate, became Program Director of the Bush Leadership Fellows Program, replacing D. Donald Peddie who retired after directing the program for twenty-four years."**

Over the years, The Bush Foundation Board has been sufficiently impressed with the results of this Program so that four other continuing midcareer programs also were authorized by the Foundation to assist specific professions in this region: artists, physicians, school superintendents, and school principals.

The Bush Foundation Board of Directors is grateful for Donald Peddie's sustained and distinguished service, and wishes him well in his retirement. The Board also offers special thanks to Betty Peddie, who provided consistent encouragement and important administrative and editorial help toward the Program's success."

In October Wendy F. Bennett, Program Associate, resigned as Program Associate in order to spend more time with her family. She will continue to work part-time as a consultant for The Bush Foundation, developing selected programs, editing the Foundation's annual report, and reviewing proposals.

**"Sarah Lutman was selected in October to replace Wendy Bennett as Program Associate, with particular emphasis in the arts and humanities."**

Sarah Lutman was selected in October to replace Wendy Bennett as Program Associate, with particular emphasis in the arts and humanities. Lutman came to the Foundation in January, 1990. Prior to joining The Bush Foundation, Lutman was Executive Director of the Fleishhacker Foundation, a family foundation in San Francisco with grantmaking programs in the arts and education. From 1980 to 1983, Lutman was Executive Director of Pro Arts in Oakland, California. She was a review panelist for the visual arts and literature programs of the National Endowment for the Arts, and a board member of the Oberlin Dance Collective and of the Oakland Festival of the Arts. Her initial training was as a professional bassoonist.

*Board Notes* During this past year the Board continued its practice of periodically reviewing the operations of our fellowship programs and of certain grantmaking areas. Because of the large number of grant applications to consider there is not time at most Board meetings to discuss general programs or to evaluate grantmaking patterns. Our best opportunity for this is at the biennial Board retreat, but we also add to the agenda of certain board meetings.

Donald Peddie joined us at one Board meeting to discuss the Bush Leadership Fellows Program. This is a program of which the Directors are especially proud because of the opportunities it has given to many diverse individuals and the impact they have had on public life and their communities throughout our region. A reception principally for present and prior Fellows was held in December 1989 to honor the Peddies for their service.

Dr. Shirley Malcom met with the Board at another meeting to talk about grants in math and science for minority youth. The Directors have shown an interest in developing an effective grantmaking program in this area, just as we have previously done for girls.

The coming year promises to be an unusually significant one for the future of the Foundation. We will start the process to elect four new directors, and in May will hold a two day retreat for Board and program staff at the Gainey Center in Owatonna, Minnesota. At this retreat we will review our investment policy, the overall direction of our grantmaking, and some of our internal operating practices.

Finally, we continue to benefit from wonderful and dedicated service from both Directors and staff.

Diana E. Murphy  
*Chairman*

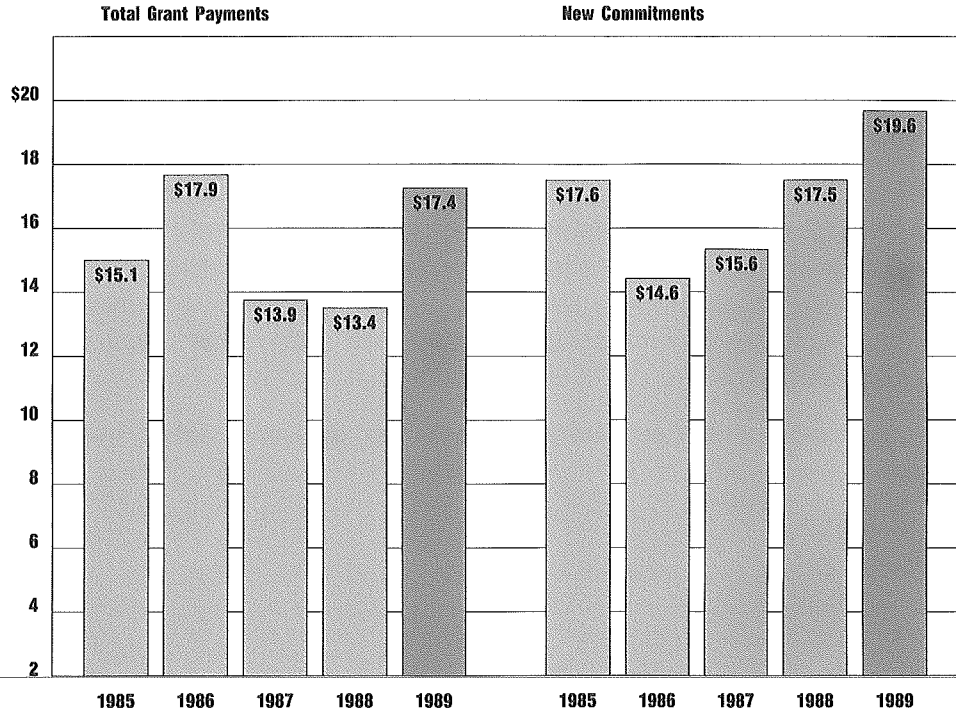
**“Dr. Shirley Malcom met with the Board at another meeting to talk about grants in math and science for minority youth.”**

## Grants Statistics

### Grants Payments and New Commitments 1985-89

(\$'s in millions)

Grant payments are those made in the year indicated on current and past grants. New commitments are the sum of Board votes to approve grants each year. These obligations will be paid in either the current year or in later years.



### Classification of 1989 Grants

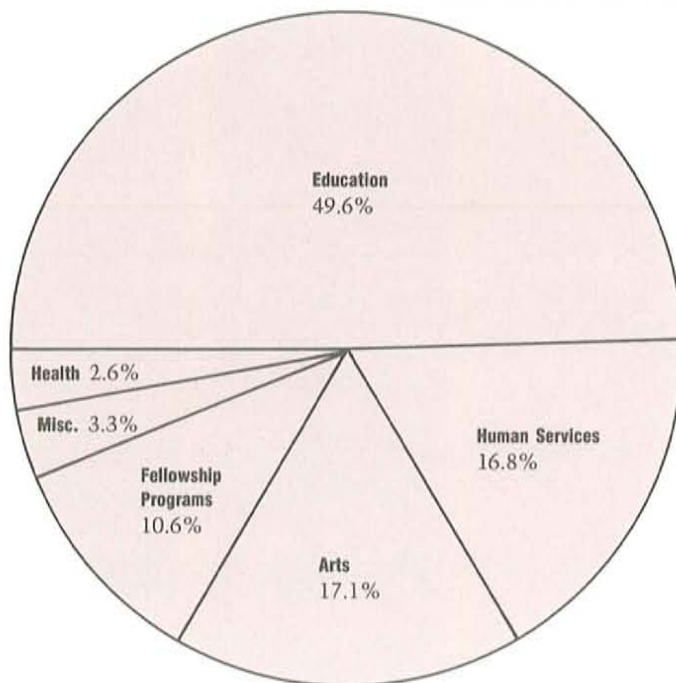
These tables show summaries of 1989 grant appropriations, classified by size, duration and location. The Bush Board does not have any prior policies, however, which give automatic preference for any particular grant size, duration or location within the Foundation's primary geographic region.

| Classification             | Grants Approved |
|----------------------------|-----------------|
| <b>Size</b>                |                 |
| \$ 0- 9,999                | 7               |
| 10,000- 24,999             | 43              |
| 25,000- 49,999             | 28              |
| 50,000- 99,999             | 29              |
| 100,000- 199,999           | 18              |
| 200,000- 499,999           | 9               |
| 500,000- 999,000           | 6               |
| 1,000,000-2,000,000        | 6               |
| <b>Total</b>               | <b>146</b>      |
| <b>Duration</b>            |                 |
| 1 year                     | 88              |
| 2 years                    | 30              |
| 3 years                    | 26              |
| 5 years                    | 2               |
| <b>Total</b>               | <b>146</b>      |
| <b>Geographic Location</b> |                 |
| Twin Cities                | 66              |
| Other Minnesota            | 31              |
| Total Minnesota            | 97              |
| North Dakota               | 15              |
| South Dakota               | 17              |
| Other                      | 17              |
| <b>Total</b>               | <b>146</b>      |

| Program                     | 1987                           | 1988                           | 1989                           | 3-year Total                    |
|-----------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|
| Arts & Humanities           | \$ 3,537,000<br>(16)<br>22.6%  | \$ 3,181,265<br>(24)<br>18.2%  | \$ 3,348,821<br>(16)<br>17.1%  | \$ 10,067,086<br>(56)<br>19.1%  |
| Education                   | \$ 5,371,657<br>(38)<br>34.3%  | \$ 6,987,534<br>(40)<br>39.9%  | \$ 9,749,241<br>(58)<br>49.6%  | \$ 22,108,432<br>(136)<br>41.9% |
| Health                      | \$ 857,591<br>(8)<br>5.5%      | \$ 451,929<br>(6)<br>2.6%      | \$ 513,294<br>(5)<br>2.6%      | \$ 1,822,814<br>(19)<br>3.5%    |
| Human Services              | \$ 2,816,995<br>(43)<br>18.0%  | \$ 3,391,368<br>(42)<br>19.4%  | \$ 3,293,600<br>(54)<br>16.8%  | \$ 9,501,963<br>(139)<br>18.0%  |
| Miscellaneous               | \$ 1,093,285<br>(15)<br>7.0%   | \$ 1,448,000<br>(12)<br>8.2%   | \$ 642,785<br>(10)<br>3.3%     | \$ 3,184,070<br>(37)<br>6.0%    |
| Fellowship Program Stipends | \$ 1,965,000<br>(3)<br>12.6%   | \$ 2,045,600<br>(3)<br>11.7%   | \$ 2,090,000<br>(3)<br>10.6%   | \$ 6,100,600<br>(9)<br>11.5%    |
| <b>Total</b>                | \$ 15,641,528<br>(123)<br>100% | \$ 17,505,696<br>(127)<br>100% | \$ 19,637,741<br>(146)<br>100% | \$ 52,784,965<br>(396)<br>100%  |

### Grants Classified by Purpose 1987-89

This table shows summaries of current and past year grants classified by purpose for which funds were granted. In each cell, the dollar figure represents the total amount granted, the figure next below in parenthesis shows the number of grants made, and the bottom figure shows the percentage of all grant dollars awarded during that fiscal year.



### Distribution of 1989 Grants

This chart shows the distribution of 1989 Foundation grant appropriations by program area. The Bush Board does not have any prior policies which determine the amount to be spent in one program area in a given year, except in the Fellowship programs.



# Program Review



## Program Review

Again this year, the Program Review section is intended for several kinds of readers: those who follow Bush Foundation activity closely and those who rarely do. The authors are Bush Foundation program officers, who estimate that most readers want answers to at least one of the following two questions:

- 1 What is new or particularly noteworthy in the Foundation's 1989 grant programs?
- 2 What are the key elements of continuity for the future?

Those readers who find only some of what they wish to know are encouraged to write or telephone The Bush Foundation office. The staff will be pleased to try to provide the missing pieces.

### **Education**

*Major Programs in Education* In private higher education, The Bush Foundation attempts in several ways to promote the health of private four year undergraduate colleges in Minnesota and the Dakotas. The Foundation also continues to provide grants to promote automated data processing and cataloging in private academic library consortia in this region. In public institutions, the Foundation provides recurring project support at the University of Minnesota, and has extended eligibility for its faculty development program to four year public colleges and universities, to community colleges, and to tribally controlled Indian colleges.

In elementary and secondary education, after several years of exploration and program development activity, the Foundation in 1988 and 1989 approved a significant list of grants designed to improve performance of girls in mathematics and science in the region. The Foundation continues to finance two major mid-career leadership training programs for school administrators: one for school superintendents and assistant superintendents in Minnesota, and the other for Minnesota public elementary and secondary school principals.

Outside this three state region, in cooperation with the William and Flora Hewlett Foundation, The Bush Foundation operates a matching capital grants program and a faculty development program, both designed to add strength and independence to four year historically black private undergraduate colleges, most of which are members of the United Negro College Fund and most of which are located in the southeastern United States.

Almost all of the Foundation activity in education occurs within programs which have either published guidelines or a clear history which defines their pattern. These programs are summarized in the table below. Several also are described in detail later in this section. Omitted from this Education section but included at the end of the Program Review are three other midcareer fellowship programs: the Bush Leadership Fellows Program, the Bush Medical Fellows Program, and the Bush Artist Fellowships Program. Excluding these last three midcareer fellowship programs, the Bush Board in 1989 authorized education grants totaling \$9,689,241.

### Summary of Current Bush Programs in Education

| Bush Programs in Education<br>(Asterisk indicates guidelines are available)  | First Year<br>of Operation | Scheduled<br>Final Year for<br>Payments | Is Program Open or<br>Not For Additional<br>Participants? | 1989 Grant<br>Authorizations |
|--|----------------------------|---|---|------------------------------|
| *Matching capital grants for four year private undergraduate colleges in Minnesota and the Dakotas.  | 1976                       | 1997                                    | Open, through October, 1995                               | \$ 175,000                   |
| *Faculty development grants for undergraduate public and private colleges in Minnesota and the Dakotas                                       | 1980                       | 1999                                    | Open, through October, 1992                               | \$ 768,153                   |
| *Grants in historically black private undergraduate colleges (in cooperation with The William and Flora Hewlett Foundation)                  |                            |   |   |                              |
| 1 Matching capital grants  | 1981                       | 1994                                    | Open, through October, 1992                               | \$1,375,000                  |
| 2 Faculty development grants   | 1986                       | 1995                                    | Not open after new group selected February, 1989          | \$ 302,500                   |
| Faculty development grants in accredited tribally-controlled colleges on Indian reservations in the United States                            | 1986                       | No final date scheduled                 | Open  | \$ 260,000                   |
| Grants to encourage girls of elementary and secondary school age to persist and perform well in math and science (Minnesota and the Dakotas) | 1987                       | No final date scheduled                 | Open  | \$ 859,051                   |

(continued on page 18)

## Program Review

| Bush Programs In Education (continued)<br>(Asterisk indicates guidelines are available)                          | First Year<br>of Operation | Scheduled<br>Final Year for<br>Payments | Is Program Open or<br>Not For Additional<br>Participants? | 1989 Grant<br>Authorizations |
|--|----------------------------|---|---|------------------------------|
| Grants for library automation<br>within non-public academic<br>library consortia in Minnesota<br>and the Dakotas | 1986                       | No final<br>date<br>scheduled           | Open  | \$ 37,309                    |
| Bush Public School<br>Superintendents Program  | 1976                       | No final<br>date<br>scheduled           | Open  | —                            |
| Bush Principals Program  | 1985                       | No final<br>date<br>scheduled           | Open  | \$1,479,326                  |

*Grants to Tribally-Controlled Colleges on Indian Reservations* In April, 1977 the Foundation granted \$100,000 to construct a library at Sinte Gleska College on the Rosebud Indian Reservation in South Dakota. This was the first grant by the Foundation to a tribally-controlled college located on an Indian reservation enrolling primarily Indian students. Since that time, the Foundation has granted over \$1.5 million to eight fully accredited colleges of this kind located in the western half of the United States.

Economic and social conditions on most Indian reservations in the West are harsh. On the 5,000 square mile Pine Ridge Reservation in southwestern South Dakota, for example, recent studies indicate that 66% of the households have an annual income less than \$3,000. Unemployment is estimated at 78% of the adult population. Alcohol and chemical abuse are prevalent, and an estimated 50% of all children between the ages of fourteen and eighteen have dropped out of school.

There are presently twenty-two tribally-controlled colleges located on Indian reservations in the U.S. Most of these are two-year institutions granting Associate of Arts or Associate of Science degrees. A few now offer baccalaureate degrees. Together, they serve over 10,000 Indian students, many of whom enroll on a part-time basis. The colleges receive their basic operating money from the federal government under the Tribally Controlled Community College Assistance Act. These colleges offer a broad curriculum which includes vocational training, programs designed to increase verbal and mathematical skills, and courses in Native American Culture, including instruction in tribal languages. In contrast to the high unemployment rates on the reservations, the employment rate among graduates of most tribally-controlled colleges is 80% or more. Many of these graduates continue to live on the reservations, and take jobs in the schools, human service agencies, tribal offices, and small businesses. Some transfer to four-year colleges and universities. In tribally-controlled colleges in the Dakotas, the average student profile is that of a single woman, aged 30, with two children. Tribal members generally comprise between one-quarter and one-third of the full-time faculty.

Bush support for tribally controlled colleges is aimed at fully-accredited institutions located anywhere in the U.S. So far, these have included:

Blackfeet Community College, Browning, Montana  
Fort Berthold College Center, New Town, North Dakota  
Navajo Community College, Tsaile, Arizona  
Oglala Lakota College, Kyle, South Dakota  
Salish Kootenai Community College, Pablo, Montana  
Sinte Gleska College Center, Rosebud, South Dakota  
Standing Rock Community College, Fort Yates, North Dakota  
Turtle Mountain Community College, Inc., Belcourt, North Dakota

Beginning in 1983, the majority of Bush support for tribally-controlled colleges has been used for faculty development. Most of these colleges are geographically isolated, their operating budgets are tight, and opportunities are scarce for faculty members to attend professional meetings, engage in graduate study, or work on improving the curriculum or teaching techniques. Bush money has supported these types of activity. With some variation depending on the number of full-time faculty, Bush grants for this purpose have generally averaged \$25,000 annually for each college. During 1989, \$260,000 was appropriated for faculty development activities in these institutions.

During this past year, Bush money was used both for group activities as well as for small grants to individual faculty. At Salish Kootenai College, part of the Bush grant supported faculty attendance at a three-day conference with tribal elders designed to improve faculty understanding and sensitivity for the local culture and heritage. At Standing Rock College, a group of faculty attended a conference in Grand Forks on different approaches to student testing. Turtle Mountain Community College, Inc. instructor Dennis Demontigny enrolled during the summer in a course on tribal natural resource management at the University of Colorado. He subsequently incorporated information on Indian water rights into his own course on Federal Indian Policy and Tribal Government.

Some grants also have supported capital projects. For example, after student enrollment had increased to over 1,000 students at Oglala Lakota College in South Dakota, a recent Bush grant of \$225,000 has helped to support the construction of a new classroom building in the small town of Kyle. Because of the large size of the Pine Ridge Reservation, instruction at Oglala Lakota College is offered in nine separate locations.

In June, 1989, the Foundation also granted \$218,000 to North Dakota State University in Fargo for a program designed to increase Indian student enrollment in North Dakota's six public universities, particularly for transfer students who will have completed two years of study at a tribally-controlled college. Each year during the summer, five faculty members from public four-year universities in North Dakota and five faculty from tribally-controlled colleges will team-teach

**"Most of these colleges are geographically isolated, their operating budgets are tight, and opportunities are scarce for faculty members to attend professional meetings, engage in graduate study, or work on improving the curriculum or teaching techniques. Bush money has supported these types of activity."**

## Program Review

for one month on two of the reservation campuses. In addition, four faculty from tribally-controlled colleges in the state will engage in faculty development activities or enroll in graduate programs at two of the public universities. Bush money will underwrite stipends and living expenses for the faculty participants. Program administrators expect that after two years, if the program is successful, the public universities will support continuation of this project.

Guidelines for the Bush Faculty Development Program for Tribally-Controlled Colleges are available on request from the Foundation office.

*Mathematics and Science Programs for Girls* The Bush Foundation began in 1987 to approve grants to encourage elementary and junior high school girls in Minnesota, North Dakota and South Dakota to persist in the study of mathematics and science. The Bush Board's interest in helping girls in mathematics and science developed from a review of research which showed that women are more likely to select a more narrow range of occupations than men, and that these occupations are lower-paying than those selected by men. A significant number of higher paying careers are not pursued by women because these careers require mathematics and science skills that many women do not possess.

**“The Foundation concentrates its support specifically on intervention programs which encourage girls in mathematics and science. Those programs may operate in elementary and junior high schools, or other agencies which operate out-of-school programs.”**

The Foundation concentrates its support specifically on intervention programs which encourage girls in mathematics and science. Those programs may operate in elementary and junior high schools, or other agencies which operate out-of-school programs. The Foundation Board and staff review several elements in the design of an intervention program before a grant is approved. The program should be based on an understanding of the national research on the causes of differential mathematics and science performance by girls and boys. It should either replicate intervention programs developed successfully elsewhere or build on the experience of those successful programs. The Bush Board is primarily interested in intervention programs which can be replicated at a reasonable cost. The applicant should have a plan by which the program can be supported beyond the proposed Bush grant period. Although the Foundation Board has approved multi-year grants to start, expand or refine local intervention programs, the applicant should be able to identify other sources of support for program costs over the long term. Finally, it is important that the program plan include careful, long-term evaluation of the project and its effect on participating girls. This might include a change in the attitude of girls about mathematics and science; improvements in their performance in mathematics and science courses; or girls' selection of college majors or careers using mathematics, science or related technologies.

In 1989, the Bush Board approved six grants totaling \$859,051 for mathematics and science programs for girls. For example, the Bush Board made a grant to the North Dakota State Board for Vocational Education to support the development of a math/science teacher training program for girls by a vocational center and

surrounding schools in northeastern North Dakota. A two year award was made to the American Association for the Advancement of Science to train Girl Scout troop leaders in the Foundation's three state region on ways to build mathematics and science skills and confidence in Girl Scouts. The Foundation also awarded a grant to the Minnesota Department of Education to design a statewide plan to increase the participation and achievement of girls and minorities in mathematics and science.

In addition to grants that support direct program costs, the Foundation is interested in encouraging collaborative efforts among members of a growing network of intervention programs in our region.

*Matching Capital Grants for Private Colleges in Minnesota and Dakotas* A program of matching capital grants for four-year undergraduate private colleges in the Foundation's three state region was launched in 1976 and renewed in 1984. The Bush Board renewed this program a second time in June 1988, estimating that new applications for the program will continue to be considered through October, 1995. In 1989, the Board voted to include two-year accredited private liberal arts colleges in their program. Over the years, this has been the largest single Bush program in higher education; during the past thirteen years the Board has approved \$18.6 million in matching capital grants to private colleges in Minnesota, North Dakota and South Dakota.

Principal facilities consultants to The Bush Foundation in this program are Richard P. Dober, President, Dober, Lidsky, Craig, and Associates, Inc., Belmont, Massachusetts; and O. Robert Simha, Director of Planning, Massachusetts, Institute of Technology, Cambridge, Massachusetts.

Revised program guidelines and staff assistance are available at The Bush Foundation office.

*Faculty Development in Minnesota and the Dakotas* The Bush Foundation program of faculty development grants in public and private colleges in Minnesota and the Dakotas was authorized in April, 1979. Its purposes and general format were similar to the Bush-Hewlett faculty development program discussed below. During the past nine years, the Bush Board approved regional faculty development grants in this program totaling \$15.3 million. This has been the Foundation's second largest and second longest-running program in higher education.

In October, 1988 the Bush Board renewed this regional faculty development program, but with revisions. Many of the core elements are identical to the original Bush program. The changes come either from recommendations by faculty and administration in the participating colleges, or from a major evaluation of the program conducted five years ago by Professors Kenneth E. Eble, University of Utah, and Wilbert J. McKeachie, University of Michigan.

**"During the past thirteen years the Board has approved \$18.6 million in matching capital grants to private colleges in Minnesota, North Dakota and South Dakota."**

**“Faculty development proposals are sought which are related to important goals of the colleges involved, which improve student learning, and which seem to promise good value for the money spent.”**

The Bush Foundation offers individual participating colleges a planning grant of up to \$10,000, followed by up to two three-year program grants which vary in maximum payments depending on the student population in the college or public system involved. Grants are intended to improve undergraduate student learning through faculty development and improvement of teaching. Faculty development proposals are sought which are related to important goals of the colleges involved, which improve student learning, and which seem to promise good value for the money spent. Significant faculty participation in the design of proposals is important. Finally, three basic design questions must be answered in a college's proposal:

- 1 On what problem or opportunity does the college wish to work? What analysis indicates that the chosen problem or opportunity is the most appropriate one?
- 2 What specific strategy is selected for Bush support?
- 3 What evaluation plans are proposed, both to assist in making mid-course improvements and to indicate what is being accomplished?

While the new plan in many ways is similar to its predecessor, there are also significant differences. These differences include a sharper focus in the purpose of the grants, and a reduction in the size of maximum grants available to the largest universities and public systems. Planning grants are a prerequisite for initial program grants, rather than being optional as before.

Although the new guidelines, as before, urge colleges to analyze problems and opportunities where faculty development activity might be unusually helpful, the new program guidelines also suggest that if all other things are roughly equal, design of a Bush proposal should incorporate one or more of the following five specific faculty development purposes.

- 1 Improve basic thinking and writing skills for all students.
- 2 Improve the orientation and teaching skills of part-time faculty, and/or full-time faculty who are new to the teaching profession (young Ph.D.s and mid-career recruits).
- 3 Improve evaluation and analysis of academic programs, with particular emphasis on undergraduate learning outcomes.
- 4 Broaden the easy availability of excellent teaching methods and programs. (Possible formats include “network” activities, and single-institution or consortium centers for teaching and learning.)
- 5 Undertake curriculum analysis and revision more aggressively and comprehensively than the ordinary availability of funds and faculty time may permit.

Colleges may propose Bush support for other faculty development program themes and strategies outside of the suggested five-part list, but the case for them must be unusually well analyzed and supported. Relatively little Bush

support is likely for activities normally called individual professional development. Examples of such activities include faculty research mini-grants, individual predoctoral training, travel to professional meetings, and sabbatical enrichment.

Principal consultants to The Bush Foundation for review of individual proposals and for program design during 1989 were B. Claude Mathis, Director of the Center for the Teaching Professions, Northwestern University, Evanston, Illinois; Dean K. Whitla, Director of Instructional Research and Evaluation, Harvard University, Cambridge, Massachusetts; Jerry G. Gaff, consultant and former Dean and Interim President, Hamline University, Saint Paul; and Robert E. Young, Chancellor, University of Wisconsin Center-Fox Valley, Menasha, Wisconsin

New program guidelines and staff assistance inquiries about the Foundation's regional faculty development program are available at The Bush Foundation office.

*Bush-Hewlett Faculty Development and Matching Capital Grants in Historically Black Colleges* Directors of the Bush and Hewlett Foundations in February, 1986 authorized a \$7.9 million, ten year program of jointly supported grants at the forty historically black undergraduate colleges. These institutions all are members of the United Negro College Fund (UNCF) except for Hampton University, a former UNCF member. This program extends a history of Bush-Hewlett cooperative grant programs in UNCF colleges which began in 1978. The joint program has two parts: a new faculty development program and an extension of eligibility of an existing \$10 million matching capital grants program. Both foundations share program costs, while The Bush Foundation provides administrative staff and The Bush Foundation Board makes final selections as to which colleges receive grants.

**“The UNCF colleges provide instruction in relatively small classes, and . . . generally achieve relatively high retention and completion rates.”**

Most of the historically black private colleges are located in the southeastern United States, and most have been educating black students since the end of the Civil War. These colleges have an impressive record of producing black managerial and professional leadership, and also in providing college opportunity for students who have relatively weak elementary and secondary school preparation. The UNCF colleges provide instruction in relatively small classes, and compared to predominantly white institutions, generally achieve relatively high retention and completion rates. In almost every instance these colleges operate on thin expense budgets; most of their students require financial aid to stay enrolled. However, a combination of good teaching and administration and increased student popularity have contributed to growing institutional strength. This in turn is receiving increased attention in the national press.



## Program Review

**“The Bush-Hewlett matching capital grants . . . should improve the financial independence of these (UNCF) colleges, and enhance their academic programs.”**

The purpose of the Bush-Hewlett matching capital grants program is to help colleges complete comprehensive capital fund drives more quickly than would be possible otherwise, to stimulate higher levels of giving by other donors, and to help build the college's capital assets. This, in turn, should improve the financial independence of these colleges, and enhance their academic programs.

In the matching capital grants program, the definition of “capital” purposes includes land purchase, endowment, building construction, and major building renovation. Bush-Hewlett matching capital grants usually provide five percent of the capital amount sought in a college's capital fund drive. Participating colleges may choose one of two types of matching arrangements, depending on which best seems to fit their fundraising plans. Proposals for these grants are considered at the regular quarterly grantmaking meetings of the Bush Board of Directors. Proposals are not considered by the Bush Board until a college already has raised half the capital amounts sought in the fund drive.

During 1989, three colleges received Bush-Hewlett matching capital grants: Lane College, Jackson, Tennessee; Wilberforce University, Wilberforce, Ohio; and Xavier University of Louisiana, New Orleans. Eighteen grants totaling \$7,789,500 were approved at other UNCF member or former-member colleges since this program began in 1981.

Four principal questions must be answered favorably before a matching capital grant is approved:

- 1 Are the goals of the capital fund drive carefully focused and based on a comprehensive and widely discussed appraisal of the institution's needs?
- 2 Does the applicant college have a reasonable planning process which links educational and financial strategy for at least five years into the future?
- 3 How well planned and organized is the fund drive? What are its chances for achieving its announced dollar goal?
- 4 If major building refurbishment or new construction is part of the capital fund drive, how well planned does this work appear to be, and how well does the college use and maintain its existing physical plant?

Program guidelines and staff assistance are available at The Bush Foundation office for the Bush-Hewlett matching capital grants program.

Twenty-four colleges are participating in the Bush-Hewlett faculty development program. These colleges received Bush-Hewlett faculty development program and planning grants totaling \$3,485,128 during the past three years:

|                          |                             |
|--------------------------|-----------------------------|
| Benedict College         | Fisk University             |
| Bennett College          | Florida Memorial College    |
| Clark Atlanta University | Hampton University          |
| Claflin College          | Jarvis Christian College    |
| Dillard University       | Johnson C. Smith University |

|                           |                                |
|---------------------------|--------------------------------|
| LeMoyne-Owen College      | Spelman College                |
| Morehouse College         | Stillman College               |
| Morris College            | Talladega College              |
| Morris Brown College      | Tougaloo College               |
| Paine College             | Tuskegee University            |
| Rust College              | Voorhees College               |
| Saint Augustine's College | Xavier University of Louisiana |

The faculty development program is designed to help improve student learning in historically black private colleges through increased attention to faculty development activities. The definition of "faculty development" is broad, including such activities as individual professional development, curriculum change, improvement of teaching methods, and organizational changes such as the introduction of peer or student evaluation plans. The program guidelines emphasize local planning by faculty and administration. The sponsoring foundations hope that these grants will benefit individual students and faculty, will provide educational programs of increased quality, and will help to further strengthen the participating colleges.

### **Health and Human Services**

The diversity of health and human services proposals submitted to The Bush Foundation has led the Foundation Board and staff to approach health and human services problems on a case by case basis. A review of the grants section of this report shows how varied the Foundation's grantmaking opportunities have been. In 1989, the Foundation awarded \$3,806,894 in 59 grants for health and human services programs.

A Bush grant for \$412,006 was awarded to support an AIDS prevention program on Indian reservations in North Dakota. In addition, grants were made to improve the delivery of culturally appropriate services to a variety of refugee populations; to help with construction and renovation projects for expanding health and human services agencies; and to support programs for troubled and disadvantaged youth. In 1989, the Foundation awarded \$281,828 in six grants for programs that serve refugees and immigrants; seventeen grants totaling \$1,381,250 were awarded for construction and renovation projects; and nine grants totaling \$503,150 were awarded to support youth programs.

In the health area, the Foundation wishes to consider proposals for programs and projects which will improve the quality, accessibility, and efficiency of health care services within the Foundation's geographic region. The Foundation has been especially interested in programs to improve the delivery of health care in rural and underserved areas, and to improve racial minorities' access to health professions. The Bush Medical Fellows Program, which makes grants to individual physicians, selected its eleventh group of Fellows in 1989. The

## Program Review

Medical Fellows program is described in the Fellowship section of this report. The list of Bush Medical Fellows selected in 1989 (page 72) includes a description of their individual programs.

Decisions on individual proposals for health and human services programs follow staff and Board appraisal of the answers to five basic questions:

- 1 How important is the purpose for which the grant is sought?
- 2 Is the planning work as good as can reasonably be expected?
- 3 Are others who might help pay for the activity also participating?
- 4 Does the problem to be worked on match in scale what The Bush Foundation might reasonably be able to spend on it?
- 5 How well is the applicant likely to be able to carry on the proposed project at the end of a possible Bush grant period?

The Foundation continues to seek to learn more about opportunities for improved employment, educational opportunities, and social services for low-income women and their children. The Board usually has not approved grants for annual operating support for health and human services organizations. The Foundation plans to continue its established interest in the problems in rural Minnesota, North Dakota and South Dakota, and to concentrate its grants within the human services area on programs which seek to improve the delivery of services to a broad segment of the population within this geographical region.

### Arts and Humanities

In the arts and humanities, the Foundation has approved grants to improve the quality and accessibility of organizations within our region. About \$3.3 million or 17 percent of the Foundation's total grants appropriated in 1989 were made in the arts and humanities. The Bush Board is interested in supporting organizations with high artistic quality and strong management.

The Foundation makes selective grants to arts and humanities organizations for special program needs or projects which enhance the long-term development of the institution. These may be one year or multi-year grants, but they are intended to support a particular project for a finite period of time. The grants may support programmatic activities for artistic or management development, or capital projects for construction or renovation of buildings.

The following 1989 grants are examples of special program and project grants in the arts and humanities:

**“The Foundation makes selective grants to arts and humanities organizations for special program needs or projects which enhance the long-term development of the institution.”**

| Organization  | Purpose of Grant   | Amount Approved and Duration of Award |
|---|--|---------------------------------------|
| The Loft, Inc.,<br>Minneapolis                                    | A matching grant to stimulate increased private gifts for this writers' service organization | \$20,000, one year                    |
| North Dakota Heritage Foundation, Inc.,<br>Bismarck, North Dakota | To help complete construction of two permanent exhibits                                      | \$90,000, one year                    |
| Theatre de la Jeune Lune,<br>Minneapolis                          | To support the hiring of more guest actors, designers, and technicians                       | \$55,000, three years                 |
| Hallie Q. Brown<br>Community House,<br>Saint Paul                 | To support planning efforts of Penumbra Theatre  | \$29,300, one year                    |

As is the case in other program areas, the Foundation is particularly interested in arts and humanities proposals that serve racial minorities. It is rare for the Foundation to support organizations which do not pay artistic staff. The Foundation is also more likely to support full-time arts organizations, as opposed for instance to festivals or summer arts programs.

In addition to special project grants, the Foundation provides annual operating support to a few selected major arts institutions which provide a range of high quality programs for a broad public, and artistic leadership for other arts activities in the region. This represents the only Bush grantmaking sector in which recurring grants for general support are the predominant pattern.

The Foundation provides further support for the arts through its Bush Artist Fellowships Program, established in 1976, which enables selected artists in Minnesota, North and South Dakota and western Wisconsin to spend a concentrated period of time on their work. The fourteenth group of Bush Artist Fellows was selected in 1989. The Fellowship section of this report describes this program in more detail.

In 1981, the Foundation initiated a program of matching grants to support endowment fund drives conducted by major arts organizations in Minnesota during the 1980's. Proposals in this program will be considered through calendar year 1990, when the program is scheduled to end. Since 1981, the Foundation's Board of Directors has approved six grants in this endowment program, including awards in 1989 of \$850,000 to The Walker Art Center's endowment campaign, and \$1,080,000 to the Science Museum of Minnesota for its endowment and capital campaign.

### **Bush Leadership Fellows Program**

The Bush Leadership Fellows Program is designed to enrich — through academic training, internship training, or both — the experience of a wide range of individuals in midcareer. Often the purpose is to help them prepare for greater responsibilities.

## Program Review

The Bush Leadership Fellows Program was started in 1965 by Archibald Granville Bush. He envisaged a program which would identify emerging leaders in many fields and support unusual development opportunities for them. He wanted to help these persons make significant advances in their work without the kind of financial obstacles he encountered early in his own business career.

Eligibility is restricted to residents of Minnesota, North Dakota, South Dakota and the 26 counties of western Wisconsin which are part of the Ninth Federal Reserve District.\* Applicants must be between the ages of 28 and 54 years with at least five years of work experience. The Foundation provides financial support to Bush Leadership Fellows for full-time midcareer study and development — sometimes involving a policy level internship experience and often leading to an academic degree. Fellows receive stipends of \$3,000 per month for from four to eighteen months, plus reimbursement of one half of tuition and fees up to a maximum of \$17,000, and a travel allowance of up to \$2,000.

In 1973, The Bush Foundation added a provision for shorter awards to The Bush Leadership Fellows Program. Successful applicants for Bush Summer Fellowships typically enroll in three to ten-week university programs to enhance managerial skills, usually on a non degree basis. Applicants for summer fellowships face the same geographic and age eligibility requirements but need seven years of work experience. Stipends of \$600 per week are awarded for three to ten weeks, plus a 50 percent tuition allowance up to \$9,000, and a \$600 transportation allowance.

Criteria for selection for both types of awards have emphasized demonstrated competence in past work coupled with clear career goals, as well as personal strengths, intellectual ability, and some involvement in community activities. The selection panels and interviewers try to evaluate all applicants on their individual merits, while keeping in mind that leadership or leadership potential is a critical quality. For the last several years, a clear majority of the selected Fellows has emphasized some aspect of administration or management during their studies and internships. This pattern seems likely to continue.

Final selection decisions are made by four-to-eight person panels of judges. These judges interview the finalists and select award winners. Most judges and interviewers are senior managers or administrators in this region. A few also have been Directors or staff members of The Bush Foundation. Consulting psychologists and persons from outside the region also have served as judges.

In 1989 The Bush Foundation awarded 19 Bush Leadership Fellowships, and 20 Bush Summer Fellowships. Recipients represented the fields of arts administration,

\* These Wisconsin counties are Ashland, Barron, Bayfield, Buffalo, Burnett, Chippewa, Douglas, Dunne, Eau Claire, Florence, Forest, Iron, LaCrosse, Lincoln, Oneida, Pepin, Pierce, Polk, Price, Rusk, St. Croix, Sawyer, Taylor, Trempeleau, Vilas, and Washburn.

**“For the last several years, a clear majority of the selected Fellows emphasized some aspect of administration or management during their studies and internships.”**

large and small business, church administration, city, county and state government, court administration, education, health care administration, journalism, law, minority economic development, social services, and public utilities.

This diversity in the career paths of fellowship recipients has characterized this program since its reception. The recipients list also is diverse as to race, gender and residence. In 1989, three selectees were from racial minority groups, and twenty-two were women, and 22 lived outside of the Twin Cities Metropolitan Area.

The names, residences, and occupations of the selection judges follow. A list of the 1989 Fellows can be found on page 66.

In June 1989, the Bush Foundation Board authorized expenditures of \$1,057,000 in stipends and tuition for fellowships to be awarded in 1990.

Inquiries about this program should be directed to John Archabal, The Bush Leadership Fellows Program, E-900 First National Bank, 332 Minnesota Street, Saint Paul, Minnesota 55101.

#### **Bush Leadership Fellows Judges**

| <b>Name and Residence</b>                       | <b>Primary Occupation</b>           |
|---|-------------------------------------|
| Dean Belbas<br>Edina, Minnesota                 | <i>Business Executive</i>           |
| Yvonne C. Condell<br>Moorhead, Minnesota        | <i>University Biology Professor</i> |
| W. Jeremy Davis<br>Grand Forks, North Dakota    | <i>Law School Dean</i>              |
| Clarence E. Harris<br>Saint Paul, Minnesota     | <i>Hospital Vice President</i>      |
| Dorrance W. Larson<br>Brookings, South Dakota   | <i>Consulting Psychologist</i>      |
| Alva W. Scarbrough<br>Sioux Falls, South Dakota | <i>Hospital Vice President</i>      |
| Henry J. Savelkoul<br>Albert Lea, Minnesota     | <i>Attorney</i>                     |
| Susan K. Stevens<br>Saint Paul, Minnesota       | <i>Management Consultant</i>        |
| Dr. Jon D. Wempner<br>Waconia, Minnesota        | <i>Family Physician</i>             |
| Helen M. Yates<br>Eagan, Minnesota              | <i>Hospital Vice President</i>      |

## Program Review

### **Bush Summer Fellows Judges**

| <b>Name and Residence</b>                 | <b>Primary Occupation</b>                       |
|---|---|
| Gary L. Butler<br>Richfield, Minnesota    | <i>Purchasing Agent</i>                         |
| James M. Hannon<br>Saint Paul, Minnesota  | <i>Business Executive</i>                       |
| Mary Hoaglund<br>Minneapolis, Minnesota   | <i>Education Consultant</i>                     |
| Donald E. Lemire<br>Saint Paul, Minnesota | <i>Personnel Consultant</i>                     |
| Nancy Parlin<br>River Falls, Wisconsin    | <i>University Vice Chancellor</i>               |
| Mary T. Phillips<br>Saint Paul, Minnesota | <i>Community College System Vice Chancellor</i> |
| Anne T. Truax<br>Minneapolis, Minnesota   | <i>University Administrator</i>                 |

### **Bush Public School Superintendents Program**

The fourteenth annual group of Bush Public School Superintendents was selected in April 1989.

The program provides an intensive six-week course for experienced public school superintendents and assistant superintendents in Minnesota and is designed to improve their leadership and financial management capacity. The six weeks of their participation are spread over eighteen months, and include the following segments: a twelve-day opening session emphasizing case study and discussion; three five-day sessions analyzing specific management issues; and a four-day final session. Also, during the entire period of their involvement in this program, participants work independently on a major project within their own school districts.

The curriculum emphasizes management skills, labor relations, and long-range planning for school districts. Professor John J. Mauriel of the University of Minnesota School of Management is the Academic Director of the Program. The fiscal agent is the Minnesota Association of School Administrators.

Inquiries concerning the program are welcomed by the Minnesota Association of School Administrators, 1884 Como Avenue, Saint Paul, Minnesota 55108. Applications are encouraged from women and minority candidates. The phone number is 612-645-1214.

A list of the individuals selected in 1989 to receive Bush Public School Superintendents awards can be found on page 68.

**“The curriculum emphasizes management skills, labor relations, and long-range planning for school districts.”**

### **Bush Principals Program**

The fourth annual group of elementary and secondary school principals and assistant principals was selected in April, 1989, to enter this mid-career training program. Participants are involved in thirty-four days of formal instruction spread over a two-year period. These sessions vary in length from three to twelve days. The primary mode of instruction is the case method of analysis. Faculty in the program act as advisors to participants during the time between formal sessions, when principals work on special school improvement projects within their own districts.

The main objective of the program is the improvement of instruction in elementary and secondary schools. The program attempts to reach this objective by improving principals' skills in areas such as teacher supervision, curriculum design, community-school relationships, and program evaluation.

Professor John J. Mauriel of the University of Minnesota School of Management is the Program Director. The fiscal agent is the Strategic Management Research Center of the University of Minnesota, 832 Management and Economics Building, 271 19th Avenue South, Minneapolis, Minnesota 55455. Inquiries concerning the program are welcomed by Professor Mauriel at this address. Applications are encouraged from women and minority candidates. The phone number is 612-624-5845.

A list of the individuals selected in 1989 to receive Bush Principals Program awards can be found on page 70.

### **Bush Medical Fellows Program**

Since 1979, Bush Medical Fellowships have been awarded to physicians in Minnesota, North Dakota, South Dakota and western counties in Wisconsin. This Program seeks to develop individual physicians' potential for increased competence and leadership in clinical medicine, health care delivery, administration, and education. It also seeks to improve the linkages between rural physicians and metropolitan specialists. Since 1986, the Program also is available to a limited number of metropolitan physicians seeking training for major administration or policy development positions.

In 1988, the Foundation staff and external consultants completed a major evaluation of the Medical Fellows Program. Evaluator Ilene B. Harris concluded that The Bush Medical Fellows Program "has proven itself beyond a doubt to have resulted in significant community health care benefits through the professional and personal development of the 73 Fellows to whom it has granted awards." An external consultant review panel concurred in Harris' conclusion, saying that the Program is "making a substantial contribution to revitalizing the medical practices and upgrading the clinical skills of the fellows, and

**"The main objective of the program is the improvement of instruction in elementary and secondary schools."**



## Program Review

ultimately improving the quality of medical services, especially in rural communities." The members of the external review team were: David A. Rogers, M.D., Walsh McDermott University Professor of Medicine at the New York Hospital - Cornell Medical Center, and Dean K. Whitla, Ph.D., Director of Instructional Research at Harvard University.

The Program provides selected physicians in Minnesota, North Dakota, South Dakota, and twenty-six counties in western Wisconsin\* with an opportunity to pursue individually-designed plans of study which take explicit account of health care needs in their communities. Approved plans are for three to twelve months. These programs usually include clinical study and/or studies to improve administrative, planning, and leadership skills. Award winners receive monthly stipends of \$3,500 and tuition and travel allowances totaling \$4,000 over the term of their fellowship. They may receive up to an additional \$10,000 for tuition on a 50 percent basis. Stipends are intended to cover Fellows' living expenses for the period of study during which their income from medical practice will be reduced or non-existent.

Two program choices are available. Primary care physicians practicing in non-metropolitan areas are eligible for medical programs and programs in medical administration, management, or policy development. Physicians practicing in metropolitan areas (defined for this purpose as the Twin Cities, Rochester, Duluth, Sioux Falls, and Rapid City) are eligible only for programs in medical administration, management, and policy development.

Applicants must be currently practicing physicians, at least thirty-five years of age with seven or more years of medical practice experience. They must be able to state clearly their needs and the opportunities available in their communities for the application of the new skills they seek.

Inquiries about the Bush Medical Fellows Program should be directed to Jon D. Wempner, M.D., Program Director, Bush Medical Fellows Program, Box 206, Waconia, Minnesota 55387.

### **Bush Medical Fellows Judges**

Harold W. Brunn  
North Central Medical Conference  
St. Paul, MN

Sally L. Graven  
Minneapolis, MN

John R. Frobenius  
St. Cloud Hospital  
St. Cloud, MN

Ellen Z. Green, M.D.  
Minneapolis, MN

\*These counties in Wisconsin are: Ashland, Barron, Bayfield, Buffalo, Burnett, Chippewa, Douglas, Dunn, Eau Claire, Florence, Forest, Iron, LaCrosse, Lincoln, Oneida, Pepin, Pierce, Polk, Price, Rusk, Saint Croix, Sawyer, Taylor, Trempeleau, Vilas, and Washburn.

Roland M. Hammer, M.D.  
River Falls Medical Clinic  
River Falls, WI

Robert O. Mulhausen, M.D.  
Ramsey Medical Center  
St. Paul, MN

Gerald T. Sailer, M.D.  
Hettinger Clinic  
Hettinger, ND

Michael R. Wilcox, M.D.  
New Prague Clinic  
New Prague, MN

### **Bush Artist Fellowships Program**

The Bush Foundation Artist Fellowships Program enables selected artists from Minnesota, North Dakota and South Dakota to set aside concentrated time for their work, and to increase the quality and pace of their career development. Since the program was initiated in 1976, a total of 161 Artist Fellowships have been awarded.

In March, 1989, the fourteenth group of Bush Artist Fellows was selected from 385 applicants. The artists selected are listed on page 74. The Bush Board recently elected to begin accepting applications from artists in 26 counties in western Wisconsin.\* Wisconsin artists may receive awards beginning in 1990. Other major aspects of the program remain unchanged.

Fellows are chosen from four artistic disciplines: literature (fiction and creative non-fiction, poetry, and playwriting); visual arts (painting, sculpting, printmaking, drawing, multimedia and performance art, photography, film, and video); choreography; and music composition.

The Foundation alternates the years in which choreography and music composition applications are accepted. Choreography applications were accepted in the fall of 1989, music composition applications will be accepted in the fall of 1990, and so on.

Fellowship candidates must be at least twenty-five years old and residents of Minnesota, North Dakota, South Dakota, or 26 counties in western Wisconsin, for twelve of the thirty-six months preceding the application deadline. Major selection criteria have included exemplary talent and demonstrated artistic ability in past work by the artists, and the estimated importance of the applicant's Fellowship plan to his or her development as an artist. Awards have been made to artists in varying stages of development, from emerging through mature, who have completed their formal training and education and have demonstrated a strong commitment to their art.

**“The Program enables selected artists . . . to set aside concentrated time for their work and to increase the quality of their career development.”**

\*These counties in Wisconsin are: Ashland, Barron, Bayfield, Buffalo, Burnett, Chippewa, Douglas, Dunn, Eau Claire, Florence, Forest, Iron, LaCrosse, Lincoln, Oneida, Pepin, Pierce, Polk, Price, Rusk, Saint Croix, Sawyer, Taylor, Trempeleau, Vilas, and Washburn.

## Program Review

Selection of Bush Artist Fellows is accomplished with a two-part panel review process. Separate preliminary judging panels for literature, visual arts, choreography, and music composition review application materials and select finalists. A final interdisciplinary panel then selects the Fellows. The judging panels, which are different every year, are composed of artists, curators, and critics from outside of Minnesota, North Dakota, South Dakota, and Wisconsin. Names of panelist are announced following the final selection of the Fellows.

Stipends for 1989 Artist Fellows were \$2,000 per month for six to eleven months, or a total possible stipend award of \$24,000 for a twelve to eighteen month Fellowship period. The program also provided additional funds of up to \$6,240 for travel and production expenses incurred in connection with each Fellow's work. The total amount of stipends and cost allowances authorized for 1989 Fellowships was \$453,600, and for 1990 is \$495,000.

Inquiries about this program should be directed to Sally Dixon, Program Director, The Bush Artist Fellowships Program, E-900 First National Bank Building, 332 Minnesota Street, Saint Paul, Minnesota, 55101.

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### **Bush Artist Fellowships Panelists**

#### **Preliminary Literature**

Richard Bausch, Fairfax, Virginia, *fiction writer*

Cynthia MacDonald, Houston, Texas, *poet*

Tobias Schneebaum, New York, New York, *non-fiction writer*

Adele Shank, La Jolla, California, *playwright*

#### **Preliminary Music Composition**

Bernard Rands, Boston, Massachusetts, *composer*

Morton Subotnick, Pecos, New Mexico, *composer*

Henry Threadgill, New York, New York, *composer*

#### **Preliminary Visual Arts**

John Caldwell, San Francisco, California, *Curator of Painting and Sculpture, San Francisco Museum of Modern Art, San Francisco, California*

Jacqueline Kain, Los Angeles, California, *Director of Broadcasting, KCET, Los Angeles, California*

Gary Metz, Providence, Rhode Island, *photographer*

Martin Puryear, Chicago, Illinois, *sculptor*

#### **Final Panel**

Bill Berkson, Bolinas, California, *poet/art writer*

John Caldwell

Francine du Plessix Gray, Cornwall Bridge, Connecticut, *non-fiction/fiction writer*

Cynthia MacDonald

Morton Subotnick

# Grantmaking Policies and Procedures

## Grantmaking Policies and Procedures

### Major Current Interests

- 1 The Bush Foundation is predominantly a regional grantmaking foundation, with broad interests in education, human services, health, arts and humanities, and in the development of leadership.
- 2 The Foundation is interested in education at all levels, with major emphasis in higher education. Recently, most of the Foundation's grantmaking in higher education has been in particular, pre-defined areas of emphasis. These include assisting private colleges with matching grants to complete capital fund drives and grants for faculty development.
- 3 The Foundation seeks to support projects which may help demonstrate and evaluate ways to lessen, prevent or resolve contemporary social problems. Those projects which involve the elements of relatively early intervention and reasonable cost are of particular interest.
- 4 The Foundation seeks to encourage the delivery of good health care, at reasonable cost to recipients and to society. The Foundation wishes to consider proposals for programs that will improve the quality, accessibility, and efficiency of health care services within the Foundation's geographic region. Recently, grants have been approved for programs to develop more information about the provision of health services within the region, and to improve the clinical and leadership skills of physicians.
- 5 Within its geographic region of major interest, the Foundation supports the arts and humanities, including music, theater, dance, visual arts, literature, and the general preservation of our cultural heritage. The Foundation also provides fellowships for individual artists in the region.
- 6 The development of leadership potential was of particular interest to the founder of The Bush Foundation, and continues to interest its directors and staff.
- 7 In several of the program areas discussed above, the Foundation has sought to promote minority opportunity. This also represents a continuing interest.
- 8 The Foundation supports programs of interest to women both in separate women's programs and in programs available to men and women. The Foundation's recent special interest in this area has been to support regional programs which improve the quantity and quality of options available for women and girls.

### Restrictions and Areas of High Selectivity

- 1 The Foundation will concentrate its major interest on projects originating in, or of special value to Minnesota, North Dakota and South Dakota. The Bush Leadership Fellows Program, the Bush Medical Fellows Program, and the Bush Artist Fellowships Program, include coverage of these states plus the counties of western Wisconsin which are part of the Ninth Federal Reserve District.

A limited number of non-regional programs have been approved, such as grants to support historically black private colleges and tribally-controlled Indian colleges. In each such case, the program outlines are discussed and approved by the Foundation Board prior to making the related initial grants. Proposals for projects outside the United States ordinarily will not be approved.

- 2 The Foundation ordinarily will not contribute to other private foundations, but this shall not preclude its joining with one or more foundations in a common effort of special interest.
- 3 The Foundation does not make direct grants to individuals except through established, defined programs such as the Bush Leadership Fellows Program, the Bush Artist Fellowships Program, and the Bush Medical Fellows Program. Ordinarily, the Foundation's grants are made only to non-profit, tax-exempt organizations.
- 4 Although the Foundation seeks to appraise each grant proposal on its merits, the following kinds of grant proposals are less likely to be approved than others:
  - a Proposals for building construction in medicine, and in public colleges and universities.
  - b Proposals requesting support to cover past operating deficits, or to retire mortgages or other debts.
  - c Proposals seeking general and continuing operating support.
- 5 The Foundation for some time has been reluctant to provide funds for basic research within established academic disciplines. In 1974, the Board voted to cease granting funds for research in the biomedical and health sciences.

### **Grantmaking Procedures**

*Responsibility for Decisions* All commitments of grant funds are made by the Board of Directors. Some foundations delegate authority from the Board to the staff for making final decisions on small grants. The Bush Foundation does not follow this practice. The Board usually meets quarterly, in February, April, June and October. (In even-numbered years, the April Board meeting deals only with planning questions and not with individual grant proposals.) The Grants Committee, a six-member subcommittee of the Board, discusses all grants prior to final Board action, and makes recommendations of final action to the Board.

*Time Required for Decisions* Grant proposals should be submitted to the President of the Foundation three and one half months prior to the Board meeting at which consideration of the proposal is desired. This normally is a minimum time needed to complete the steps required for consideration. But if the proposal is highly specialized, or if it requires the review of outside consultants, the process of consideration may take longer.

The Board has approved additional preliminary screening procedures for proposals from the University of Minnesota and its affiliated institutions, and for

## Grantmaking Policies and Procedures

requests seeking construction funds for major hospitals, medical centers, and public colleges and universities. The Foundation staff will explain these steps to anyone wishing further information about them.

Ordinarily, one member of the Foundation's program staff is assigned to work on a specific proposal when it is received by the Foundation. This staff member will suggest further discussion with the author of the proposal if it seems necessary, and may also seek other opinions, consultant assistance, and background information. This staff member will also be responsible for presenting the proposal, the results of the related investigation, and the program staff's composite recommendation to the Grants Committee and to the Board.

*Preliminary Inquiries* The Foundation staff welcomes brief preliminary letters inquiring about possible interest of the Foundation in providing funds for a particular project. The staff also is pleased to answer written or telephone inquiries concerning application procedures, desired documentation, timing problems, and so on.

In answering questions about the possible future Foundation action on a proposal idea, the staff replies usually will range from "possible" to "unlikely". These staff appraisals never signal quick, optimistic encouragement as to final outcome. At the same time, they rarely are so discouraging as to prohibit finally any further consideration. However, recent staff estimates suggesting that proposal ideas seemed "unlikely" to command Board interest and final approval have usually proven correct, even though the estimates do not commit or limit later Board action.

*Exploration of Other Sources of Support* Grant applicants ordinarily should explore all other possible sources of support in addition to The Bush Foundation. This exploration does not hurt the chances for a favorable decision by The Bush Foundation, but may improve the chances that the project will find support somewhere. In the event other sources do provide partial or full support, The Bush Foundation should be notified promptly, so that the staff may revise the amount requested in line with up-to-date and realistic needs.

### **Grant Proposals**

*Form of Presentation* There is no special form for applying for a grant. The proposals made to the Foundation vary widely as to purpose, and hence vary also as to the documentation needed for fair consideration. Plans which have been worked out thoughtfully and described concisely are always welcomed. Expensive brochures and extra packaging generally seem wasteful.

The Bush Foundation asks that applications for grants or other funds be submitted in writing. The following elements of information are needed for con-

sideration of an application, so that the Board of Directors may assess the probable significance of a request in relation to other proposals under consideration, or so that the Foundation may meet its responsibilities under the Tax Reform Act of 1969. Two copies of completed proposals are desired, if possible.

*Desired Contents — About the Applicant Organization*

- 1 Name and address of tax exempt organization which will be the recipient of the grant or funds.
  - 2 Appropriate evidence of the applicant organization's tax-exempt status. Such evidence should include:
    - a A copy of the organization's most recent tax-exempt ruling from the Internal Revenue Service to the applicant, or to a parent organization of the applicant, recognizing its exempt status under Section 501 (c) (3) of the Internal Revenue Code.
    - b A copy of the applicant's classification by the IRS as "a private foundation," "a private operating foundation," or "not a private foundation."
    - c A current declaration signed by an officer of the applicant organization that it has no notice of any adverse action by the IRS with respect to its exempt status or its classification.
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If such determination letters are not available, other evidence of the applicant's exempt status should be submitted with a declaration of no adverse action. Applicants that are a unit of government should submit a statement that they are such an agency, and include a copy of the statutory evidence creating the agency.

- 3 Information concerning the organization and the responsible officers who intend to carry out the project:
  - a The name(s) and qualifications of the person(s) who would administer the grant.
  - b The names and primary professional affiliations of the organization's directors or trustees.
  - c A brief description of the organization making the proposal. This should include a summary of its background, purpose, and experience in the area for which funds are requested.
  - d If available, an audited balance sheet and income and expense statement for the organization's previous fiscal year.
- 4 Position or relationship of the individual signing the application to the applicant organization. If the request comes from a department or individual in an organization, the request should also be endorsed by the administrative head of the organization. If possible, the endorsement also should comment upon the relative priority of the request compared with other needs which The Bush Foundation may be asked to support.



## Grantmaking Policies and Procedures

### *Desired Contents — About the Proposed Project*

- 5 The following information concerning the proposed project is needed. The nature and complexity of projects considered by the Foundation varies sufficiently, however, so that applicants may wish to consult with the Foundation's staff, either before or after submitting a formal application for funds, to inquire whether additional information or special documentation is necessary.
  - a A clear, concise description of the project, what it may be expected to achieve, and why it is important to undertake.
  - b A detailed income and expense budget for the project, showing how the requested funds would be spent and during what time periods and showing where the income is expected to come from. The budget should make clear how the major elements of income and expense were estimated. Applicants should specify when payment of funds is desired from the Foundation, and in what amount. If more than one payment is requested under the grant, a suggested schedule of payments should be provided.
  - c A statement of other possible sources of support, public or private, which have been or will be solicited concerning the project, including amounts requested to support it. A statement of funds which have been received or pledged is desired also. The application should specify what financial or other support the project would receive from the applicant organization.
  - d The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.
  - e If the project is to be continued after the period for which support has been requested, an explanation of how continuation of the project is to be financed. This explanation should include an income and expense projection for the program through one year beyond the last year for which Bush support is requested.
  - f For demonstration projects, research studies, and experiments, a description of similar work which has been carried out previously by other agencies would be helpful, along with an estimate of the significance of this prior work to the proposed project.
  - g Proposals seeking funds for basic research should be written so that the project and its importance may be understood by non-specialists, and also so that the specific work plan may be understood and reviewed by consultants in the specific discipline involved. The Foundation has been extremely selective in approving grants for basic research of all kinds.
- 6 If a grant is made for the proposed project by The Bush Foundation, the applicant will be expected to accept the terms and conditions specified in the Agreement of Donee. The funds may be spent only for the purposes granted, and uncommitted funds, if any, at the end of the grant period must be returned to the Foundation. The Foundation may require that interim and final reports be certified by a Certified Public Accountant.

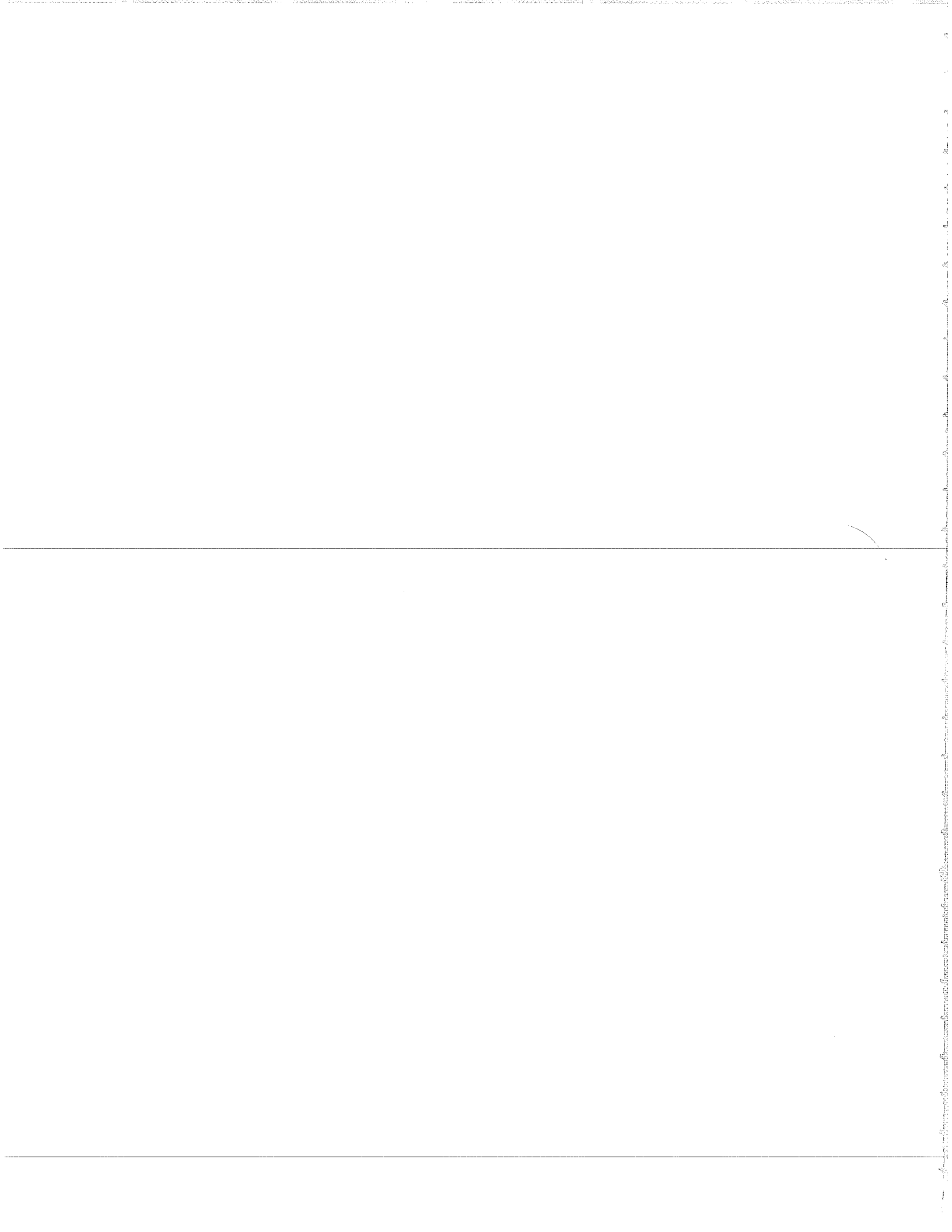
### **Administrative Provisions**

*Notification of the Board Vote* The Bush Foundation will send written notice to applicants concerning all Board decisions to approve or deny grant proposals, usually within ten days following the Board meeting involved. During this period, the Foundation notifies newspapers in Minnesota and the Dakotas and radio and television stations of grants which have been approved. The Foundation Center in New York City is also notified of approved grants so that its central data file may be kept current.

*Reports to the Foundation* The Foundation will require progress reports at least annually stating what has been accomplished by expenditures of the grant funds, along with appropriate financial reports as to how the funds were spent. Grant funds may be spent only for the purposes granted. Uncommitted funds at the end of the grant period must be returned to the Foundation unless other arrangements have been proposed beforehand and approved formally by the Foundation's Board of Directors. Following the end of the period for which funds were granted, the grantee must provide the Foundation with a final financial accounting for the grant funds and an evaluation and summary of the results obtained.

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*Disposition of Foundation Papers* In October, 1980, The Bush Foundation Board approved an archive agreement with the Minnesota Historical Society which provides that Foundation papers of potential historical interest will be catalogued and stored by the Society, and eventually will be available to scholars and other interested persons. The files of approved and denied grant applications and of fellowship applications will not be given public access, however, until fifty years following the date when those files were created. Other items such as annual reports or clipping files, which are either imminently publishable or already published, will be given immediate public access by the Society.



Grants to Institutions  
Grants to Individuals

Foundation Grants

## Grants to Institutions

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| <b>Arts and Humanities</b>  |               |                   |                  |                     |
| <b>Literature</b>   |               |                   |                  |                     |
| Coffee House Press,<br>Minneapolis<br><i>To support the marketing efforts of this literary press</i>  | \$ 21,000     | \$ —              | 9,000            | \$ —                |
| Graywolf Press,<br>Saint Paul<br><i>To support publication of a memoir series</i>   | 75,000        | —                 | 20,000           | 20,000              |
| The Loft, Inc.,<br>Minneapolis<br><i>To hire a consultant and to match net increased gifts from individuals</i>                             | 14,000        | —                 | 10,000           | —                   |
| <i>To match net increased private gifts received in 1989-90</i>   | 20,000        | 20,000            | —                | 20,000              |
| Milkweed Chronicle, Inc.,<br>Minneapolis<br><i>To support a series of collaborative books by writers and visual artists</i>                 | 32,000        | —                 | 16,000           | —                   |
| <b>Music</b>  |               |                   |                  |                     |
| Minnesota Opera Company,<br>Saint Paul<br><i>To support the 1988-89 and 1989-90 seasons</i>   | 172,000       | 172,000           | 172,000          | —                   |
| Minnesota Orchestral Association,<br>Minneapolis<br><i>To support the 1988-89 and 1989-90 seasons</i>                                       | 441,000       | 441,000           | 441,000          | —                   |
| Saint Paul Chamber Orchestra Society,<br>Saint Paul<br><i>Endowment challenge grant</i>   | 1,000,000     | —                 | —                | 500,000             |
| <i>To support the 1988-89 and 1989-90 seasons</i>   | 385,000       | —                 | 195,000          | —                   |
| <b>Theater</b>  |               |                   |                  |                     |
| At the Foot of the Mountain,<br>Minneapolis<br><i>To support the further development of multi-cultural programs at this women's theater</i> | 39,000        | —                 | 6,000            | —                   |
| Children's Theatre Company and School,<br>Minneapolis<br><i>A three-year matching grant for its cash reserve fund</i>                       | 120,000       | —                 | 40,000           | 40,000              |

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| Guthrie Theater Foundation,<br>Minneapolis                                |               |                   |                  |                     |
| <i>To help endow and renovate the Theater</i>                             | \$2,000,000   | \$ —              | \$1,000,000      | \$1,000,000         |
| <i>To support the 1989-90 and 1990-91 seasons</i>                         | 409,000       | 409,000           | 200,000          | 209,000             |
| Hallie Q. Brown Community House,<br>Saint Paul                            |               |                   |                  |                     |
| <i>To support planning efforts of Penumbra Theatre</i>                    | 29,300        | 29,300            | 29,300           | —                   |
| Mixed Blood Theatre Company,<br>Minneapolis                               |               |                   |                  |                     |
| <i>To match increased private contributions, and to hire a consultant</i> | 24,000        | —                 | 20,000           | —                   |
| <i>To match increased private contributions in its 1989-90 season</i>     | 10,000        | 10,000            | —                | 10,000              |
| Red Eye Collaboration,<br>Minneapolis                                     |               |                   |                  |                     |
| <i>To renovate this theater's space and for program support</i>           | 53,540        | 53,540            | 41,040           | 12,500              |
| Southern Theater Foundation,<br>Minneapolis                               |               |                   |                  |                     |
| <i>To support marketing and public relations activities</i>               | 50,000        | —                 | 22,500           | —                   |
| Theatre de la Jeune Lune,<br>Minneapolis                                  |               |                   |                  |                     |
| <i>To support artistic initiatives</i>                                    | 55,000        | 55,000            | 25,000           | 30,000              |
| <b>Visual Arts</b>  |               |                   |                  |                     |
| Film in the Cities, Inc.,<br>Saint Paul                                   |               |                   |                  |                     |
| <i>To support the salary of a managing director</i>                       | 60,000        | —                 | 20,000           | 10,000              |
| Intermedia Arts of Minnesota, Inc.,<br>Minneapolis                        |               |                   |                  |                     |
| <i>To support programs in 1988-89 and 1989-90</i>                         | 35,000        | —                 | 15,000           | —                   |
| University of North Dakota,<br>Grand Forks, North Dakota                  |               |                   |                  |                     |
| <i>To help renovate a building for the North Dakota Museum of Art</i>     | 75,000        | 75,000            | 75,000           | —                   |
| Visual Arts Information Service,<br>Minneapolis                           |               |                   |                  |                     |
| <i>To support "Artpaper"</i>  | 10,000        | 10,000            | 10,000           | —                   |

## Grants to Institutions

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| Walker Art Center,<br>Minneapolis<br><i>Toward exhibition program expenses over three years</i>   | \$ 450,000    | —                 | \$ 150,000       | \$ —                |
| <i>To support its endowment</i>   | 850,000       | 850,000           | —                | 850,000             |
| <b>Humanities</b>   |               |                   |                  |                     |
| Mille Lacs Reservation Business Committee,<br>Onamia, Minnesota<br><i>To support an oral history project</i>  | 34,731        | 34,731            | 34,731           | —                   |
| Minnesota Historical Society,<br>Saint Paul<br><i>To purchase rare books, works of art, and other items for the Society's collection</i>                              | 150,000       | —                 | 25,000           | —                   |
| <i>Toward construction of the Minnesota History Center</i>  | 750,000       | —                 | 750,000          | —                   |
| North Dakota Heritage Foundation, Inc.,<br>Bismarck, North Dakota<br><i>To help complete permanent exhibits of the North Dakota Heritage Center</i>                   | 90,000        | 90,000            | 90,000           | —                   |
| State Historical Society<br>of North Dakota<br>Bismarck, North Dakota<br><i>Toward its newspaper microfilming project</i>   | 100,000       | —                 | 25,000           | —                   |
| <b>Other</b>  |               |                   |                  |                     |
| Artspace Projects, Inc.,<br>Minneapolis<br><i>To support planning efforts to renovate space for artists and a Twin Cities arts tour</i>                               | 27,700        | —                 | 27,700           | —                   |
| Minnesota Alliance for Arts in Education,<br>Minneapolis<br><i>To support its membership campaign and to match increased contributions in 1989-90</i>                 | 9,250         | 9,250             | 4,000            | 5,250               |
| Saint Louis County Heritage and Arts<br>Center,<br>Duluth, Minnesota<br><i>To renovate the Depot, an arts and humanities center</i>                                   | 10,000        | 10,000            | 10,000           | —                   |
| Saint Paul-Ramsey United Arts Council,<br>Saint Paul<br><i>To help establish a regranting program for small arts organizations to develop professional management</i> | 45,000        | —                 | 30,000           | 15,000              |

| Organization and Purpose  | Initial Grant | Appropriated 1989  | Amount Paid 1989   | Unpaid Balance 1989 |
|---|---------------|--------------------|--------------------|---------------------|
| Science Museum of Minnesota,<br>Saint Paul<br><i>To help endow the Museum and renovate exhibits</i> | \$1,080,000   | \$1,080,000        | \$ 540,000         | \$ 540,000          |
| <b>TOTAL</b>  |               | <b>\$3,348,821</b> | <b>\$4,053,271</b> | <b>\$3,261,750</b>  |

## Education

### Elementary and Secondary Education

|  |           |           |         |           |
|--|-----------|-----------|---------|-----------|
| AFS International/Intercultural Programs, Inc.,<br>New York, New York<br><i>For an international exchange program for teachers from Minnesota and the Dakotas</i>                              | 130,000   | —         | 50,000  | 30,000    |
| Concordia College,<br>Moorhead, Minnesota<br><i>Toward a construction project for the Concordia Language Villages</i>  | 50,000    | 50,000    | —       | 50,000    |
| Guadalupe Area Project, Inc.,<br>Saint Paul<br><i>Toward construction of a new classroom building</i>  | 50,000    | —         | 50,000  | —         |
| Independent School District #625,<br>Saint Paul<br><i>For an evaluation of the Saturn School of Tomorrow</i>   | 90,000    | 90,000    | 45,000  | 45,000    |
| Minnesota Association of School Administrators,<br>Saint Paul<br><i>Continued support for a mid-career management training program for public school district superintendents in Minnesota</i> |           |           |         |           |
| 1985 grant   | 1,279,466 | —         | 215,000 | 94,466    |
| 1988 grant   | 1,558,720 | —         | 235,000 | 1,323,720 |
| Native American Rights Fund,<br>Boulder, Colorado<br><i>To develop an education code for public schools on the Rosebud Indian Reservation in South Dakota</i>                                  | 50,000    | 50,000    | 50,000  | —         |
| University of Minnesota,<br>Minneapolis<br><i>Continued support for a mid-career management training program for school principals and assistant principals</i>                                |           |           |         |           |
| 1987 grant   | 778,180   | —         | 378,620 | 58,500    |
| 1989 grant   | 1,479,326 | 1,479,326 | —       | 1,479,326 |



## Grants to Institutions

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| University of North Dakota,<br>Grand Forks, North Dakota<br><i>Toward a pilot program to reduce attrition among beginning teachers in North Dakota's rural schools</i> | \$ 223,948    | \$ 223,948        | \$ —             | \$ 223,948          |
| <b>Higher Education</b>  |               |                   |                  |                     |
| <i>Capital Challenge Grants to UNCF Colleges (in cooperation with The William and Flora Hewlett Foundation)</i>  |               |                   |                  |                     |
| Claffin College,<br>Orangeburg, South Carolina   | 152,000       | —                 | 152,000          | —                   |
| Clark College,<br>Atlanta, Georgia   | 350,000       | —                 | —                | 350,000             |
| Dillard University,<br>New Orleans, Louisiana  | 500,000       | —                 | 500,000          | —                   |
| Lane College,<br>Jackson, Tennessee  | 175,000       | 175,000           | —                | 175,000             |
| Rust College,<br>Holly Springs, Mississippi  | 275,000       | —                 | 275,000          | —                   |
| Wilberforce University,<br>Wilberforce, Ohio   | 300,000       | 300,000           | 156,680          | 143,320             |
| Xavier University of Louisiana,<br>New Orleans, Louisiana  | 900,000       | 900,000           | —                | 900,000             |
| <i>Capital Challenge Grants to Minnesota and Dakota Colleges</i>   |               |                   |                  |                     |
| Bethany Lutheran College,<br>Mankato, Minnesota  | 175,000       | 175,000           | 175,000          | —                   |
| College of Saint Thomas,<br>Saint Paul   | 1,000,000     | —                 | 500,000          | —                   |
| Concordia College,<br>Moorhead, Minnesota  | 1,000,000     | 1,000,000         | —                | 1,000,000           |
| Gustavus Adolphus College,<br>St. Peter, Minnesota   | 1,000,000     | 1,000,000         | —                | 1,000,000           |
| Jamestown College,<br>Jamestown, North Dakota  | 122,500       | —                 | 122,500          | —                   |
| Saint Olaf College,<br>Northfield, Minnesota   | 1,000,000     | 1,000,000         | —                | 1,000,000           |
| <i>Faculty Development Planning Grants to UNCF Colleges (in cooperation with The William and Flora Hewlett Foundation)</i>   |               |                   |                  |                     |
| Clark Atlanta University,<br>Atlanta, Georgia  | 10,000        | 10,000            | 10,000           | —                   |
| Florida Memorial College,<br>Miami, Florida  | 10,000        | 10,000            | 10,000           | —                   |
| Jarvis Christian College,<br>Hawkins, Texas  | 10,000        | 10,000            | 10,000           | —                   |
| Saint Augustine's College,<br>Raleigh, North Carolina  | 10,000        | 10,000            | 10,000           | —                   |

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| <i>Faculty Development Program Grants to UNCF Colleges (in cooperation with the William and Flora Hewlett Foundation)</i> |               |                   |                  |                     |
| Benedict College, Columbia, South Carolina  | \$ 210,000    | \$ —              | \$ 70,000        | \$ 70,000           |
| Clafin College, Orangeburg, South Carolina  | 99,650        | —                 | 35,400           | 29,550              |
| Dillard University, New Orleans, Louisiana  | 210,000       | 210,000           | 70,000           | 140,000             |
| Fisk University, Nashville, Tennessee   | 107,758       | —                 | 35,870           | 36,398              |
| Hampton University, Hampton, Virginia   | 390,000       | —                 | 130,000          | 130,000             |
| Johnson C. Smith University, Charlotte, North Carolina  | 210,000       | —                 | 70,000           | —                   |
| LeMoyne-Owen College, Memphis, Tennessee  | 105,000       | —                 | 35,000           | 35,000              |
| Morehouse College, Atlanta, Georgia   | 210,000       | 210,000           | 70,000           | 140,000             |
| Morris Brown College, Atlanta, Georgia  | 210,000       | —                 | 70,000           | 70,000              |
| Morris College, Sumter, South Carolina  | 105,000       | 105,000           | 35,000           | 70,000              |
| Paine College, Augusta, Georgia   | 105,000       | —                 | 35,000           | —                   |
| Rust College, Holly Springs, Mississippi  | 105,000       | 105,000           | 38,300           | 66,700              |
| Spelman College, Atlanta, Georgia   | 211,200       | —                 | 81,551           | —                   |
| Stillman College, Tuscaloosa, Alabama   | 105,000       | —                 | 35,000           | 35,000              |
| Talladega College, Talladega, Alabama   | 105,000       | 105,000           | 35,000           | 70,000              |
| Tougaloo College, Tougaloo, Mississippi   | 52,500        | 52,500            | 35,000           | 17,500              |
| Tuskegee University, Tuskegee, Alabama  | 390,000       | —                 | 130,000          | —                   |
| Voorhees College, Denmark, South Carolina   | 105,000       | —                 | 35,000           | 35,000              |
| Xavier University of Louisiana, New Orleans, Louisiana  | 210,000       | —                 | 70,000           | —                   |
| <i>Faculty Development Planning Grants in Minnesota and the Dakotas</i>   |               |                   |                  |                     |
| Augsburg College, Minneapolis   | 10,000        | 10,000            | 10,000           | —                   |
| Bethel College and Seminary, Saint Paul   | 10,000        | 10,000            | 10,000           | —                   |
| Black Hills State College Foundation, Spearfish, South Dakota   | 10,000        | 10,000            | 10,000           | —                   |
| College of St. Catherine, Saint Paul  | 10,000        | 10,000            | 10,000           | —                   |
| College of Saint Scholastic, Inc., Duluth, Minnesota  | 10,000        | 10,000            | 10,000           | —                   |

## Grants to Institutions

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| Concordia College,<br>Moorhead, Minnesota  | \$ 194,900    | \$ —              | \$ 60,700        | \$ —                |
| Concordia College,<br>Saint Paul   | 10,000        | 10,000            | 10,000           | —                   |
| Minot State University,<br>Minot, North Dakota   | 10,000        | 10,000            | 10,000           | —                   |
| Minnesota Community College System,<br>Saint Paul  | 913,900       | —                 | 307,145          | 303,920             |
| Minneapolis College of Art and Design,<br>Minneapolis  | 10,000        | 10,000            | 10,000           | —                   |
| North Dakota State Board of Higher<br>Education,<br>Bismarck, North Dakota                           | 390,000       | —                 | 130,000          | 130,000             |
| South Dakota School of Mines and<br>Technology,<br>Rapid City, South Dakota                          | 10,000        | 10,000            | 10,000           | —                   |
| South Dakota State University,<br>Brookings, South Dakota  | 10,000        | 10,000            | 10,000           | —                   |
| Sioux Falls College,<br>Sioux Falls, South Dakota  | 10,000        | 10,000            | 10,000           | —                   |
| St. John's University,<br>Collegeville, Minnesota  | 10,000        | 10,000            | 10,000           | —                   |
| Saint Mary's College,<br>Winona, Minnesota   | 180,000       | —                 | 60,000           | —                   |
| Saint Mary's College,<br>Winona, Minnesota   | 10,000        | 10,000            | 10,000           | —                   |
| St. Olaf College,<br>Northfield, Minnesota   | 10,000        | 10,000            | 10,000           | —                   |
| University of Minnesota,<br>Saint Paul   | 149,910       | —                 | 50,126           | 53,913              |
| University of Minnesota Foundation,<br>Minneapolis   | 10,000        | 10,000            | 10,000           | —                   |
| University of North Dakota,<br>Grand Forks, North Dakota   | 10,000        | 10,000            | 10,000           | —                   |
| <i>Faculty Development Program Grants in<br/>Minnesota and the Dakotas</i>                           |               |                   |                  |                     |
| Minnesota State University System,<br>Saint Paul   | 608,153       | 608,153           | 118,485          | 489,668             |
| North Dakota State University,<br>Fargo, North Dakota  | 218,004       | 218,004           | 109,002          | 109,002             |
| University of Minnesota,<br>Minneapolis  | 52,600        | 52,600            | 25,530           | 27,070              |
| <i>Grants to Tribally-Controlled Indian<br/>Colleges</i>   |               |                   |                  |                     |
| Blackfeet Community College,<br>Browning, Montana<br><i>Faculty development program</i>              | 25,000        | 25,000            | 25,000           | —                   |
| Fort Berthold College Center,<br>New Town, North Dakota<br><i>Faculty development planning grant</i> | 10,000        | 10,000            | 10,000           | —                   |

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| Oglala Lakota College,<br>Kyle, South Dakota<br><i>For construction of a classroom building on the Pine Ridge Reservation</i>  | \$ 225,000    | \$ —              | \$ 131,955       | \$ —                |
| <i>To support a faculty development program</i>  | 75,000        | —                 | 50,000           | 25,000              |
| Salish Kootenai College,<br>Pablo, Montana<br><i>For a faculty development program</i>   | 75,000        | 75,000            | 25,000           | 50,000              |
| Sinte Gleska College Center,<br>Rosebud, South Dakota<br><i>To support a faculty development program</i>   | 74,745        | —                 | 24,915           | —                   |
| Standing Rock Community College,<br>Fort Yates, North Dakota<br><i>Continued support for a faculty development program</i>   | 75,000        | 75,000            | 25,000           | 50,000              |
| Turtle Mountain Community College, Inc.,<br>Belcourt, North Dakota<br><i>Faculty development program</i>   | 75,000        | 75,000            | 25,000           | 50,000              |
| <b>Other Higher Education</b>  |               |                   |                  |                     |
| Native American Educational Services,<br>Minneapolis<br><i>To develop a legal studies curriculum for the Twin Cities campus</i>  | 35,000        | 35,000            | 20,000           | 15,000              |
| North Dakota State University,<br>Fargo, North Dakota<br><i>To help start a program to train family therapists</i>   | 190,352       | —                 | 63,468           | —                   |
| United Negro College Fund, Inc.,<br>New York, New York<br><i>To support the annual fund drives in 1989, 1990, and 1991</i>   | 300,000       | —                 | 100,000          | 200,000             |
| University of Minnesota,<br>Minneapolis<br><i>Planning grant for a program for recruitment and retention of minority students in teacher training programs</i>                 | 26,118        | 26,118            | 26,118           | —                   |
| University of Minnesota Foundation,<br>Minneapolis<br><i>To support planning for educational opportunities for child welfare workers</i>                                       | 30,768        | 30,768            | 30,768           | —                   |
| University of Minnesota,<br>Saint Paul<br><i>For a program at the Institute of Child Development which provides information on children and families to state policymakers</i> | 96,464        | 96,464            | 47,616           | 48,848              |

## Grants to Institutions

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| <b>Academic Library Automation</b>  |               |                   |                  |                     |
| Augustana College,<br>Sioux Falls, South Dakota<br><i>To support a library automation project for a consortium of four libraries in Sioux Falls</i>   | \$ 150,000    | \$ —              | \$ 120,000       | \$ —                |
| Dakota Wesleyan University,<br>Mitchell, South Dakota<br><i>To assist the college in joining the South Dakota Library Network</i>   | 37,309        | 37,309            | 37,309           | —                   |
| <b>Mathematics and Science Programs for Girls</b>   |               |                   |                  |                     |
| American Association for the Advancement of Science,<br>Washington, DC<br><i>To support a math/science training program with Girl Scout councils in Minnesota, North and South Dakota</i>   | 487,819       | 487,819           | 291,836          | 195,983             |
| College of Saint Scholastica, Inc.,<br>Duluth, Minnesota<br><i>To plan an elementary school mathematics and science program for girls</i>   | 25,836        | 25,836            | 25,836           | —                   |
| Girls Club of Rapid City, Inc.,<br>Rapid City, South Dakota<br><i>To support expansion of Operation SMART, a mathematics and science program for girls</i>                                  | 128,136       | 128,136           | 64,930           | 63,206              |
| Intermediate District #287 - Hennepin<br>Technical Institute,<br>Plymouth, Minnesota<br><i>To support Project Link, a science program for girls</i>   | 179,858       | —                 | 86,487           | —                   |
| State of Minnesota, Department of<br>Education,<br>Saint Paul<br><i>To plan a statewide program in mathematics and science for girls and minorities</i>                                     | 44,910        | 44,910            | 44,910           | —                   |
| North Dakota State Board for Vocational<br>Education,<br>Bismarck, North Dakota<br><i>To plan a program for girls in math/science and vocational education in northeastern North Dakota</i> | 107,800       | 107,800           | 107,800          | —                   |
| University of Minnesota,<br>Minneapolis<br><i>To support EQUALS, a teacher education mathematics program which helps girls</i>  | 389,205       | —                 | 193,673          | —                   |

| Organization and Purpose  | Initial Grant | Appropriated 1989  | Amount Paid 1989   | Unpaid Balance 1989 |
|---|---------------|--------------------|--------------------|---------------------|
| Young Women's Christian Association of Minneapolis, Minneapolis<br><i>To support Operation SMART, a math/science program for girls</i>  | \$ 64,550     | \$ 64,550          | \$ 64,550          | —                   |
| <b>Other Education</b>  |               |                    |                    |                     |
| American Indian OIC, Inc., Minneapolis<br><i>Support of professional sales training program</i>   | 101,601       | —                  | 39,108             | 20,531              |
| Minority Education Recruiters and Counselors, Minneapolis<br><i>Toward salaries and program planning for an education and employment opportunity program for minority students and adults</i> | 35,000        | 35,000             | 35,000             | —                   |
| Minnesota Adult Literacy Campaign, Inc., Saint Paul<br><i>For public education about adult literacy programs</i>  | 75,000        | —                  | 25,000             | 25,000              |
| Minnesota Hispanic Education Program, Inc., Saint Paul<br><i>To increase Hispanic parents' involvement in the education of their children</i>   | 47,526        | —                  | 14,850             | 7,926               |
| <b>TOTAL</b>  |               | <b>\$9,689,241</b> | <b>\$6,838,038</b> | <b>\$10,683,495</b> |

## Health

|  |         |        |        |        |
|--|---------|--------|--------|--------|
| Children's Hospital, Inc., Saint Paul<br><i>To develop the Midwest Children's Resource Center for child abuse</i>  | 150,000 | —      | 50,000 | —      |
| Duluth Community Health Center, Inc., Duluth, Minnesota<br><i>For building renovations</i>                         | 22,000  | 22,000 | 22,000 | —      |
| Equity Services of Saint Paul, Inc., Saint Paul<br><i>To expand a Homemaker/Home Health Aid Service</i>            | 25,000  | —      | 10,000 | —      |
| Family Practice Center, Inc., Sioux Falls, South Dakota<br><i>To develop rural rotations for medical residents</i> | 145,000 | —      | 45,700 | 47,708 |

## Grants to Institutions

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989  | Unpaid Balance 1989 |
|--|---------------|-------------------|-------------------|---------------------|
| Freshwater Foundation,<br>Navarre, Minnesota<br><i>To support publication of an environmental health newsletter</i>                      |               |                   |                   |                     |
| 1986 grant   | \$ 254,323    | \$ —              | \$ 24,842         | \$ —                |
| 1988 grant   | 31,929        | —                 | 12,855            | —                   |
| Minneapolis Children's Medical Center,<br>Minneapolis<br><i>To help start an Inter-Agency Child Abuse Evaluation Center</i>              | 100,000       | —                 | 30,000            | 20,000              |
| St. Mary's Hospital,<br>Pierre, South Dakota<br><i>To start a parent education program</i>   | 106,093       | —                 | 20,760            | —                   |
| St. Olaf Hospital Association,<br>Austin, Minnesota<br><i>Toward expansion of a mental health center</i>                                 | 46,000        | 46,000            | —                 | 46,000              |
| Saint Paul-Ramsey Hospital and Medical Center,<br>Saint Paul<br><i>To expand a supported living program for mentally ill people</i>      | 50,000        | —                 | 10,000            | —                   |
| Tri-Valley Opportunity Council, Inc.<br>Crookston, Minnesota<br><i>To educate migrants farmworkers about the dangers of toxic lead</i>   | 22,038        | 22,038            | 14,096            | 7,942               |
| University of North Dakota,<br>Grand Forks, North Dakota<br><i>To support the Center for Rural Health Services, Policy, and Research</i> | 500,479       | —                 | 47,427            | —                   |
| <i>For an AIDS prevention program on North Dakota Indian reservations</i>  | 412,006       | 412,006           | —                 | 412,006             |
| Vail Place,<br>Minneapolis<br><i>To support renovation of a building for a program for chronically mentally ill people</i>               | 11,250        | 11,250            | 11,250            | —                   |
| West Side Community Health Center, Inc.,<br>Saint Paul<br><i>To expand a building for a neighborhood clinic</i>                          | 100,000       | —                 | —                 | 100,000             |
| <b>TOTAL</b>   |               | <b>\$ 513,294</b> | <b>\$ 298,930</b> | <b>\$ 633,656</b>   |

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| <b>Human Services</b>  |               |                   |                  |                     |
| <b>Youth and Family Services</b>   |               |                   |                  |                     |
| Association for the Advancement of Hmong Women in Minnesota, Minneapolis<br><i>To expand a teen pregnancy prevention program</i>   | \$ 40,000     | \$ 40,000         | \$ 25,000        | \$ 15,000           |
| Association for Retarded Citizens Suburban, Burnsville, Minnesota<br><i>Toward its consumer case management demonstration project</i>  | 20,868        | 20,868            | 20,868           | —                   |
| Boys' Club of Rapid City, Inc., Rapid City, South Dakota<br><i>Toward costs of a new building for a junior retailers program</i>   | 15,000        | 15,000            | 15,000           | —                   |
| Boys & Girls Club of Minneapolis, Minneapolis<br><i>Start-up support for a new multi-service community center</i>  | 75,000        | —                 | 25,000           | 10,000              |
| Bridge for Runaway Youth, Inc., Minneapolis<br><i>Toward a capital drive</i>   | 27,000        | 27,000            | 27,000           | —                   |
| Catholic Charities of the Diocese of Fargo, Inc., Fargo, North Dakota<br><i>Toward support for a capital project</i>   | 120,000       | —                 | 60,000           | —                   |
| Catholic Charities of the Diocese of St. Cloud, St. Cloud, Minnesota<br><i>Toward a capital project</i>  | 30,000        | 30,000            | 15,000           | 15,000              |
| Children's Defense Fund, Saint Paul<br><i>To support an office in Minnesota to study state policies which affect low-income children</i>   | 139,000       | —                 | 39,000           | —                   |
| Children's Home Society of Minnesota, Saint Paul<br><i>To support a capital fund campaign</i>  | 250,000       | —                 | 250,000          | —                   |
| Children's Home Society of South Dakota, Sioux Falls, South Dakota<br><i>Toward a capital campaign to expand a residential treatment facility for emotionally disturbed children</i> | 125,000       | 125,000           | —                | 125,000             |
| The City, Inc., Minneapolis<br><i>Toward support of a program to deter youth drug and gang activity</i>  | 75,000        | 75,000            | 50,000           | 25,000              |



## Grants to Institutions

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| Family Alternatives, Inc.,<br>Minneapolis<br><i>To increase the number of Black foster homes for Black children</i>   | \$ 44,000     | \$ 44,000         | \$ 24,000        | \$ 20,000           |
| Home on the Range for Boys, Sentinel Butte,<br>North Dakota<br><i>To develop a treatment program for sexual abuse offenders and victims</i>                               | 52,000        | —                 | 20,000           | —                   |
| Interfaith Outreach & Community Partners,<br>Wayzata, Minnesota<br><i>To expand its Partners in Employment program for low-income, single parent women</i>                | 10,000        | 10,000            | 10,000           | —                   |
| Lutheran Social Services of South Dakota,<br>Sioux Falls, South Dakota<br><i>To support a construction project at Woodfield Center for emotionally disturbed children</i> | 100,000       | —                 | 100,000          | —                   |
| Manpower Demonstration Research Corporation,<br>New York, New York<br><i>Pilot program for disadvantaged teen mothers in Minnesota</i>                                    | 150,000       | 150,000           | 75,000           | 75,000              |
| Minneapolis American Indian Center,<br>Minneapolis<br><i>Toward its Indian Child Welfare Program</i>  | 44,000        | 44,000            | 24,000           | 20,000              |
| Parents Anonymous of Minnesota, Inc.,<br>Saint Paul<br><i>Operating support to expand chapters throughout the state of Minnesota</i>                                      | 57,500        | 57,500            | 37,500           | 20,000              |
| Perspectives, Inc.,<br>Minnetonka, Minnesota<br><i>Toward planning for a transitional living program for female ex-offenders and their children</i>                       | 22,000        | 22,000            | 22,000           | —                   |
| Red Horse Lodge,<br>Fort Thompson, South Dakota<br><i>To begin a counseling program for teenaged parents on the Crow Creek Indian Reservation</i>                         | 26,940        | —                 | 10,000           | —                   |
| Southeastern Mental Health Center,<br>Sioux Falls, South Dakota<br><i>Toward renovation of space for treatment programs for sex offenders</i>                             | 45,000        | 45,000            | —                | 45,000              |
| Saint Paul Youth Service Bureau, Inc.,<br>Saint Paul<br><i>To expand Cross Streets Program for runaway youth</i>  | 18,000        | 18,000            | 18,000           | —                   |

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| Urban Coalition of Minneapolis,<br>Minneapolis<br><i>To assist transition of its SMART START Education program to other agencies</i>                       | \$ 14,638     | \$ 14,638         | \$ 14,638        | \$ —                |
| Valley-Lake Boy's Home, Inc.,<br>Breckenridge, Minnesota<br><i>Toward Phase II of a capital project for a residential treatment home for troubled boys</i> | 30,000        | 30,000            | —                | 30,000              |
| Village Family Service Center,<br>Bismarck, North Dakota<br><i>Toward its New Generation Program</i>   | 72,900        | 72,900            | 37,500           | 35,400              |
| Volunteers in Partnership, Inc.,<br>Brainerd, Minnesota<br><i>Operating support for a volunteer counseling program for troubled youth</i>                  | 70,000        | —                 | 30,000           | —                   |
| <b>Domestic Violence</b>   |               |                   |                  |                     |
| Abused Adult Resource Center,<br>Bismarck, North Dakota<br><i>Toward support of a new battered women's shelter</i>   | 65,213        | 65,213            | 43,475           | 21,738              |
| Alexandra House, Inc.,<br>Circle Pines, Minnesota<br><i>To encourage police and court intervention in family violence cases</i>                            | 10,000        | 10,000            | 10,000           | —                   |
| BIHA Women In Action,<br>Minneapolis<br><i>Educational materials on domestic violence for Southeast Asians</i>   | 22,820        | 22,820            | 22,820           | —                   |
| Central Minnesota Task Force<br>on Battered Women,<br>Saint Cloud, Minnesota<br><i>Toward renovation of a battered women's shelter</i>                     | 15,000        | 15,000            | 15,000           | —                   |
| The Children's Inn, Inc.,<br>Sioux Falls, South Dakota<br><i>Toward construction of a new battered women's shelter</i>                                     | \$ 75,000     | \$ 75,000         | \$ —             | \$ 75,000           |
| Domestic Abuse Project, Inc.,<br>Minneapolis<br><i>To help purchase and renovate a building</i>  | 50,000        | —                 | —                | 50,000              |
| <i>To complete an evaluation of three therapeutic treatment methods for men who batter</i>   | 13,776        | 13,776            | 13,776           | —                   |

## Grants to Institutions

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|---|---------------|-------------------|------------------|---------------------|
| Family Service, Inc.,<br>Sioux Falls, South Dakota<br><i>Toward expansion of a treatment program for sex offenders and their families</i>                 | \$ 77,000     | \$ 77,000         | \$ 33,000        | \$ 44,000           |
| Our Home, Inc.,<br>Huron, South Dakota<br><i>To support a new treatment program for adolescent sex offenders</i>  | 48,250        | 48,250            | 48,250           | —                   |
| PACER Center, Inc.,<br>Minneapolis<br><i>To support an abuse prevention education program for school professionals who work with handicapped children</i> | 68,000        | —                 | 68,000           | —                   |
| South Dakota Coalition Against Domestic Violence & Sexual Assault,<br>Black Hawk, South Dakota<br><i>Toward operating expenses</i>                        | 43,000        | —                 | 15,000           | —                   |
| <b>Health and Rehabilitation for Adults</b>   |               |                   |                  |                     |
| Community Involvement Programs,<br>Minneapolis<br><i>To support a new horticulture program for severely retarded adults</i>                               | 87,965        | 87,965            | 31,079           | 56,886              |
| Crossroads Aftercare Program, Inc.,<br>Minneapolis<br><i>Toward renovation of a halfway house for chemically dependent adults</i>                         | 30,000        | 30,000            | 30,000           | —                   |
| Equity Services of St. Paul, Inc.,<br>Saint Paul<br><i>Toward support of a telephone surveillance system for the elderly</i>                              | 25,000        | 25,000            | 15,000           | 10,000              |
| Multi Resource Centers, Inc.,<br>Minneapolis<br><i>To start an employment program for homebound handicapped people</i>                                    | 176,798       | —                 | 83,388           | —                   |
| RISE, Inc.,<br>Spring Lake Park, Minnesota<br><i>Toward a capital campaign to expand a sheltered workshop</i>   | 150,000       | 150,000           | —                | 150,000             |
| Willmar Regional Treatment Center,<br>Willmar, Minnesota<br><i>To support a drug abuse prevention project</i>   | 20,000        | 20,000            | 20,000           | —                   |
| <b>Law and Corrections</b>  |               |                   |                  |                     |
| The Glory House of Sioux Falls,<br>Sioux Falls, South Dakota<br><i>Toward a capital project</i>   | 10,000        | 10,000            | 10,000           | —                   |

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| Hennepin County Bar Association -<br>Legal Advice Clinics, Ltd.,<br>Minneapolis<br><i>Toward its Southeast Asian legal assistance project</i>  | \$ 45,000     | \$ 45,000         | \$ 30,000        | \$ 15,000           |
| Leech Lake Reservation Legal Services Project,<br>Cass Lake, Minnesota<br><i>Toward cost of renovating an office building</i>  | 50,000        | 50,000            | —                | 50,000              |
| Legal Assistance of North Dakota, Inc.,<br>Bismarck, North Dakota<br><i>Toward its farm law project</i>  | 63,225        | 63,225            | 42,150           | 21,075              |
| Minnesota Citizens Council on Crime and Justice,<br>Minneapolis<br><i>To support an employment training program for ex-offenders</i>   | 133,989       | 133,989           | 89,540           | 44,449              |
| Minnesota Correctional Facility/Shakopee,<br>Saint Paul<br><i>Staff support for two-way interactive television at Shakopee Women's Correctional Facility</i>                                     | 85,558        | —                 | 32,253           | —                   |
| State of Minnesota, Board of Peace Officer Standards and Training,<br>Saint Paul<br><i>Toward support of training program on bias motivated crimes for law enforcement officers in Minnesota</i> | 5,000         | 5,000             | 5,000            | —                   |
| Southern Minnesota Regional Legal Services, Inc.,<br>Saint Paul<br><i>Toward specialized legal services for Cuban refugees</i>   | 134,108       | 134,108           | 65,756           | 68,352              |
| <b>Rural Family Assistance Programs</b>  |               |                   |                  |                     |
| Catholic Charities of the Diocese of Fargo, Inc.,<br>Fargo, North Dakota<br><i>Toward its peer counseling program to relieve stress within rural families</i>                                    | 137,710       | —                 | 68,535           | —                   |
| Catholic Charities of the Diocese of Saint Cloud,<br>Saint Cloud, Minnesota<br><i>To continue its farm family assistance project</i>   | 20,000        | 20,000            | 20,000           | —                   |

## Grants to Institutions

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| Catholic Charities of the Archdiocese of St. Paul and Minneapolis, Minneapolis<br><i>Continued support for its farm family assistance project</i>                | \$ 65,000     | \$ 65,000         | \$ 40,000        | \$ 25,000           |
| Help of Pine County, Pine City, Minnesota<br><i>Toward support of a family assistance program</i>  | 20,000        | —                 | 10,000           | —                   |
| Minnesota Catholic Conference, Saint Paul<br><i>To coordinate diocesan family assistance programs in rural Minnesota</i>   | 100,770       | —                 | 40,000           | —                   |
| Southeastern North Dakota Community Action Agency, Fargo, North Dakota<br><i>Toward support of a self-sufficiency counseling program for low-income families</i> | 44,969        | —                 | 15,969           | —                   |
| <b>Other Human Services</b>  |               |                   |                  |                     |
| American Refugee Committee, Minneapolis<br><i>Toward a program for refugee women</i>   | 35,000        | 35,000            | 25,000           | 10,000              |
| Community Administrative Services, Inc., Saint Paul<br><i>To start an on-site bookkeeping service for small non-profit agencies</i>                              | 23,096        | 23,096            | 9,657            | 13,439              |
| Contact Twin Cities, Minneapolis<br><i>To expand volunteer support base</i>  | 30,000        | 30,000            | 20,000           | 10,000              |
| Management Assistance Project for Non-Profits, Inc., Saint Paul<br><i>To start a computer consulting service for non-profit agencies</i>                         | 75,000        | 75,000            | —                | 75,000              |
| Metropolitan Economic Development Association, Minneapolis<br><i>To support start-up costs of the Minority Growth Fund</i>                                       | 15,000        | 15,000            | 15,000           | —                   |
| Minnesota Project, Inc., Minneapolis<br><i>Toward support of a newsletter on rural issues in Minnesota</i>   | 7,500         | 7,500             | 5,000            | 2,500               |
| Mother Cabrini House, Minneapolis<br><i>To support a program for homeless people</i>   | 25,000        | 25,000            | 16,000           | 9,000               |

| Organization and Purpose   | Initial Grant | Appropriated 1989 | Amount Paid 1989 | Unpaid Balance 1989 |
|--|---------------|-------------------|------------------|---------------------|
| Minneapolis Community Development Agency, Minneapolis<br><i>To assess program effectiveness of Project Self-Sufficiency, a program that assists low-income families to become economically independent</i> | \$ 25,952     | \$ 25,952         | \$ 25,952        | \$ —                |
| Nutritional Resources, Inc., Crookston, Minnesota<br><i>Toward support for a food from surplus commodity program for regional food shelves</i>   | 125,000       | —                 | 75,000           | —                   |
| Project for Pride in Living, Inc., Minneapolis<br><i>To support a capital campaign</i>   | 100,000       | 100,000           | 100,000          | —                   |
| Sabathani Community Center, Inc., Minneapolis<br><i>Toward a capital campaign</i>  | 350,000       | —                 | —                | 350,000             |
| The Salvation Army, Mitchell, South Dakota<br><i>Toward a capital campaign</i>   | 50,000        | (50,000)          | —                | —                   |
| The Salvation Army, Brooklyn Center, Minnesota<br><i>Toward construction of a new Harbor Light Center in Minneapolis</i>   | 325,000       | —                 | 325,000          | —                   |
| United Way of the Saint Paul Area, Inc., Saint Paul<br><i>To support member agency operations in 1989</i>  | 140,000       | —                 | 140,000          | —                   |
| <i>Toward the 1989 capital campaign</i>  | 750,000       | 750,000           | 250,000          | 500,000             |
| <i>To support member agency operations in 1990</i>   | 70,000        | 70,000            | —                | 70,000              |
| <b>Rural Development</b>   |               |                   |                  |                     |
| Black Hills Special Services Cooperative, Sturgis, South Dakota<br><i>Toward an economic development project in western South Dakota</i>   | 24,800        | 24,800            | 24,800           | —                   |
| Community Design Center of Minnesota, Minneapolis<br><i>To assist a regional development corporation planning project</i>  | 106,000       | —                 | 53,000           | —                   |
| First Nations Financial Project, Kyle, South Dakota<br><i>To support the Lakota Fund, a small business loan fund on the Pine Ridge Indian Reservation</i>  | 30,000        | 30,000            | 30,000           | —                   |

## Grants to Institutions

| Organization and Purpose  | Initial Grant | Appropriated 1989  | Amount Paid 1989   | Unpaid Balance 1989 |
|---|---------------|--------------------|--------------------|---------------------|
| Independent School District #206,<br>Alexandria Technical Institute,<br>Alexandria, Minnesota<br><i>To provide assessment, training, and job<br/>counseling for displaced rural workers</i> | \$ 100,000    | \$ —               | \$ 50,000          | \$ —                |
| Lady Slipper Designs, Inc.,<br>Bemidji, Minnesota<br><i>To support economic development on three<br/>Indian reservations</i>  | 120,000       | 120,000            | 85,000             | 35,000              |
| Lutheran Social Service of Minnesota,<br>Minneapolis<br><i>Toward a reemployment program for<br/>displaced rural workers</i>  | 200,000       | (200,000)          | —                  | —                   |
| University of Minnesota,<br>Saint Paul<br><i>To help expand the University's role in<br/>rural economic development through the<br/>Minnesota Extension Service</i>                         | 450,000       | —                  | 150,000            | 100,000             |
| <b>TOTAL</b>  |               | <b>\$3,088,600</b> | <b>\$3,266,906</b> | <b>\$2,241,839</b>  |

## Miscellaneous

### Public Broadcasting

|  |         |          |         |         |
|--|---------|----------|---------|---------|
| Independent School District #492,<br>Austin, Minnesota<br><i>To support market research by public<br/>television station KSMQ</i>                    | 7,875   | 7,875    | 7,875   | —       |
| Minnesota Public Radio, Inc.,<br>Collegeville, Minnesota<br><i>To start a public news and information sta-<br/>tion at Saint John's University</i>   | 82,000  | (24,500) | 57,500  | —       |
| Minnesota Public Rado, Inc.,<br>Saint Paul<br><i>To match increased membership income in<br/>1988-89</i>   | 150,000 | —        | 150,000 | —       |
| <i>To match increased membership income in<br/>1989-90</i>   | 150,000 | 150,000  | —       | 150,000 |
| Northern Minnesota Public Television, Inc.<br>Bemidji, Minnesota<br><i>For marketing activities, and a membership<br/>matching grant for 1989-90</i> | 72,500  | 72,500   | 22,500  | 50,000  |
| Prairie Public Broadcasting, Inc.,<br>Fargo, North Dakota<br><i>To test an advertising campaign for its<br/>television network</i>                   | 57,410  | 57,410   | 57,410  | —       |

| Organization and Purpose  | Initial Grant | Appropriated 1989 | Amount Paid 1989    | Unpaid Balance 1989 |
|---|---------------|-------------------|---------------------|---------------------|
| <b>Environment</b>  |               |                   |                     |                     |
| Technical Information Project,<br>Rapid City, South Dakota<br><i>To support institutional planning for this public interest research organization</i> | \$ 10,000     | \$ 10,000         | \$ 10,000           | \$ —                |
| <b>Community Foundations</b>  |               |                   |                     |                     |
| Central Minnesota Community Foundation,<br>St. Cloud, Minnesota<br><i>Matching grant for endowment</i>  | 600,00        | —                 | 378,00              | 222,000             |
| Duluth-Superior Area Community<br>Foundation,<br>Duluth, Minnesota<br><i>Matching grant for endowment</i>   | 250,000       | —                 | 68,751              | 147,916             |
| Sioux Falls Area Foundation,<br>Sioux Falls, South Dakota<br><i>Matching grant for endowment and operating costs</i>                                  | 550,000       | —                 | 82,971              | —                   |
| <b>Other Miscellaneous Grants</b>   |               |                   |                     |                     |
| American Farmland Trust,<br>Washington, D.C.<br><i>Toward support of a water fowl restoration project in south central Minnesota</i>                  | 45,000        | —                 | 24,000              | —                   |
| CONNECT US-USSR,<br>Minneapolis<br><i>Support for its cultural exchange programs with the Soviet Union</i>  | 60,000        | 60,000            | 25,000              | 35,000              |
| The Foundation Center,<br>New York, New York<br><i>To support the Center's programs</i>   | 150,000       | 150,000           | 50,000              | 100,000             |
| Minnesota Food Association,<br>Saint Paul<br><i>To support public policy and education programs</i>   | 45,000        | 45,000            | 20,000              | 25,000              |
| Minnesota Korean Association,<br>Saint Paul<br><i>Toward a program for Korean elderly</i>   | 5,000         | 5,000             | 5,000               | —                   |
| The Minneapolis Foundation,<br>Minneapolis<br><i>To endow the Minnesota Women's Fund</i>  | 100,000       | 100,000           | 100,000             | —                   |
| Ramsey County Board of Commissioners,<br>Saint Paul<br><i>For the Economic Impact of Divorce for Divorced Parties and their Children Study</i>        | 30,000        | —                 | 30,000              | —                   |
| <b>TOTAL</b>  |               | <b>\$ 633,285</b> | <b>\$ 1,089,007</b> | <b>\$ 729,916</b>   |



## Grants to Institutions

| Organization and Purpose  | Initial<br>Grant | Appropriated<br>1989 | Amount Paid<br>1989 | Unpaid Balance<br>1989 |
|---|------------------|----------------------|---------------------|------------------------|
| <b>Fellowship Programs</b>  |                  |                      |                     |                        |
| <b>Bush Leadership Fellows Programs</b>   |                  |                      |                     |                        |
| <i>To provide mid-career study and internship opportunities for selected residents of Minnesota, North Dakota, South Dakota, and western Wisconsin</i>  |                  |                      |                     |                        |
| 1985 program  | \$ 822,000       | \$ —                 | \$ 189              | \$ —                   |
| 1986 program  | 860,000          | —                    | 2,000               | —                      |
| 1987 program  | 933,000          | —                    | 74,527              | 68,331                 |
| 1988 program  | 1,015,000        | —                    | 502,649             | 145,331                |
| 1989 program  | 1,054,000        | —                    | 337,216             | 716,784                |
| 1990 program  | 1,057,000        | 1,057,000            | —                   | 1,057,000              |
| <b>TOTAL</b>  |                  | <b>\$1,057,000</b>   | <b>\$916,581</b>    | <b>\$1,987,446</b>     |
| <b>Bush Artist Fellowships Program</b>  |                  |                      |                     |                        |
| <i>To enable selected writers, choreographers, composers, and visual artists in Minnesota, North Dakota, and South Dakota* to set aside a significant period of time for work in their chosen art forms</i> |                  |                      |                     |                        |
| 1985 program  | 375,000          | (4)                  | 129                 | —                      |
| 1986 program  | 375,000          | (13)                 | 3,965               | —                      |
| 1987 program  | 435,000          | —                    | 27,696              | 57,845                 |
| 1988 program  | 480,000          | —                    | 252,082             | 73,209                 |
| 1989 program  | 453,600          | —                    | 195,679             | 257,921                |
| 1990 program  | 495,000          | 495,000              | —                   | 495,000                |
| <b>TOTAL</b>  |                  | <b>\$494,983</b>     | <b>\$479,551</b>    | <b>\$883,975</b>       |

\*Western Wisconsin added for 1990 program.

| Organization and Purpose   | Initial Grant | Appropriated 1989    | Amount Paid 1989    | Unpaid Balance 1989 |
|--|---------------|----------------------|---------------------|---------------------|
| <b>Bush Medical Fellows Program</b>  |               |                      |                     |                     |
| <i>To provide mid-career study opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and western Wisconsin</i> |               |                      |                     |                     |
| 1984 program   | \$ 280,000    | \$ (85,896)          | —                   | —                   |
| 1985 program   | 280,000       | —                    | 14,009              | 18,284              |
| 1986 program   | 430,000       | —                    | 5,496               | 68,365              |
| 1987 program   | 450,000       | —                    | 105,177             | 116,549             |
| 1988 program   | 470,000       | —                    | 202,914             | 190,862             |
| 1989 program   | 538,000       | —                    | 117,613             | 420,387             |
| 1990 program   | 538,000       | 538,000              | —                   | 538,000             |
| <b>TOTAL</b>   |               | <b>\$452,104</b>     | <b>\$445,209</b>    | <b>\$1,352,447</b>  |
| <b>TOTAL FELLOWSHIP PROGRAMS</b>   |               | <b>\$2,004,087</b>   | <b>\$1,841,341</b>  | <b>\$4,223,868</b>  |
| <b>GRAND TOTAL</b>   |               | <b>\$19,277,328*</b> | <b>\$17,387,493</b> | <b>\$21,774,524</b> |

\*This figure is the net total appropriated during the 1989 fiscal year. It represents gross new appropriations of \$19,637,741, less cancellations of \$360,413.

## Grants to Individuals\*

### Bush Leadership Fellows Program

| Name and Residence                            | Employment at the Time of Selection for Fellowship<br>1989-90 Study Site in <i>Italy</i>   |
|---|--|
| Pamela J. Baker<br>Eagan, Minnesota           | Underwriting Officer, St. Paul Fire and Marine Insurance Company <i>University of Notre Dame Law School in London, England</i>             |
| Willarene P. Beasley<br>Roseville, Minnesota  | Principal, North Community High School, Minneapolis <i>University of Minnesota</i>   |
| Carole A. Coffey<br>Saint Paul, Minnesota     | Clinical Psychologist, St. Paul Children's Hospital <i>University of Minnesota CSP Program</i>   |
| Vikki L. Fix<br>Vermillion, South Dakota      | Assistant Professor of Computer Science, University of South Dakota, Vermillion <i>University of Nebraska-Lincoln</i>                      |
| Candis C. Hanson<br>Sioux Falls, South Dakota | Commissioner, Minnehaha County <i>Harvard University</i>   |
| Paul Harris<br>Bayport, Minnesota             | Senior Pastor, Bethlehem Lutheran Church <i>Luther Northwestern Seminary</i>   |
| Mary Kay Helling<br>Brookings, South Dakota   | Acting Department Head, South Dakota State University <i>Purdue University</i>   |
| Clarence Hightower<br>Minneapolis, Minnesota  | Executive Director, YMCA of Metropolitan Minneapolis, North Community Branch <i>Award not finalized at publication deadline</i>            |
| Katherine A. Kinsman<br>Pierre, South Dakota  | Secretary of Health, South Dakota Department of Health <i>Stanford University</i>  |
| Mark S. Kirschbaum<br>Saint Paul, Minnesota   | Director of Nursing, Critical Care, Minneapolis Children's Medical Center <i>University of Minnesota</i>                                   |
| Lyle Koski<br>Stacy, Minnesota                | Principal, North Branch High School <i>Iowa State University</i>   |
| Richard A. Krueger<br>Staples, Minnesota      | State Representative and Computer Consultant <i>Harvard University</i>   |
| Michael J. McCauley<br>Mankato, Minnesota     | City Attorney for the City of Mankato <i>Harvard University</i>  |
| Bruce J. Milhans<br>Rapid City, South Dakota  | Editorial Page Editor, Rapid City Journal <i>Northwestern University</i>   |
| Patricia M. Moen<br>Saint Paul, Minnesota     | Director of Planning and Policy Analysis, Ramsey County Sheriff's Department <i>Harvard University</i>                                     |
| Michael C. Ryan<br>Minneapolis, Minnesota     | Senior Marketing Representative, Honeywell, Inc. Systems and Research Center <i>Wharton School of Business, University of Pennsylvania</i> |
| Mary B. Schaefer<br>Minneapolis, Minnesota    | Manager, Strategic Communications, Imprimis Technology <i>Massachusetts Institute of Technology</i>  |

\*All grants to individuals are made only through a competitive awards process within several pre-defined fellowship programs. For further information, see the fellowship program descriptions on pages 27-34.

## Bush Leadership Fellows Program

| Name and Residence                     | Employment at the Time of Selection for Fellowship<br>1989-90 <i>Study Site in Italic</i>   |
|--|---|
| Kimberly R. Stokes<br>Britt, Minnesota | Assistant Vice President, First Bank Minnesota<br><i>Harvard University</i>   |
| Sue Zabel<br>Cedar, Minnesota          | Senior Administration, United Theological Seminary of the<br>Twin Cities <i>University of Minnesota</i><br>and <i>Pepperdine University</i> |

## Bush Summer Fellows

| Name and Residence                                  | Employment at the Time of Selection for Fellowship<br>1989-90 <i>Study Site in Italic</i>                                      |
|---|--|
| Ira R. Adelman<br>Saint Paul, Minnesota             | Professor and Department Head, University of Minnesota<br><i>Carnegie-Mellon and Pennsylvania State Universities</i>           |
| David O. Allen<br>Saint Paul, Minnesota             | Executive Director, Resources for Child Caring <i>Wheelock</i><br><i>College and Yale University</i>                           |
| Virginia L. Belden<br>Saint Paul, Minnesota         | Manager, Training and Development, Minnegasco<br><i>Pepperdine University</i>  |
| Patricia D. Berg<br>Sunburg, Minnesota              | Administrator/Director, Kandiyohi County Community<br>Health Service <i>University of Minnesota</i>                            |
| Tom M. Beyer<br>Dickinson, North Dakota             | Tri-County Judge, Counties of Billings, Dunn and Gold Valley<br><i>National Judicial College</i>                               |
| Valerie J. Broughton<br>Duluth, Minnesota           | Director of Institutional Research, University of<br>Minnesota-Duluth <i>Harvard University</i>                                |
| Susan W. Crawford<br>Inver Grove Heights, Minnesota | Director of Occupational Programs, Minneapolis Community<br>College <i>Carnegie-Mellon University</i>                          |
| Sherry S. Davis<br>Shorewood, Minnesota             | Executive Director, Midsummer Music Festival <i>Ravinia</i><br><i>Festival, Highland Park, Illinois</i>                        |
| Mark C. Dienhart<br>Saint Paul, Minnesota           | Executive Director, Public and Alumni Affairs, College of<br>St. Thomas <i>Stanford and Harvard Universities</i>               |
| Christopher L. Dill<br>Bismarck, North Dakota       | Director, Museum Division of the State Historical Society of<br>North Dakota <i>Museum Management Institute</i>                |
| Richard H. Fasnacht<br>Madison Lake, Minnesota      | Judicial District Administrator for the Fifth District of the<br>Minnesota Supreme Court <i>Institute for Court Management</i> |
| Pamela J. Hill<br>Robbinsdale, Minnesota            | Manager, Human Resources Development, Health One<br>Corporation <i>Pepperdine University</i>                                   |
| Jan K. Jenson<br>Gordon, Wisconsin                  | Rural Outreach Coordinator, Center Against Sexual and<br>Domestic Abuse, Superior <i>University of Wisconsin-Superior</i>      |

## Grants to Individuals

### **Bush Summer Fellows** (continued)

| <b>Name and Residence</b>                       | <b>Employment at the Time of Selection for Fellowship<br/>1989-90 <i>Study Site in Italic</i></b>  |
|---|--|
| Lanny L. Law<br>Duluth, Minnesota               | Pastor, Lakeside Baptist Church <i>Pastoral/Clinical<br/>Counseling Training</i>   |
| Ellen McGovern<br>Rapid City, South Dakota      | Director, School of Nursing, Rapid City Regional Hospital<br><i>School of Nursing Rush University</i>  |
| Janice M. Mitchell<br>Sioux Falls, South Dakota | Assistant Director, Nutrition and Food Services, Sioux Valley<br>Hospital <i>University of Michigan and University of Minnesota</i>  |
| Linda F. Paulson<br>Minneapolis, Minnesota      | Assistant Vice President, Lutheran Brotherhood Securities<br>Corporation <i>Northwestern University and Wharton School of<br/>Business</i>   |
| Stephanie S. Sorensen<br>Colfax, Wisconsin      | Traditional Midwife <i>Casa de Nacimiento, El Paso, Texas</i>  |
| Gary R. Viken<br>Pierre, South Dakota           | Deputy Secretary/Chief Financial Officer, South Dakota<br>Department of Social Services <i>Harvard University</i>  |
| Jane E. Winston<br>Minneapolis, Minnesota       | Director of Business Development for Metropolitan Economic<br>Development Association, and Executive Director of Min-<br>nesota Minority Purchasing Council <i>University of Minnesota</i> |

### **Bush Public School Superintendents Program\***

| <b>Name</b>          | <b>Title</b>   | <b>District/Location</b>     |
|----------------------|--|------------------------------|
| Dixie L. W. Anderson | Regional Special Education<br>Projects Supervisor, Cen-<br>tral Minnesota ECSU | St. Cloud, Minnesota         |
| Gloria J. Bjorkman   | Special Education Direc-<br>tor/School Psychologist                            | Thief River Falls, Minnesota |
| Patricia L. Hanauer  | Superintendent   | New Ulm, Minnesota           |
| Russell C. Hoeffner  | Superintendent, Waterville-<br>Elysian Public Schools                          | Waterville, Minnesota        |
| Wade M. Karli        | Administrator, Minnesota<br>State Academies for the<br>Deaf and Blind          | Faribault, Minnesota         |
| Philip J. Knoll      | Executive Director of Per-<br>sonnel & Administration,<br>ISD#15               | St. Francis, Minnesota       |

\*These individuals did not receive a Bush grant directly. Rather, they were selected to participate in the Bush Public School Superintendents Program, which is financed by a grant awarded by the Foundation to the Minnesota Association of School Administrators.

### Bush Public School Superintendents Program

| Name                  | Title  | District/Location          |
|-----------------------|--|----------------------------|
| Tom L. Knoll          | Superintendent/Elementary Principal                                  | Cosmos, Minnesota          |
| Richard J. Larson     | Superintendent   | Crookston, Minnesota       |
| Suzanne K. Larson     | Supervisor of Staff Development, Osseo Area Schools                  | Maple Grove, Minnesota     |
| Russell W. Martinson  | Superintendent, Clarissa & Eagle Bend Public Schools                 | Eagle Bend, Minnesota      |
| Crystal K. Meriwether | Superintendent, St. Anthony-New Brighton Public Schools              | Minneapolis, Minnesota     |
| Kent S. Nelson        | Superintendent   | Peterson, Minnesota        |
| Sharon A. Owens       | Director of Special Services   | Eden Prairie, Minnesota    |
| Phillip D. Penn       | Director of Personnel  | St. Paul, Minnesota        |
| James H. Petersen     | Director of Programs   | Bloomington, Minnesota     |
| David H. Peterson     | Manager of Finance & Support, South Washington County Public Schools | Cottage Grove, Minnesota   |
| Larry L. Phillips     | Superintendent/Elementary Principal, Butterfield-Odin Public Schools | Butterfield, Minnesota     |
| Lowell D. Schwalbe    | Superintendent   | Karlstad, Minnesota        |
| E. Keith Smelser      | Assistant to Superintendent for Personnel Services                   | Roseville, Minnesota       |
| James L. Smith        | Superintendent, Westonka Public Schools                              | Mound, Minnesota           |
| Lonnie C. Smith       | Director of Management Services                                      | Austin, Minnesota          |
| John W. Staples       | Assistant Director of Special Education, ISD #916                    | White Bear Lake, Minnesota |

Grants to Individuals

**Bush Public School Superintendents Program** (continued)

| Name                  | Title   | District/Location      |
|-----------------------|---|------------------------|
| Beverly A. Stofferahn | Director of Curriculum & Instruction                                      | Faribault, Minnesota   |
| Martha G. Tiede       | Director of Curriculum & Staff Development,<br>Mounds View Public Schools | Mounds View, Minnesota |
| Carroll G. Vomhof     | Director of Community Education & Facilities                              | Robbinsdale, Minnesota |

**Bush Principals Program\***

| Name                      | Title               | District/Location   |
|---------------------------|---------------------|---|
| Paul R. Anderson          | Principal           | Halverson Elementary School<br>Albert Lea, Minnesota          |
| Joseph J. Baisley         | Principal           | Cannon Falls High School<br>Cannon Falls, Minnesota           |
| Kathleen C. Basiago       | Principal           | Orchard Lake Elementary School<br>Lakeville, Minnesota        |
| Arnette Bell              | Principal           | Central Middle School<br>Eden Prairie, Minnesota              |
| Karl Brungardt            | Principal           | Mounds View High School<br>Arden Hills, Minnesota             |
| Neil E. Carpenter         | Principal           | Madelia High School<br>Madelia, Minnesota                     |
| Jeffery C. Elavsky        | Principal           | Wayzata Senior High School<br>Plymouth, Minnesota             |
| Debra R. Fincham          | Principal           | Ridgeview Elementary School<br>Bloomington, Minnesota         |
| Sister Helen Giesen       | Principal           | St. Rose School<br>Proctor, Minnesota                         |
| Mary Griffin              | Principal           | Groveland Elementary School<br>Wayzata, Minnesota             |
| Shannon Beth Voss Griffin | Assistant Principal | Sanford Junior High School<br>Minneapolis, Minnesota          |
| Edward P. Henderson       | Principal           | Waterville-Elysian Elementary School<br>Waterville, Minnesota |

\*These individuals did not receive a Bush grant directly. Rather, they were selected to participate in the Bush Principals Program, which is financed by a grant awarded by the Foundation to the University of Minnesota Strategic Management Research Center.

**Bush Principals Program**

| <b>Name</b>        | <b>Title</b>        | <b>District/Location</b>                                   |
|--------------------|---------------------|--|
| Jerold E. Horgen   | Principal           | Fergus Falls Senior High School<br>Fergus Falls, Minnesota |
| Daniel F. Kelley   | Principal           | Centerville Elementary School<br>Centerville, Minnesota    |
| Joann C. Knuth     | Principal           | Johnson High School<br>St. Paul, Minnesota                 |
| Peg Lincoln        | Principal           | Northrop Montessori School<br>Minneapolis, Minnesota       |
| Nadya E. Parker    | Principal           | Central High School<br>St. Paul, Minnesota                 |
| Robert J. Pecha    | Principal           | Cohasset Elementary School<br>Cohasset, Minnesota          |
| Robert J. Schmidt  | Principal           | John F. Kennedy High School<br>Bloomington, Minnesota      |
| Jane M. Schuck     | Principal           | Wellcome Memorial School<br>Garden City, Minnesota         |
| Michael M. Spanier | Principal           | Sartell Middle School<br>Sartell, Minnesota                |
| Susan L. Thomas    | Assistant Principal | North High School<br>Minneapolis, Minnesota                |
| Robert H. Voecks   | Principal           | Monticello High School<br>Monticello, Minnesota            |
| Gwen L. Walker     | Assistant Principal | Nicollet Jr. High School<br>Burnsville, Minnesota          |
| Martha W. Ward     | Principal           | Jacobson Elementary School<br>Bismarck, North Dakota       |
| Richard A. Wippler | Principal           | Mahtomedi Senior High School<br>Mahtomedi, Minnesota       |
| Jay H. Youmans     | Principal           | Pine Island Elementary School<br>Pine Island, Minnesota    |
| Vint Zabel         | Principal           | Glencoe Elementary School<br>Glencoe, Minnesota            |



## Grants to Individuals

### Bush Medical Fellows

| Name  | Title   | District/Location  |
|---|---|--|
| Robert O. Aby, M.D.<br>Worthington, Minnesota         | To study geriatric evaluation and coordination of geriatric services.   | Visiting Fellowship in Geriatrics at the University of Wisconsin, Madison, and Geriatrics Preceptorship at Hennepin County Medical Center, Minneapolis   |
| Arden O. Anderson, M.D.<br>Brainerd, Minnesota        | To prepare to be a Medical Director of a chemical abuse program, and to improve skills in internal medicine.  | Preceptorships in chemical dependency at St. Mary's Rehabilitation Center, Veterans Administration Medical Center, University of Minnesota, Johnson Institute, and Hazelden Treatment Center, all in the Twin Cities metropolitan area                                   |
| G. Robert Bartron, M.D.<br>Watertown, South Dakota    | To study geriatric medicine and chemical dependency in order to prepare for medical directorships in long term care and chemical dependency treatment programs.   | Preceptorships and courses in Geriatric Medicine at Hennepin County Medical Center, Minneapolis, Geriatric Medicine Program in Health Care of the Elderly, Edinburgh, Scotland, and The University of Utah, Salt Lake City   |
| Charles J. Fazio, M.D.<br>Onamia, Minnesota           | To prepare to become a consulting medical director for rural health care facilities and to improve skills in emergency medicine. Non-resident Program in Administrative Medicine, University of Wisconsin, Madison. | Preceptorship in Administrative Medicine at Franciscan Sisters Health Care of America, American College of Physician Executives, North Memorial Medical Center, Minneapolis, and Hennepin County Medical Center, Minneapolis   |
| Gary C. Fifield, M.D.<br>Minneapolis, Minnesota       | To prepare for a position as director of quality assurance at a medical center.   | Preceptorships and courses at the University of Minnesota School of Public Health, Minneapolis, American College of Physician Executives, Harvard Medical School, Boston, Stanford Medical School, Stanford, California, and Hennepin County Medical Center, Minneapolis |
| William M. Goodall, M.D.<br>Grand Forks, North Dakota | To study emergency medicine and to develop an AIDS education and prevention program for Indians.  | Preceptorships at Hennepin County Medical Center, Minneapolis, St. Paul Ramsey Medical Center, Saint Paul, and Minnesota State Health Department, Minneapolis; and academic study at The University of Minnesota, School of Public Health, Minneapolis                   |
| Patrick J. Greenwood, M.D.<br>Owatonna, Minnesota     | To improve clinical skills in selected areas.   | Preceptorships in Radiology, Neurology, Diabetes at Metropolitan Medical Center, Minneapolis. Courses at the University of Minnesota, Minneapolis; American College of Physician Executives  |

## Bush Medical Fellows

| Name and Residence                               | Fellowship Purpose   | Program Activity   |
|--|--|--|
| David W. Griffin, M.D.<br>Eagan, Minnesota       | To study management and public policy development.                           | Stanford University, Stanford, California, and an internship at Park Nicollet Medical Center, Minneapolis  |
| H. Phil Gross, M.D.<br>Sioux Falls, South Dakota | To study clinical research in a community hospital setting.                  | Courses at University of California, Berkeley  |
| Nathaniel R. Payne, M.D.<br>Edina, Minnesota     | To prepare to establish and manage a regional database on newborn care.      | Courses at the University of Minnesota, Minneapolis, Harvard School of Public Health, Boston, and American College of Physician Executives. Preceptorships at InterStudy, Minneapolis and Park Nicollet Medical Center, Minneapolis.                       |
| George M. Pope, M.D.<br>River Falls, Wisconsin   | To study sports medicine and emergency medicine.                             | Preceptorships at Metropolitan Medical Center, Minneapolis, St. Paul Ramsey Hospital, Saint Paul, and United Hospital, Saint Paul.   |
| Richard L. Reece, M.D.<br>Edina, Minnesota       | To prepare to develop and manage a health care leadership institute.         | Preceptorships, site visits, and courses of formal study at locations to be determined.  |
| Jon R. Rice, M.D.<br>Grand Forks, North Dakota   | To study health care management.   | Western Network for Education in Health Administration, University of Colorado, Denver.  |
| Louis J. Sonstegard, M.D.<br>Orono, Minnesota    | To study in geriatrics, orthopedics, and emergency medicine.                 | Courses at The University of Tennessee, Memphis, Harvard School of Business, Boston, and University of California Los Angeles. Preceptorships at The University of California, Berkeley, Hennepin County Medical Center, Minneapolis and in Great Britain. |
| Barbara P. Yawn, M.D.<br>Worthington, Minnesota  | To develop research skills to prepare for a position as a research director. | University of Michigan Program in Research for Clinical Practitioners, Ann Arbor. Courses at American College of Physician Executives, and University of Wisconsin Institute of Health Administration, Madison.  |

## Grants to Individuals

### **Bush Artist Fellows**

| <b>Name and Residence</b>                       | <b>Discipline</b>         |
|---|---------------------------|
| Jeffrey E. Brooks<br>Minneapolis, Minnesota     | <i>composer</i>           |
| Mary Ellen Childs<br>Saint Paul, Minnesota      | <i>composer</i>           |
| Libby Larsen<br>Minneapolis, Minnesota          | <i>composer</i>           |
| John Caddy<br>Minneapolis, Minnesota            | <i>poet</i>               |
| Jean Alice Jacobson<br>Duluth, Minnesota        | <i>poet</i>               |
| Margaret Todd Maitland<br>Saint Paul, Minnesota | <i>non-fiction writer</i> |
| Jay Meek<br>Grand Forks, North Dakota           | <i>poet</i>               |
| Monty Mickelson<br>Bloomington, Minnesota       | <i>fiction writer</i>     |
| Gregory Blake Smith<br>Northfield, Minnesota    | <i>fiction writer</i>     |
| Barton Sutter<br>Duluth, Minnesota              | <i>poet</i>               |
| Richard T. Brewer<br>Minneapolis, Minnesota     | <i>painter</i>            |
| Bruce Charlesworth<br>Minneapolis, Minnesota    | <i>multimedia artist</i>  |
| Helen De Michiel<br>Minneapolis, Minnesota      | <i>video maker</i>        |
| JonMarc Edwards<br>Minneapolis, Minnesota       | <i>painter</i>            |
| Shana Kaplow<br>Saint Paul, Minnesota           | <i>painter</i>            |

Treasurer's Report  
Independent Auditors' Report

Financial Review

## Treasurer's Report

The financial statements of the Foundation appear on the following pages. They have been audited by Deloitte & Touche.

Investment and other income for the year ended November 30, 1989, was \$18,611,000, an increase of \$2,096,000 over 1987-88. Expenses were \$4,664,000 for the year.

The market value of the Foundation's assets increased to \$417,968,000 at November 30, 1989, from \$360,476,000 a year earlier. As of November 30, 1989, the cash and investments portfolio of the Foundation consisted of:

|  | Percent      |
|--|--------------|
| Cash and interest bearing deposits   | .2           |
| Money market trusts and short-term investment funds                          | 6.0          |
| Corporate, foreign and U.S. Government and Government Agency bonds and notes | 8.8          |
| Common stocks and equity-related preferred stocks                            | 66.1         |
| Foreign stocks   | 1.5          |
| Real Estate  | 9.0          |
| Guaranteed Investment Contracts  | 6.6          |
| Venture capital investments  | 1.8          |
| <b>TOTAL</b>   | <b>100.0</b> |

The Foundation staff will provide a schedule of investments held as of November 30, 1989, for any reader who wishes it.

New grant appropriations, net of cancellations, were \$19,277,000 in the year, an increase of \$1,837,000 from 1987-88. Grant payments of \$17,387,000 were up from \$13,371,000, and grant commitments payable were up from \$19,885,000 at November 30, 1988 to \$21,775,000 at November 30, 1989.

The investment managers employed by the Board of Directors as of November 30, 1989 are:

Alliance Capital Management Corporation, Minneapolis, Minnesota  
Sanford C. Bernstein & Co., Inc., New York, New York  
The Boston Company, Boston, Massachusetts  
Boston Safe Deposit and Trust Company, Boston, Massachusetts  
Cigna Capital Advisors, Inc., Hartford, Connecticut  
John Hancock Venture Capital Management, Inc., Boston, Massachusetts  
JMB Institutional Realty Corporation, Chicago, Illinois  
Jundt/Capen Associates, Inc., Minneapolis, Minnesota  
R. Meeder & Associates, Inc., Columbus, Ohio

Morley Capital Management, Inc., Lake Oswego, Oregon  
Oechsle International Advisors, Boston, Massachusetts  
Sequoia Capital Co-Investment Fund, Menlo Park, California  
STW Fixed Income Management, Inc., Santa Barbara, California  
Superior Ventures (Investment Advisers, Inc.), Minneapolis, Minnesota  
Wright Investors' Service, Bridgeport, Connecticut

The Investment Committee employs DeMarche Associates of Kansas City, Missouri, as a consultant for asset allocation, manager selection, performance evaluation, and for other advisory needs. The Investment Committee of the Board meets regularly with the managers for review and evaluation of investment performance.

Anita M. Pampusch  
*Treasurer*

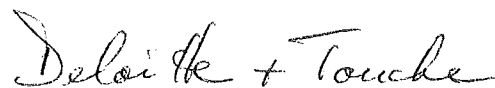
## Independent Auditors' Report

The Board of Directors of  
The Bush Foundation:

We have audited the accompanying balance sheets of The Bush Foundation as of November 30, 1989 and 1988 and the related statements of revenues, expenses, and changes in fund balances, and of changes in financial position for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such financial statements present fairly, in all material respects, the financial position of The Bush Foundation at November 30, 1989 and 1988 and the results of its operations and the changes in its financial position for the years then ended in conformity with generally accepted accounting principles.



Deloitte & Touche  
January 5, 1990

## The Bush Foundation Balance Sheets, November 30, 1989 and 1988

| Assets   | Notes | 1989                             | 1988              |
|--|-------|----------------------------------|-------------------|
|  |       | <i>(In thousands of dollars)</i> |                   |
| CASH AND INTEREST-BEARING DEPOSITS   |       | \$ 696                           | \$ 1,575          |
| INVESTMENTS, principally at quoted market value:   | 1     |                                  |                   |
| Money market trusts and short-term investment funds  |       | 24,581                           | 18,417            |
| Corporate, foreign, and U.S. Government and Government Agency bonds and notes, amortized cost of \$35,196,000 in 1989 and \$33,234,000 in 1988 |       | 35,833                           | 33,977            |
| Common stocks and equity-related preferred stocks, cost of \$225,960,000 in 1989 and \$221,753,000 in 1988                                     |       | 268,635                          | 227,170           |
| Foreign stocks, cost of \$5,576,000 in 1989 and \$1,640,000 in 1988  |       | 6,032                            | 1,703             |
| Real estate, cost of \$32,495,000 in 1989 and \$32,803,000 in 1988   |       | 36,678                           | 35,579            |
| Insurance contracts  |       | 27,050                           | 25,700            |
| Venture capital investments  |       | 7,388                            | 7,462             |
| TOTAL INVESTMENTS  |       | 406,197                          | 350,008           |
| DIVIDENDS AND INTEREST RECEIVABLE  |       | 8,865                            | 8,761             |
| RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING   |       | 2,084                            | —                 |
| FURNITURE, EQUIPMENT, AND OTHER ASSETS   |       | 126                              | 132               |
| TOTAL ASSETS   |       | <u>\$ 417,968</u>                | <u>\$ 360,476</u> |

| Liabilities and Fund Balances                | Notes | 1989                             | 1988              |
|--|-------|----------------------------------|-------------------|
|  |       | <i>(In thousands of dollars)</i> |                   |
| ACCOUNTS PAYABLE                             |       | \$ 331                           | \$ 256            |
| ACCRUED AND OTHER LIABILITIES                |       | 86                               | 63                |
| DUE FOR SECURITIES WITH SETTLEMENTS PENDING  |       | —                                | 377               |
| ACCRUED FEDERAL EXCISE TAXES:                | 2     |                                  |                   |
| Current                                      |       | 148                              | 60                |
| Deferred                                     |       | 979                              | 199               |
| GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR: | 1     |                                  |                   |
| 1989   |       | —                                | 13,670            |
| 1990   |       | 12,662                           | 4,262             |
| 1991   |       | 6,468                            | 1,935             |
| 1992   |       | 2,016                            | 18                |
| 1993   |       | 629                              | —                 |
| Total unpaid grants                          |       | 21,775                           | 19,885            |
| FUND BALANCES                                |       | 394,649                          | 339,636           |
| TOTAL LIABILITIES AND FUND BALANCES          |       | <u>\$ 417,968</u>                | <u>\$ 360,476</u> |

See accompanying notes to financial statements.



## Financial Statements

### Statements of Revenues, Expenses, and Changes in Fund Balances For The Years Ended November 30, 1989 and 1988

|  | Notes | 1989                    | 1988<br><i>(In thousands of dollars)</i> |
|--|-------|-------------------------|--|
| INVESTMENT INCOME:   |       |                         |  |
| Dividends  |       | \$ 9,149                | \$ 7,952                                 |
| Interest   |       | 8,318                   | 7,560                                    |
| Other  |       | 1,144                   | 1,003                                    |
| <b>Total investment income</b>   |       | <b>18,611</b>           | <b>16,515</b>                            |
| EXPENSES:  |       |                         |  |
| Investment expenses:   | 2,3   | (2,057)                 | (1,911)                                  |
| Administrative expenses  |       | (1,844)                 | (1,761)                                  |
| Federal excise tax - current   |       | (763)                   | (284)                                    |
| <b>Total expenses</b>  |       | <b>(4,664)</b>          | <b>(3,956)</b>                           |
| <b>Net</b>   |       | <b>13,947</b>           | <b>12,559</b>                            |
| INVESTMENT GAINS (LOSSES) - NET:   |       |                         |  |
| Net realized gains (losses) on investment transactions   |       | 22,138                  | (3,795)                                  |
| Unrealized appreciation in market value of investments, net of deferred Federal excise tax provision of \$780,000 and \$199,000 in 1989 and 1988, respectively |       | 38,205                  | 33,327                                   |
| <b>Total</b>   |       | <b>60,343</b>           | <b>29,532</b>                            |
| GRANTS APPROPRIATED - NET OF CANCELLATIONS   |       | (19,277)                | (17,440)                                 |
| <b>INCREASE IN FUND BALANCE</b>  |       | <b>55,013</b>           | <b>24,651</b>                            |
| FUND BALANCE, BEGINNING OF YEAR  |       | 339,636                 | 314,985                                  |
| <b>FUND BALANCE, END OF YEAR</b>   |       | <b><u>\$394,649</u></b> | <b><u>\$ 339,636</u></b>                 |

*See accompanying notes to financial statements.*

**Statements of Changes in Financial Position  
For The Years Ended November 30, 1989 and 1988**

|   | 1989                             | 1988             |
|---|----------------------------------|------------------|
|   | <i>(In thousands of dollars)</i> |                  |
| FUNDS PROVIDED (APPLIED):                                       |                                  |                  |
| Net income from operations                                      | \$ 13,947                        | \$ 12,559        |
| Net investment gains  | 60,343                           | 29,532           |
| Grants appropriated - net of cancellations                      | (19,277)                         | (17,440)         |
| <hr/>   |                                  |                  |
| Net increase in fund balance                                    | 55,013                           | 24,651           |
| Increase in grants payable                                      | 1,890                            | 4,069            |
| Increase (decrease) in accounts payable and accrued liabilities | 98                               | (1)              |
| Increase (decrease) in securities settlements pending           | (2,461)                          | 3,489            |
| Increase in dividends and interest receivable                   | (104)                            | (1,828)          |
| Increase (decrease) in federal excise taxes payable             | 868                              | (883)            |
| Other   | 6                                | (23)             |
| <hr/>   |                                  |                  |
| INCREASE IN CASH AND INVESTMENTS                                | 55,310                           | 29,474           |
| CASH AND INVESTMENTS - BEGINNING OF YEAR                        | 351,583                          | 322,109          |
| <hr/>   |                                  |                  |
| CASH AND INVESTMENTS - END OF YEAR                              | <u>\$406,893</u>                 | <u>\$351,583</u> |

*See accompanying notes to financial statements.*

Notes To Financial Statements  
For the Years Ended November 30, 1989 and 1988

### 1 Accounting Policies

The financial statements have been prepared on the accrual basis of accounting in conformity with generally accepted accounting principles. The more significant accounting policies are as follows:

*Investments* The investments are recorded at quoted market value or at cost which approximates market value. The cost of investments sold is determined on a first-in, first-out basis.

*Grant Appropriations* Grants are recorded when approved by the Foundation's Board of Directors. Cancellations of grants occur principally when the grantees do not meet the grant terms. Cancellations were \$360,000 in 1989 and \$68,000 in 1988.

*Change in Presentation* During the year ended November 30, 1989, the Foundation combined the principal and income funds previously maintained separately. Certain 1988 amounts have been reclassified in accordance with this change in presentation.

### 2 Federal Excise Taxes and Distribution Requirements

*Federal Excise Taxes* The Foundation is subject to a 2% excise tax on its taxable investment income which principally includes income from investments plus net realized capital gains (net capital losses, however, are not deductible).

Accrued Federal excise taxes at November 30, 1989 and 1988 respectively include \$979,000 and \$199,000 of deferred Federal excise taxes resulting from recorded unrealized appreciation in the market value of investments as well as from timing differences in recognition of income from certain investments.

*Distribution Requirements* The Foundation is subject to the distribution requirements of the Internal Revenue Code. Accordingly, it must distribute, within one year after the end of each fiscal year, 5% of the average market value of its assets as defined. The Foundation has complied with distribution requirements through November 30, 1989.

### 3 Investment and Administrative Expenses

The classification of expenses between investment and administrative (grant-related) activities is determined by either specific identification of the expense or by an allocation based on management estimates. The classifications for 1989 and 1988 are as follows in thousands of dollars:

| 1989                          | Investment            | Administrative        | Total                 |
|-------------------------------|-----------------------|-----------------------|-----------------------|
| Salaries and staff benefits   | \$ 148                | \$ 797                | \$ 945                |
| Investment management         | 1,802                 | —                     | 1,802                 |
| Program management            | —                     | 353                   | 353                   |
| Consulting fees               | 5                     | 184                   | 189                   |
| Other administrative expenses | 102                   | 510                   | 612                   |
| <b>Total</b>                  | <b><u>\$2,057</u></b> | <b><u>\$1,844</u></b> | <b><u>\$3,901</u></b> |

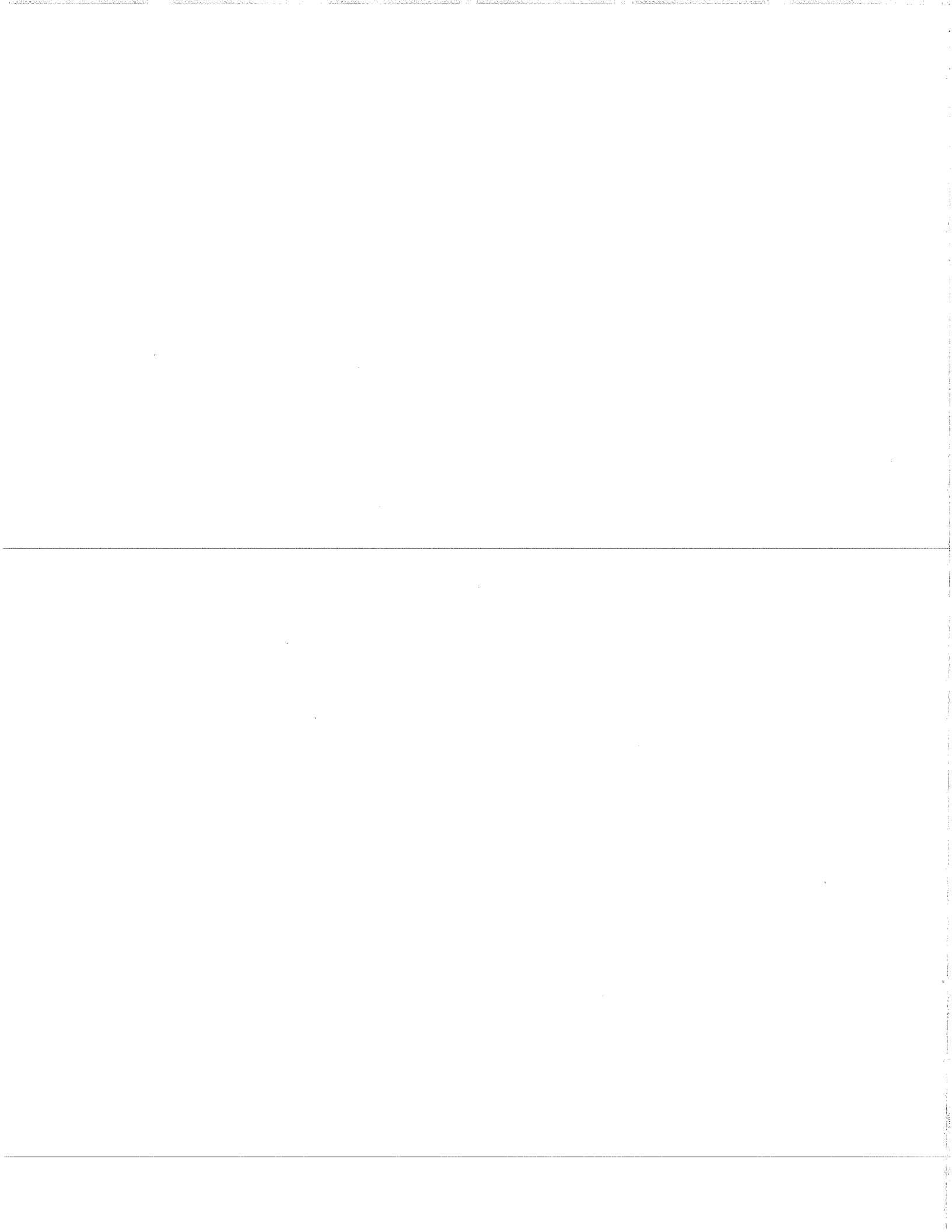
  

| 1988                          | Investment            | Administrative        | Total                 |
|-------------------------------|-----------------------|-----------------------|-----------------------|
| Salaries and staff benefits   | \$ 129                | \$ 685                | \$ 814                |
| Investment management         | 1,684                 | —                     | 1,684                 |
| Program management            | —                     | 346                   | 346                   |
| Consulting fees               | 5                     | 166                   | 171                   |
| Other administrative expenses | 93                    | 564                   | 657                   |
| <b>Total</b>                  | <b><u>\$1,911</u></b> | <b><u>\$1,761</u></b> | <b><u>\$3,672</u></b> |

#### **4 Pension Plan**

The Foundation has a defined contribution pension plan, whereby individual annuity contracts with Teachers Insurance and Annuity Association of America and College Retirement Equities Fund are purchased for all qualified employees. The expense of the plan for 1989 and 1988 was \$87,000 and \$79,000, respectively.

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## Board of Directors

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Minneapolis, Minnesota

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New York, New York

Merlin E. Dewing, *Second Vice Chairman*  
New York, New York

Hess Kline, *Secretary*  
Saint Paul, Minnesota

Anita M. Pampusch, *Treasurer*  
Saint Paul, Minnesota

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Mahtomedi, Minnesota

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Frank B. Wilderson, Jr.  
Minneapolis, Minnesota

## Staff

Humphrey Doermann, *President*

### *Grant Program Activity*

Stanley Shepard, *Senior Program Associate*

John Archabal, *Program Associate*

Wendy F. Bennett, *Program Associate*<sup>3</sup>

Jane Kretzmann, *Program Associate*

Sarah Lutman, *Program Associate*<sup>4</sup>

Elizabeth Pegues, *Program Associate*

### *Business Management and Staff Services*

Gerald M. Skogley, *Business Manager*

David M. Gibbons, *Bookkeeper*

Linda M. Kollasch, *Executive Secretary*

Patricia L. Collis, *Secretary*

Janice M. Halver, *Secretary*

Kim S. Johnson, *Secretary*

Patricia Masanz-Zappetillo, *Secretary*

---

### *General Counsel*

Frank Hammond  
Briggs & Morgan  
Saint Paul, Minnesota

<sup>1</sup> Appointed in 1989

<sup>2</sup> Retired in 1989

<sup>3</sup> Resigned in 1989

<sup>4</sup> Appointed in 1989

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