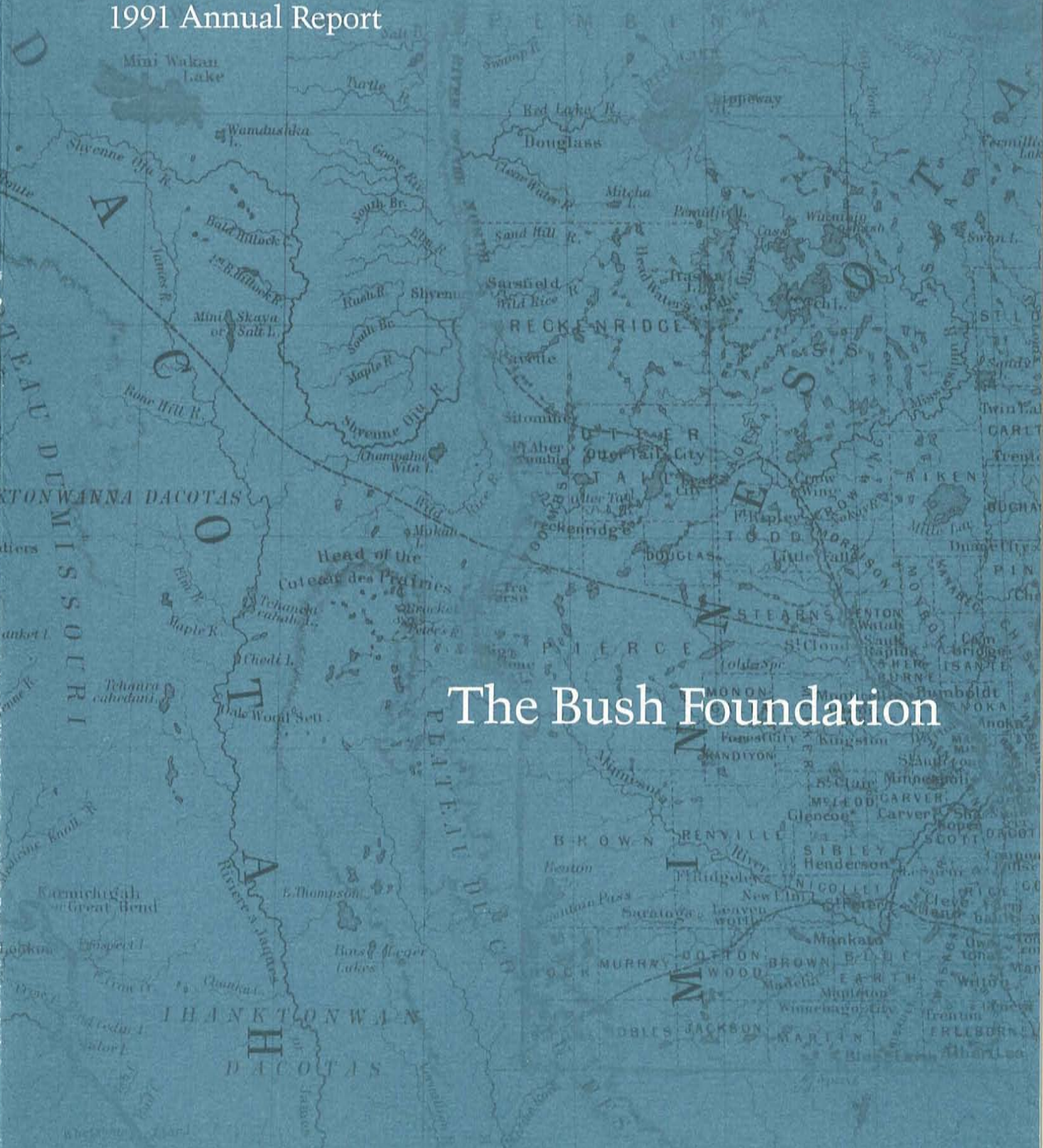


1991 Annual Report



The Bush Foundation

1991 Annual Report
For the Year Ending November 30

The Bush Foundation

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, precluded 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:

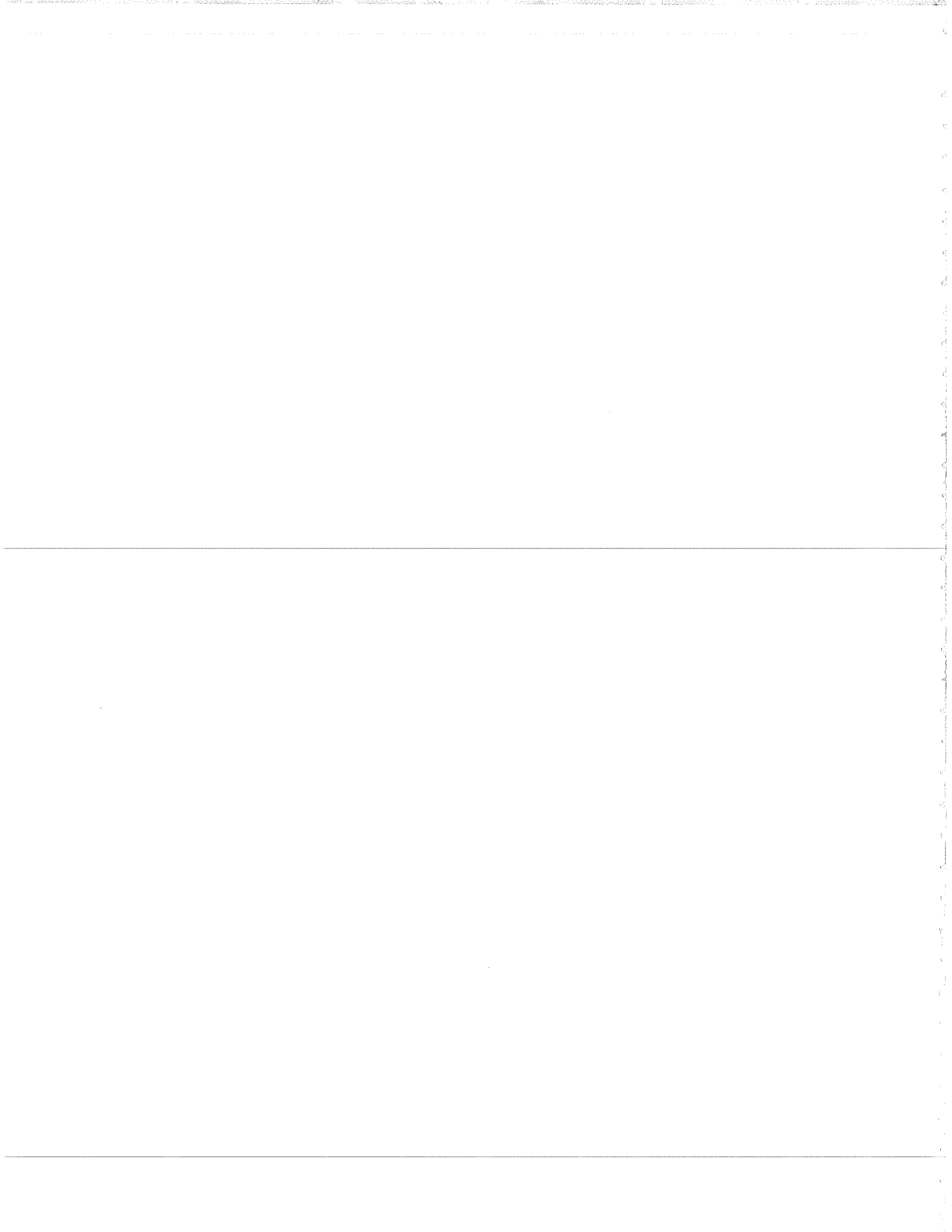
Article 2. The Foundation will confine itself solely and exclusively to carrying on and promoting purely charitable, scientific, literary, and educational works and activities, as defined in the law of Minnesota and of the United States.

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, and in the "Special Report" beginning on page 29.

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 1970s, 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 1991 the portfolio market value was about \$428 million. The Bush Board in 1991 authorized grants for 161 projects totaling \$20.2 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 special report on continuity and change in Bush grantmaking (1971-1991), a description of grantmaking policies and procedures, a list of 1991 grants, and a financial review.



Report of the Chairman

In 1991, The Bush Foundation authorized \$20.2 million in new grants to be paid in the current year or future years. This is a new high record for the Foundation. Components of this grantmaking activity are discussed more fully in the "Program Notes" section later in the Annual Report. Meanwhile, 1991 also was a year of significant change in the membership and leadership structure of the Board of Directors.

Board Changes Four Board members retired and four new members joined during the year. This was the largest single membership change since 1976, when five new Directors joined the Board; details follow this report.

Staff Changes Dianne J. Maki, Secretary, joined the Foundation in November, replacing Patricia L. Collis, who resigned earlier in the year. Gerald M. Skogley, formerly Business Manager for the Foundation, was named Chief Financial Officer. Connie S. Thompson, formerly Bookkeeper, was named Accountant.

Faced with a rising volume of grant proposals, particularly proposals for human services grants, The Bush Foundation late in 1990 began asking selected outside consultants to "pair" with Bush program staff officers in preparing pre-grant reviews for the Board of Directors. These program consultants are listed along with Board and staff members at the end of the Annual Report. This new practice is discussed also in the "Program Notes" section of the Report.

Long Range Planning From 1982 through 1984, The Bush Foundation Board and staff conducted a comprehensive review of investment strategies and grant programs. The Board in June, 1991 decided to conduct another such review. In this process, the Board first asked that the staff prepare a description of the Foundation's current grantmaking programs, including when each was inaugurated and what the distinguishing features of each appear to be. A summary of this review is included in the Special Report Section of this Annual Report entitled: "Continuity and Change in Bush Grantmaking (1971-91)." Next, the Chairman of the Board and the President together interviewed each Director individually, and also interviewed the program staff as a group. Participants were asked what they thought were the strengths and weaknesses of the Foundation's processes and programs, and were asked to identify the principal matters they hoped the long range planning agenda would include. These interview results were discussed in a preliminary way at the October 1991 Board meeting. The Board agreed then to identify topics to pursue further at an April 1992 two-day Board retreat which would deal mainly with long range planning.

While it is too soon to predict the final outcome, some early outlines are clear. The scope of discussion probably will be quite broad, including — as in 1982-84 — investment process and performance, the grants decision-making process, and

"A summary of this review is included in the Special Report Section of this Annual Report entitled: 'Continuity and Change in Bush Grantmaking (1971-91).'"

“It appears the Board intends to reaffirm many basic design features of the Foundation’s present operation.”

the content and emphasis of grants programs. Clearly in prospect are discussions about the emphasis of present Bush grants and the possibility of specific new programs. At the same time it appears the Board intends to reaffirm many basic design features of the Foundation’s present operation, such as its regional character, its employment of a small core group of generalist program officers, its relatively heavy reliance on outside consultants, and the close involvement of Board members in directing investment and grantmaking activity.

Predominantly Regional Geographic Definition As to regional emphasis, the Bush Board continues to believe that the Foundation should remain predominantly a regional institution. However, the Foundation also supports historically black private colleges and tribally controlled, two-year Indian colleges, which leads to grant payments outside of Minnesota and the Dakotas — our primary geographic grantmaking region. In both of these 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 proposals were considered. This process of prior program approval is expected to continue in the future.

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

Thanks The Bush Foundation’s ability both to conduct its regular grantmaking and investment work and also to assess the prospects for change could not occur without the reliable and generous service of its Board of Directors, of its staff and consultants, and of the candor and good will of many people who answer staff and consultant questions about pending proposals. To all these persons, I offer my warmest thanks.

Thomas E. Holloran
Chairman

RETIRING BOARD MEMBERS

On May 1, 1991, the Board passed the following resolution concerning the accomplishment of its retiring Directors.

"Four Bush Foundation Directors retired on April 30, 1991. Together they contributed 61 years of service to the Foundation's Board. The Directors are Thomas J. Clifford, Hess Kline, John F. Nash, and James P. Shannon. All joined the Foundation in the mid 1970s.

These individuals formed the core of a Board which since then provided unusually effective stewardship. In their terms of office, these Directors helped allocate and pay out more than \$200 million in grant funds, reorganized the Foundation's investment structure, and, aided by favorable performance in the nation's capital markets, more than doubled The Bush Foundation's asset value.

The four Directors also helped design and carry out long range planning processes so that the Foundation's programs might better adapt to changing needs and opportunities. They encouraged thoroughness in pre-grant and post-grant evaluations, and encouraged frequent use of outside consultants to supplement Board and staff judgments. They recruited persons of increasingly diverse experience and background to the Foundation's Board, and stimulated similar change in the composition of its staff.

Noteworthy grant programs initiated during their years of service include the Bush Centers for Child Development and Public Policy, faculty development programs in Minnesota and the Dakotas, and, in partnership with the Hewlett Foundation, in historically black private undergraduate colleges. Also noteworthy has been the Foundation's leadership in human service areas such as domestic violence, and establishment of midcareer fellowship programs for rural physicians and public school officials, supplementing fellowship programs already established for general leadership and for artists.

Along with these shared accomplishments, their individual contributions were extremely significant.

Thomas J. Clifford served as Chairman of the Bush Board from 1981 to 1986. He was Chairman of the Grants Committee, and served seven years each on the Investment and Nominating Committees. His leadership was characterized by consistent fairness and integrity. His cheerful, easy-going style masked careful listening and constant effort to understand the separate viewpoints of each individual. Despite a demanding business schedule of his own, he was always available to carry out Board assignments, and to support and help staff members in their work.

Hess Kline was Secretary of the Board from 1988 to 1990, and was a consistent supporter of the Foundation's grantmaking process and programs. He believed

that any effective organization should be ready to sense its own mistakes, to admit them, and to change if possible. He thought that Bush Foundation grants should make a difference, and not merely go to good causes. While he was not usually the first Director to enter policy discussions, he sensed on important occasions when the Board had reached the time for decision. On these occasions he was able to summarize the salient positions, and bring closure.

John F. Nash was Secretary of the Board from 1985 to 1987, and Chairman of the Audit Committee from 1985 to 1988. He served 11 years on the Investment Committee and four years on the Grants Committee. He consistently spoke for fairness in Bush grantmaking. He contributed to the Board a constant advocacy for thoroughness in preparation of Bush proposals, and for thoroughness in their analysis by staff and consultants. He accepted all his Board work assignments with enthusiasm, and completed them faithfully.

James P. Shannon was First Vice Chairman of the Board from 1985 to 1987, Chairman of the Grants Committee from 1982 to 1985, and Chairman of the Nominating Committee from 1985 to 1990. He also served 11 years on the Audit Committee. His assistance to both Board and staff in program design was generous and consistently valuable. Shannon brought to the Board unusual breadth of national and local foundation experience and contributed this perspective to Bush policy discussions. He treated with respect those advocacy positions which were different from his own; this recurring instinct of his proved contagious, and helped the Board both to deal with specific controversial questions and to maintain civility and collegiality afterward.

We are grateful for the wisdom, goodwill and energy these four Directors have given to the work of The Bush Foundation. We regret that these terms of leadership now must end. However, their service occurred at a strategic time and has encouraged continuing growth and change in this institution."

NEW BOARD MEMBERS

The four new Directors are Sharon Sayles Belton, President of the Minneapolis City Council; W. Richard West, Jr., Director of the National Museum of the American Indian at the Smithsonian Institution, Washington, D.C.; Ann Wynia, a college teacher, formerly Commissioner of the Minnesota Department of Human Services; and C. Angus Wurtele, Chairman and Chief Executive Officer of the Valspar Corporation.

Sharon Sayles Belton is serving her third term on the Minneapolis City Council. She represents the 8th Ward, which includes five diverse inner-city neighborhoods, and is a strong advocate of affordable housing and neighborhood economic development. Belton's prior experience includes work as a parole officer for the

Minnesota Department of Corrections and as Assistant Director of the Minnesota Program for Victims of Sexual Assault. She also served for five years as president of the Harriet Tubman Shelter for battered women and four years on the Metropolitan Task Force on Developmental Disabilities.

W. Richard West, Jr., a member of the Cheyenne-Arapaho Tribes of Oklahoma, is the Founding Director of the Smithsonian Institution's National Museum of the American Indian in New York City and Washington, D.C. He is a former member of the law firm of Gover, Stetson, Williams & West, P.C. of Albuquerque, New Mexico. The firm serves as General Counsel to a number of Indian tribes and organizations, and most of its representation involves Native American clients. During his fifteen years with the Washington, D.C. firm of Fried, Frank, Harris Shriver & Jacobsen (1973-88), West frequently represented Indian tribes and organizations before the Congress, the executive branch, and the federal courts. He was a member of the Board of Trustees of the Phelps Stokes Fund from 1981 to 1987, and is now a member of the Board of Directors of The Morning Star Foundation. Other volunteer work includes five years as coordinator and treasurer of the Native American Council of Regents of the Institute of American Indian Arts, from 1975 to 1980, and, since 1986, service as a member of the Board of Trustees of the Environmental Defense Fund.

Ann Wynia served a State Representative from Saint Paul's District 63B from 1977 to 1989. During her thirteen years in the Minnesota House of Representatives, Wynia served as House Majority Leader (1987-89) and as Chair of the Health and Human Services Division of the Committee on Appropriations (1983-84, 1987). She has taught political science for twenty years, both as an instructor for the North Hennepin Community College (1970-90) and as an adjunct professor for the Masters Program in Public Affairs at Hamline University in Saint Paul (1986).

C. Angus Wurtele joined Minnesota Paints in 1962, and was named President in 1965. He negotiated that company's merger with The Valspar Corporation in 1970. He was named Chairman and CEO of Valspar in 1973. Wurtele is a former Director and President of the Walker Art Center and a former Director of the Minneapolis Foundation. He is a member of the Advisory Council on the Graduate School of Business at Stanford University, the American Business Conference, and the Minnesota Business Partnership.

OTHER CHANGES

Thomas E. Holloran, a Director since 1982, was elected to the Chairmanship of The Bush Foundation Board in February, 1991. He is a former President of Medtronic, Inc. and former Chairman and Chief Executive Officer of Inter-Regional Financial Group, Inc. of Minneapolis. He is currently Professor for the Graduate School of Business at the University of St. Thomas. Holloran also is former Chairman of the Minneapolis-Saint Paul Metropolitan Airports Commission. His past service on the Bush Board includes the offices of First Vice Chairman, Chairman of the Investment Committee, and service on the Grants Committee.

Other Board Officers, elected for one year terms, were: Frank B. Wilderson, Jr., First Vice Chairman; Anita M. Pampusch, Second Vice Chairman; Ellen Z. Green, Secretary; and Richard D. McFarland, Treasurer. McFarland also was appointed to the chairmanship of the Investment Committee.

Program Notes

Program Notes

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:

- What is new or particularly noteworthy in the Foundation's 1991 grant programs?
- 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.

Human Services and Health

The most noticeable recent change in Bush Foundation grantmaking has been the rise in the number of applications and of grants in health and human services. The Foundation in 1991 approved 85 such grants, totaling \$6.1 million. Compared with two years earlier, the figures for the current year showed an increase of 44 percent in the number of grants authorized, and an increase of 60 percent in the amount approved.

This surge in applications was not predicted ahead of time, and is not precisely understood even now. Several factors appear to have acted together: cutbacks in government support for several health and human services programs; an increase in client neediness occasioned in part by sluggishness in the regional economy; and an increased familiarity among smaller agencies throughout the region as to how to do business with foundations and corporate giving programs. Depending on which of these reasons is given greatest weight, one may speculate either that the surge may be part of a relatively long term trend, or that it may be temporary.

This increased activity required new choices by The Bush Foundation about how to conduct its business. There was not sufficient time in the calendars of the Foundation's program staff to deal with the new volume of proposals in the usual way, including conversation with applicants and, usually, a staff visit to the applicant agency. The available choices appeared to be: limit the kinds of proposals which the Foundation is willing to consider, thus reducing the increase in proposal numbers; add to the full-time program staff; or seek consultant assistance to extend the capacity of the current full-time staff.

For the present, at least, the Foundation chose not to hire additional full-time staff, nor to limit the definition of eligible proposals, but to seek consultant

“The most noticeable recent change in Bush Foundation grant-making has been the rise in the number of applications and of grants in health and human services. The Foundation in 1991 approved 85 such grants, totaling \$6.1 million.”

assistance in new ways. Depending on proposal volume and consultant availability, two or three part-time program consultants were employed each quarter throughout 1991 to help perform the kind of pre-grant staff review which in earlier years was done solely by full-time program staff members. In each consultant-assisted review, a full-time Bush program staff member was paired with a program consultant, with the Bush staff member providing general supervision, usually some contact with the applicant, and assistance in preparing the grant memo for the Board of Directors. The consultant, in this arrangement, often visited the applicant agency, did most of the review work, and drafted the proposal review memo for the Board. Program consultants who worked in this way are listed on page 107, along with the Foundation's staff and Directors. Approximately one fifth of all Bush proposals in 1991 were reviewed using these program consultants.

The new way of using program consultants, described above, should not be confused with the several other ways the Foundation has employed consultants for many years. Consultants have been asked to consult with program staff during pre-grant proposal reviews, to evaluate grant results, to help design new grant programs, and to review internal processes.

Given the broad and diverse needs within the region, the Foundation continues to review human services proposals on a case-by-case basis. In this way, the Foundation attempts to respond to the changing circumstances of the client groups and those agencies which attempt to assist them.

In 1991 the Foundation approved 32 grants for various capital projects in human service agencies. Some of these grants will help renovate or build sheltered workshops in Minneapolis and Thief River Falls; help establish group homes for autistic young adults; and improve space for chemical dependency programs serving American Indians and African Americans. Two grants will support economic development projects for disabled individuals in Hibbing and Duluth, Minnesota. The Foundation also approved grants to develop drug abuse aftercare services on the Mille Lacs Reservation; to expand services to adoptive parents of adolescent youth; to support a statewide program that aims to reduce adolescent pregnancy; to replicate a pilot project which permits frail elderly to remain in their homes using the equity from their home mortgages to pay for care; and to expand participation of Hmong women in an education program.

The Foundation's interests in health continue to emphasize regional programs which improve the quality, accessibility, and efficiency of health care services. The Foundation has special interests in improving urban and rural poor people's access to health care services, and in improving minority people's access to health careers.

In 1991 the Foundation approved grants to improve a quality assurance program for a consortium of Twin Cities neighborhood clinics, to develop a special mental health program for Southeast Asian refugees in the Twin Cities, to plan a health program for Spanish-speaking children, and to coordinate health services for

“Depending on proposal volume and consultant availability, two or three part-time program consultants were employed each quarter throughout 1991 to help perform the kind of pre-grant staff review which in earlier years was done solely by full-time program staff members.”

Program Notes

mothers and children in Minneapolis. Two other grants seek to improve health services for Native American people in the Dakotas; one will help to improve pediatric instruction at the University of North Dakota Medical School and also increase pediatric service on Indian reservations in North Dakota, and the other will develop special mental health services for Native Americans at the South Dakota Human Service Center in Yankton. Other grants will help to expand a successful Saint Paul Block Nurse Program to other communities and states, to start a continuing nursing education consortium in eastern North Dakota, and to support a detailed study of the factors in health care cost increases in Minnesota.

The Foundation also appropriated funds to support the thirteenth year of the Bush Medical Fellows Program, which makes grants to individual physicians. The Medical Fellows Program is described in the Fellowship section of this report. The list of Bush Medical Fellows selected in 1991 (page 94) includes a description of their individual programs.

The Bush Foundation asks the following questions about each proposal received for health and human services programs:

- How important is the purpose for which the grant is sought? To whom is it important?
- Is planning as thorough as can reasonably be expected?
- Are others helping to pay for this activity?
- If the project is scheduled to continue at the end of a Bush grant, how will it be supported?
- Does the problem to be worked on match in scale what The Bush Foundation might reasonably be able to spend on it?

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 on occasion provides 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 initiated a series of grants designed to improve performance of girls in mathematics and science in the

region. The Foundation has continued 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. Financing for the superintendents program will end in 1992, as explained later in this report.

Outside its three-state region, and 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, Inc. and most of which are located in the southeastern United States.

Almost all 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 in the Special Report section that begins on page 29. Omitted from this Education section, but included at the end of the Program Notes, are three other mid-career fellowship programs: the Bush Leadership Fellows Program, the Bush Medical Fellows Program, and the Bush Artist Fellowships. Excluding these last three mid-career fellowship programs, the Bush Board in 1991 authorized education grants totaling \$8.8 million.

“Almost all Foundation activity in education occurs within programs which have either published guidelines or a clear history which defines their pattern.”

Summary of Current Bush Programs in Education

Bush Programs In Education (Asterisk indicates guidelines are available)	First Year of Operation	Scheduled Final Year for Payments	Is Program Open or Not For Additional Participants?	1991 Grant
*Matching capital grants for four year private undergraduate colleges in Minnesota and the Dakotas.	1976	1997	Open, through October, 1995	\$1,000,000
*Faculty development grants for undergraduate public and private colleges in Minnesota and the Dakotas	1980	1999	Open, through October, 1992	\$4,845,803
*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	—

(continued on page 18)

Program Notes

Bush Programs in Education (continued) (Asterisk indicates guidelines are available)	First Year of Operation	Scheduled Final Year for Payments	Is Program Open or Not For Additional Participants?	1991 Grant
2 Faculty development grants	1986	1997	Not open after February, 1989, except for renewals	\$705,000
*Faculty development grants in accredited tribally-controlled colleges on Indian reservations in the United States	1986	No final date scheduled	Open	\$180,010
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	\$969,744
Grants for library automation within non-public academic library consortia in Minnesota and the Dakotas	1986	No final date scheduled	Open	—
Bush Public School Superintendents Program	1976	1992	Final class has been selected	—
Bush Principals Program	1985	No final date scheduled	Open	—

“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.”

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 \$2.0 million or 10 percent of the Foundation's total grants appropriated in 1991 were made in the arts and humanities. The Bush Board is interested in supporting organizations with consistently high artistic quality and strong management.

The Foundation makes selective grants to arts and humanities organizations for special program needs. These grants may be for one year or several, but are intended to support a particular activity for a finite period of time. The grants may support artistic or management development, or capital projects for construction or renovation of buildings.

In addition to grants for artistic or management development and a limited number of capital 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 a predominant pattern. The Bush Board has not indicated an interest in expanding further the group of arts organizations which receive operating support.

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 to festivals or summer arts programs, and is unlikely to approve requests for support of a specific exhibition, performance, or conference.

The Foundation also provides support for the arts through its Bush Artist Fellowships Program, which was established in 1976 to enable selected artists in Minnesota, North and South Dakota and western Wisconsin to spend a concentrated period of time on their work. The sixteenth group of Bush Artist Fellows was selected in 1991. The Fellowship section of this report describes this program in more detail.

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 mid-career. Often the purpose is to help them prepare for greater responsibilities.

The Bush Leadership Fellows Program was started in 1965 by Archibald Granville Bush. He envisaged a program that 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 mid-career 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.

“The Bush Leadership Fellows Program is designed to enrich the experience of a wide range of individuals in mid-career.”

*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 Notes

In 1973, The Bush Foundation added a provision for shorter awards to The Bush Leadership Fellows Program. Successful applicants for short Bush fellowships typically enroll in three- to ten-week university programs to enhance managerial skills, usually on a non-degree basis. Applicants for short fellowships face the same geographic and age eligibility requirements but must have had seven years of prior 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 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.”

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. These panelists interview the finalists and select award winners. Most panelists and interviewers are senior managers or administrators in this region. A few also have been Directors or staff members of The Bush Foundation, and persons from outside the region also have served as panelists.

In 1991, The Bush Foundation awarded 19 long Bush Leadership Fellowships, and 20 short fellowships. Recipients represented the fields of large and small business, state and local government, education, engineering, health care administration, journalism, law, religion and social services.

This diversity in the career paths of fellowship recipients has characterized this program since its inception. The recipients list also is diverse as to race, gender and geographic origin. In 1991, ten recipients were from racial minority groups, 14 were women, and 18 lived outside of the Twin Cities Metropolitan Area.

The names, residences, and occupations of the selection judges follow. A list of the 1991 Fellows can be found on page 21.

In June 1991, the Bush Foundation Board authorized expenditures of \$1,043,000 in stipends and tuition for fellowships to be awarded in 1992.

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

Bush Leadership Fellows Program Preliminary Selection Committee

Terri D. Barreiro
Senior Director
Community Partnership Division,
United Way,
Minneapolis, Minnesota

Gary L. Butler
Purchasing Manager,
Minneapolis Star and Tribune Company,
Minneapolis, Minnesota

Donald E. Lemire
Personnel Consultant,
Shoreview, Minnesota

Mary Thornton Phillips
Vice Chancellor for Development,
Minnesota Community College System,
Saint Paul, Minnesota

Bush Leadership Fellows Program Final Selection Committee for Long Fellowships

Wilfred D. Antell
Minnesota State Department of
Education Manager, Indian
Education Section
Saint Paul, Minnesota

Shirley M. Clark
Vice Chancellor for Academic Affairs
Oregon State System
of Higher Education
Eugene, Oregon

Calvin N. Ryan Mosley
University Vice President for Student
Affairs and Admissions
Hamline University
Saint Paul, Minnesota

Nancy C. Parlin
Vice Chancellor,
University of Wisconsin River Falls
River Falls, Wisconsin

Steven W. Laible
Public Accounting Director
Government Services Practice
KPMG Peat Marwick
Minneapolis, Minnesota

David B. Laird, Jr.
President,
Minnesota Private College Council
Saint Paul, Minnesota

Susan K. Stevens
President
The Stevens Group
Saint Paul, Minnesota

Helen M. Yates
Health Care Consultant
Eagan, Minnesota

Bush Leadership Fellows Program Final Selection Committee for Short Fellowships

Terri D. Barreiro
Senior Director
Community Partnership Division,
United Way,
Minneapolis, Minnesota

Robert A. Bushfield
City Planning Director
Grand Forks, North Dakota

Ruth Harris
President
Northwest Reading Clinic
Eau Claire, Wisconsin

Donald E. Lemire
Personnel Consultant,
Shoreview, Minnesota

LeRoy Martin
Owner
Courtesy Lincoln Mercury
Saint Paul, Minnesota

Mary Thornton Phillips
Vice Chancellor for Development
Minnesota Community College System,
Saint Paul, Minnesota

Susan E. Showalter
Management Consultant
Minneapolis, Minnesota

Anne T. Truax
Assistant to the Director
Equal Opportunity and Affirmative
Action Office University of Minnesota
Minneapolis, Minnesota

Bush Artist Fellowships Program

The Bush Foundation Artist Fellowships Program enables selected artists from Minnesota, North Dakota, South Dakota and western Wisconsin 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 192 Artist Fellowships have been awarded.

In March 1991, the sixteenth group of Bush Artist Fellows was selected from 532 applicants. The artists selected are listed on page 94.

Fellows are chosen for five artistic disciplines: literature (fiction and creative non-fiction, poetry); scriptworks (playwriting and screenwriting); visual arts (painting, sculpting, printmaking, drawing, artists' books, multimedia and performance art, photography, film, and video); choreography; and music composition.

Fellowship candidates must be at least twenty-five years old and residents of Minnesota, North Dakota, South Dakota, or 26 counties in western Wisconsin*, and must have been residents 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. The estimated importance of the applicant's Fellowship plan to his or her development as an artist is also considered. 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.

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 selection 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 panelists are announced following the final selection of the Fellows.

Stipends for 1991 Artist Fellows were \$2,166 per month for six to eleven months, or a total possible stipend award of \$26,000 for a "twelve- to eighteen- month" Fellowship period. The program also provided additional funds of up to \$7,000 for travel and production expenses incurred in connection with each Fellow's work. The total amount of stipends and cost allowances authorized for 1991 Fellowships was \$495,000, and for 1992 is \$495,000.

*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.

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

Inquiries about this program, including application deadlines, should be directed to Sally Dixon, Program Director, or to Abigail Nesbitt, Program Assistant, Bush Artist Fellowships Program, E-900 First National Bank Building, 332 Minnesota Street, Saint Paul, Minnesota, 55101.

Bush Artist Fellowships Panelists

Preliminary Literature

Bill Barich, San Francisco, California, *non-fiction writer*
Alice McDermott, Bethesda, Maryland, *fiction writer*
Louis Simpson, Setauket, New York, *poet*

Preliminary Music Composition

Tania Leon, Jackson Heights, New York, *composer*
Alvin Singleton, Atlanta, Georgia, *composer*
James Tenney, Toronto, Canada, *composer*

Preliminary Scriptworks

Miranda Barry, New York, New York, *playwright/screenwriter*
Mac Wellman, Brooklyn, New York, *playwright*
Peter Wollen, Los Angeles, California and London, England, *filmmaker and writer*

Preliminary Visual Arts

John Gossage, Washington, DC, *photographer*
Christopher Knight, Hollywood, California, *art critic*
Michelle Stuart, New York, New York, *painter/sculptor*
Steina Vasulka, Sante Fe, New Mexico, *videomaker*
Martha Wilson, New York, New York, Founder and Director of Franklin Furnace Archive, Inc.

1991 Final Panel

Robert Israel, Los Angeles, California, *theater designer*
Louis Simpson, Setauket, New York, *poet*
James Tenney, Toronto, Canada, *composer*
Martha Wilson, New York, New York, Founder and Director of Franklin Furnace Archive, Inc.
Peter Wollen, Los Angeles, California and London, England, *filmmaker and writer*

Bush Medical Fellows Program

Since 1979, Bush Medical Fellowships have been awarded to physicians in Minnesota, North Dakota, South Dakota and 26 counties in western 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. To date, 121 physicians have participated in the Program.

The Program provides selected physicians with an opportunity to pursue individually designed plans of study which take into account explicit health care needs in

*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 Notes

their communities. The Program's strategy is to improve health care through the physician's personal and professional development. Approved plans are for three to twelve months. These plans usually include clinical study and/or studies to improve administrative, planning, and leadership skills. Fellows 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 the Fellow's living expenses for the period of study during which their income from medical practice will be reduced or nonexistent.

Special encouragement to apply is extended to physicians practicing in rural areas. All 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. Special consideration is given to applicants who seek training to assist underserved populations or provide services not currently available in the communities in which they practice.

A list of Bush Medical Fellows selected in 1991 can be found on page 94.

Inquiries about the Bush Medical Fellows Program should be directed to Jon D. Wempner, M.D., Program Director, or to Linda Roebke, Program Assistant, Bush Medical Fellows Program, 299 Lakeview Terrace Boulevard, Waconia, MN 55387.

Bush Medical Fellows Program Selection Committee - 1991

Harold W. Brunn
Secretary/Treasurer
North Central Medical
Conference
Saint Paul, Minnesota

M. Elizabeth Craig, M.D.
Consultant
Minnetonka, Minnesota

Marianne R. Kanning, M.D.
Crossroads Clinic
Chaska, Minnesota

Deane L. Johnson, M.D.
Dakota Clinic
Park Rapids, Minnesota

Julie C. MacDonald
Vice, President, Patient Services
LaCrosse Lutheran Hospital
LaCrosse, Wisconsin

Diana E. Murphy
Federal District Judge
Minneapolis, Minnesota

Clayton R. Peterson
President
Memorial Hospital
Cambridge, Minnesota

Peter T. Smyth, M.D.
Glencoe Medical Clinic
Glencoe, Minnesota

Bush Medical Fellows Program Policy Board

Robert F. Avant, M.D.
Mayo Clinic
Rochester, Minnesota

Harold W. Brunn
Secretary/Treasurer
North Central Medical Conference
Saint Paul, Minnesota

M. Elizabeth Craig, M.D.
Consultant
Minnetonka, Minnesota

Beverly G. Finholt
Consultant
Northfield, Minnesota

Julie C. MacDonald
Vice President, Patient Services
LaCrosse Lutheran Hospital
LaCrosse, Wisconsin

Robert O. Mulhaussen, M.D.
Associate Chief-of-Staff for Ambulatory Care
Veterans Administration Hospital
Minneapolis, Minnesota

Delwin K. Ohrt, M.D.
Vice President and Medical Director
Blue Cross and Blue Shield
Lakeville, Minnesota

Clayton R. Peterson
President
Memorial Hospital
Cambridge, Minnesota

John J. Stransky, M.D.
The Brown Clinic
Watertown, South Dakota

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

Bush Principals Program

The sixth annual group of elementary and secondary school principals and assistant principals was selected in October, 1991, 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. Program faculty act as advisors to participants during the time between formal sessions, when principals work on special school improvement projects within their own schools.

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, Carlson School of Management, 271 19th Avenue South, Minneapolis, Minnesota 55455.

Inquiries concerning the program are welcomed by Professor Mauriel, or by Barbara Tuckner, Associate Program Director, 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 1991 to receive Bush Principals Program awards can be found beginning on page 92.

“The main objective of the program is the improvement of instruction in elementary and secondary schools.”

Bush Public School Superintendents Program

The sixteenth annual group of Bush Public School Executives was selected in April, 1991. At the same time, the Bush Board voted to make this the final group to be enrolled in this program. Begun in 1975, the program has trained 394 participants, including 229 school district superintendents, 142 assistant superintendents, 18 other central office personnel, and five officials from the Minnesota State Department of Education. In voting to end the program on December 31, 1992, the Bush Board noted that it had provided training to administrators from over half of Minnesota's 435 school districts.

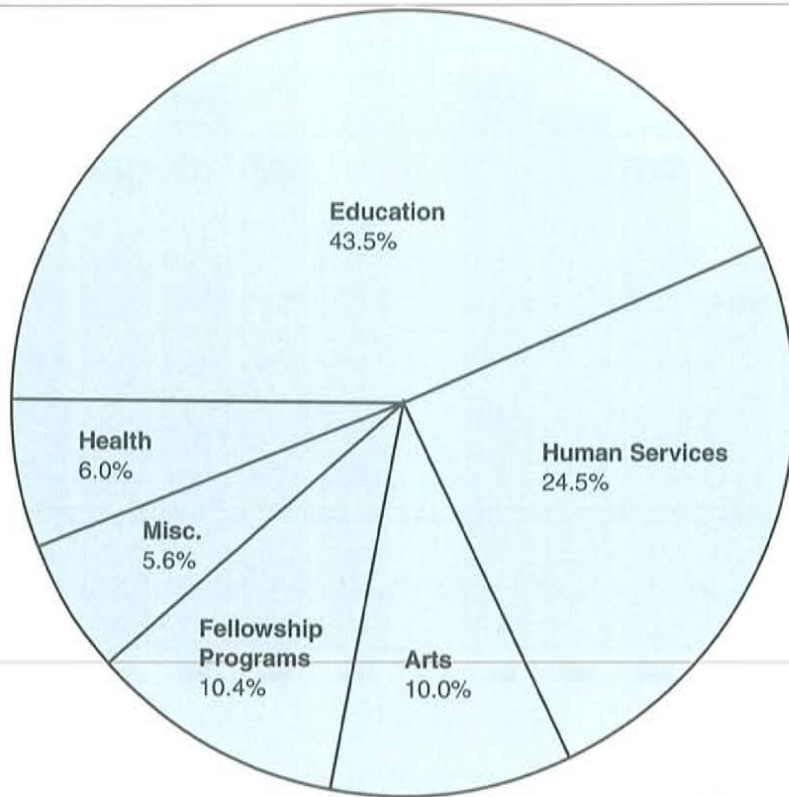
The program has provided an intensive six-week course for experienced public school superintendents and central office school administrators in Minnesota and was designed to improve their leadership and financial management capacity. The six weeks of their participation were spread over eighteen months, and included 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 worked independently on a major project within their own school districts.

“The sixteenth annual group of Bush Public School Executives was selected in April, 1991. At the same time, the Bush Board voted to make this the final group to be enrolled in this program.”

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

The Foundation Board and staff are grateful to Professor Mauriel, his faculty, and the staff of the Minnesota Association of School Administrators for their excellent work in designing and managing this program so effectively for the past sixteen years.

A list of the individuals selected in 1991 to receive Bush Public School Superintendents awards can be found beginning on page 91.



Distribution of 1991 Grants

This chart shows the distribution of 1991 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	1989	1990	1991	3-year Total
Arts & Humanities	\$ 3,348,821 (16) 17.1%	\$ 2,986,240 (22) 17.1%	\$ 2,028,700 (17) 10.0%	\$ 8,363,761 (55) 14.6%
Education	\$ 9,689,241 (58) 49.6%	\$ 7,261,296 (54) 41.7%	\$ 8,774,258 (44) 43.5%	\$ 25,784,795 (157) 45.0%
Health	\$ 513,294 (5) 2.6%	\$ 675,156 (8) 3.9%	\$ 1,208,273 (13) 6.0%	\$ 2,396,723 (26) 4.2%
Human Services	\$ 3,338,600 (54) 16.8%	\$ 3,428,105 (66) 19.7%	\$ 4,940,388 (72) 24.5%	\$ 11,707,093 (192) 20.5%
Miscellaneous	\$ 657,785 (10) 3.3%	\$ 990,075 (17) 5.7%	\$ 1,140,841 (12) 5.6%	\$ 2,727,701 (38) 4.8%
Fellowship Program Stipends	\$ 2,090,000 (3) 10.6%	\$ 2,076,000 (3) 11.9%	\$ 2,090,000 (3) 10.4%	\$ 6,256,000 (9) 10.9%
Total	\$ 19,637,741 (146) 100%	\$ 17,416,812 (170) 100%	\$ 20,182,460 (161) 100%	\$ 57,237,073 (477) 100%

Grants Classified by Purpose 1988-91

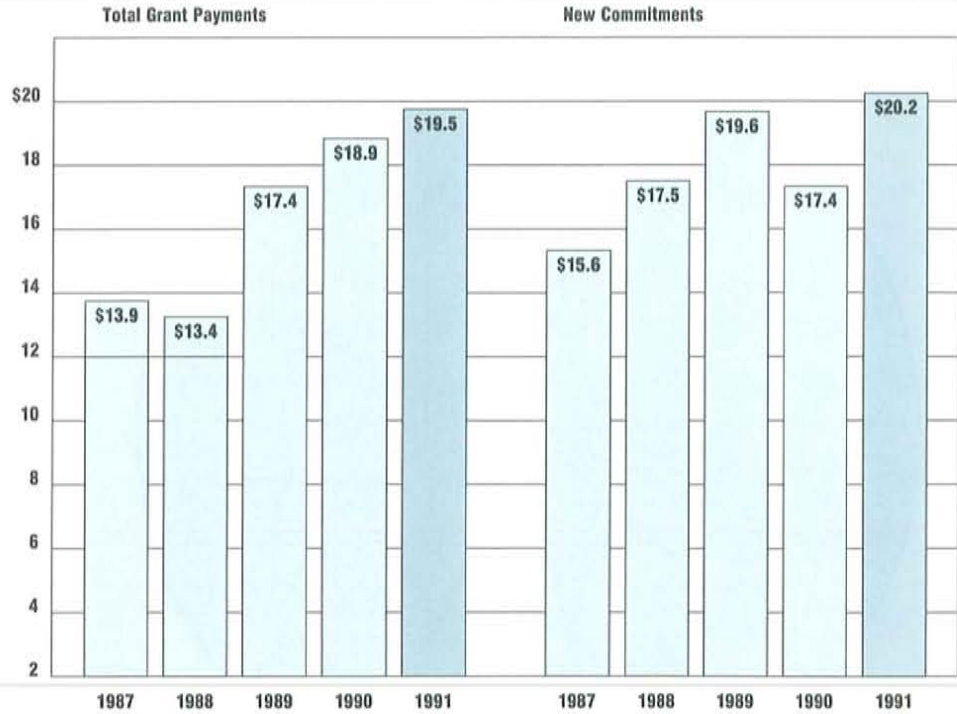
This table shows summaries of current and past year grants classified by purpose for which funds were granted. In each cell, the dollar figure represents the total amount granted, the figure next below in parenthesis shows the number of grants made, and the bottom figure shows the percentage of all grant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

Grants Statistics

Grants Payments and New Commitments 1987-91

(\$'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 1991 Grants

These tables show summaries of 1991 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
Size	
\$ 0- 9,999	10
10,000- 24,999	24
25,000- 49,999	32
50,000- 99,999	36
100,000- 199,999	24
200,000- 499,999	29
500,000- 999,999	4
1,000,000-2,000,000	2
Total	161
Duration	
1 year	87
2 years	35
3 years	39
Total	161
Geographic Location	
Twin Cities	88
Other Minnesota	31
Total Minnesota	119
North Dakota	17
South Dakota	17
Other	8
Total	161

Special Report

Special Report

Continuity and Change in Bush Grantmaking (1971-1991)

As a first step in its 1991 long range planning, The Bush Board of Directors asked its staff to write a more detailed account of the Foundation's grantmaking than usually appears in its Annual Reports. The Annual Reports usually tell readers what significant new developments occurred during the year, and remind them of the highlights of the continuing major programs. The 1991 Board requested a more searching summary. The Board asked:

- What reasoning and recent history lie behind the Foundation's current major programs?
- What major programs has the Foundation ceased to operate, and why?
- What kinds of organizations and projects are discouraged informally by the Foundation staff, in correspondence or conversations? What exceptions, if any, are made in those responses?
- Are there limits to the kind of business the Foundation can undertake successfully, either because of the size and composition of the staff, or because of the Foundation's internal choices about how it conducts the grantmaking process?

“In different ways, each of these questions tried to explain how Bush Foundation Board, staff and applicants together have shaped grantmaking policy in the past, and how change has occurred.”

In different ways, each of these questions tried to explain how Bush Foundation Board, staff and applicants together have shaped grantmaking policy in the past, and how change has occurred. The answers to those questions seemed interesting enough to reproduce in this special report, even though they may tell many readers more than they want to know, and yet of themselves do not indicate what the Foundation should do next.

The special report begins by outlining The Bush Foundation's major current grantmaking programs. Then, the report describes which frequently encountered proposal ideas are discouraged, and which Bush programs were previously emphasized but now are sharply reduced or discontinued. Finally, the special report notes some of the daily work processes of the Foundation which, perhaps unintentionally, affect program content.

Early History

In 1971, under the Chairmanship of Minnesota's former Governor, Elmer L. Andersen, the Bush Foundation Board hired its first program staff, prepared to increase the scale of its operation in anticipation of receiving final distributions

of assets from the Estate of Archibald Granville Bush, and developed its first public statement of grantmaking interests. This original list of interests and prohibitions remains unchanged today, although two new areas of interest have been added. The Board in 1971 declared itself to be predominantly a regional grantmaking institution, with major interests in education, human services, health, arts and humanities, and leadership development. The two new areas, added in 1984, were heightened emphasis on minority opportunity and programs to improve options available to women and girls. The 1971 Bush Foundation pattern of grantmaking emphasis was similar to that of U.S. foundations as a whole, with two exceptions: The Bush Foundation allocated more to the arts and less to health than was typical of U.S. foundations; and the direct operation of a midcareer leadership fellowship program was unusual.

In establishing these interests, the Bush Board's underlying hope was to make choices which might improve the lives of the people living within the Foundation's primary geographic region. This may sound unrealistic, however, when one considers the basic financial arithmetic. If, for example, the \$20.2 million which the Board approved for grants in 1991 were divided equally among residents of Minnesota, North Dakota, and South Dakota, each would receive \$3.52. Such a check would have to be spent with unusual shrewdness in order to improve noticeably the quality of the spender's life for the year. Table I shows the amount of Bush grant approvals each year since 1971, leading to a total authorization of \$275 million during those years. Despite an expanding grantmaking capacity, the most difficult questions for the Bush Board throughout the two decades remain those which are illustrated by the example of the \$3.52 check: Where should a relatively small amount of money be concentrated in order to make a difference — however that may be defined — and how much concentration is appropriate?

During the past twenty years The Bush Foundation Board has remained constant in its general purpose, and in its choice of broad areas of emphasis. Meanwhile, however, changes in the region, its people, and their needs, combined with growing experience within the Foundation, have produced recurring and significant change within each of the Foundation's broad areas of grantmaking. The sections immediately following describe in more detail, area by area, the Foundation's current grant patterns and how they came to be. Each area is presented in the same sequence as in the grants listings and "Program Notes" of recent Bush Foundation Annual Reports. Where possible the narrative avoids duplication of material in the "Program Notes" and "Grantmaking Policies and Procedures" sections of the Annual Report. Taken together, the following area descriptions represent the longest and most important part of this special report.

"In establishing these interests, the Bush Board's underlying hope was to make choices which might improve the lives of the people living within the Foundation's primary geographic region."

TABLE I
The Bush Foundation Summary of Approved Grants
(1971 - 1991)

Year*	Approved Grants
1991	\$ 20,182,460
1990	17,416,872
1989	19,637,741
1988	17,505,696
1987	15,641,528
1986	14,579,204
1985	17,629,448
1984	14,128,571
1983	14,373,428
1982	17,209,279
1981	15,846,967
1980	10,933,267
1979	12,343,814
1978	9,920,654
1977	10,963,157
1976	8,313,227
1975	4,687,964
1974	9,762,725
1973	6,853,486
1972	7,498,128
1971	9,624,861
1971-91 Total	\$275,052,477

*The Foundation's fiscal year ends on November 30.
 Amounts are for gross new appropriations.

Arts and Humanities

The main circumstance in the early development of Bush Foundation grants in the arts was the coincidence of new activity within Twin Cities arts organizations in the late 1960s and a sharp rise at that time in the Foundation's grant payments. Bush annual payout exceeded a million dollars starting in 1969. This was the earliest that the Foundation could realistically consider becoming a major factor in the development of the arts in the Twin Cities. The major arts organizations here were just entering a growth period which would include the following developments.

- Musicians in the Minnesota Orchestra moved from part-year to full-year employment.
- Saint Paul Chamber Orchestra completed the transition from a civic orchestra to a national institution.
- The Minneapolis Society of Fine Arts, the Science Museum of Minnesota and the Minnesota Orchestra undertook major new building construction.
- Saint Paul initiated a United Arts annual fund drive.

- The Walker Art Center's major new programs earned it a reputation of national leadership.

A sharp increase in contributed income from some new source was required for these new accomplishments. The Bush Board included several members who were directly involved in the leadership of major arts organizations in the Twin Cities. In 1969 and 1970, responding with large grants to selected appeals, The Bush Foundation gave capital support or started significant annual fund drives in many of the Twin Cities major arts organizations. By mid-1971 the Bush Board set a pattern of giving which established it as the largest single source of contributed income for several of these major organizations. Most of this Bush support was either general annual support, or contributions to established public capital fund drives. This pattern stood in contrast to support given by many U.S. foundations for the arts at that time, which often was designated for new programs or special tours.

In 1992, the major Twin Cities institutions which received recurring Bush support were the Minnesota Orchestra, Saint Paul Chamber Orchestra, Guthrie Theater, Minnesota Opera, Walker Art Center (for exhibitions), the Minneapolis Institute of Arts (for exhibitions).

No formal comprehensive planning preceded this move towards predictable operating support for a few major organizations. It is unclear whether the underlying intent was that The Bush Foundation support every large Twin Cities arts organization, whether the Foundation's support should be limited to those whose needs were first met during those early years, or whether some agreed-upon standards of selectivity should be developed which would serve to change periodically the group of grantees without requiring continuing support for all. Since then, arguments have been advanced for each of those positions, but the question has not been resolved in any formal way.

At present, the major arts organizations represent the only large Bush grantmaking sector in which recurring grants for general support are the predominant pattern. Staff studies in 1972, 1973, and 1980 endorsed the wisdom of significant operating support for major professional organizations in the Twin Cities, and of limiting this support to the Foundation's primary geographic region. The staff suggested that the criteria for Bush annual support should include the following:

- Unusually good artistic quality
- Capable professional management
- Extensive public service
- A scale of need consistent with the Foundation's ability to provide support

“At present, the major arts organizations represent the only large Bush grantmaking sector in which recurring grants for general support are the predominant pattern.”

Special Report

Partly in order to balance the Foundation's heavy support of large organizations in the arts, in 1973 the Board approved a program of talent development for individual artists in Minnesota. The first grant for the Bush Artist Fellowships Program was approved in 1975. This program continues, receives favorable evaluations, and has expanded to include North Dakota, South Dakota, and Western Wisconsin. Fellowship stipends totaling \$495,000 were authorized for the 1991 program. The program is described more fully in the "Program Notes" section of the Annual Report.

During the past seven years, more than in earlier years, the Foundation provided support for management and program development in medium-sized professional arts organizations in the Twin Cities.

The two criteria applied by Bush staff in this area have been exemplary artistic programming and strong management capacity. Grant size and purpose show considerable variation, with recent grants supporting Graywolf Press (for a memoir series), Theatre de la Jeune Lune (for guest directors and artistic personnel), Penumbra Theater (for management support), and the Minnesota Dance Alliance (for lighting equipment).

Education

Faculty Development in Regional Colleges

The Bush Foundation program of faculty development grants in public and private colleges in Minnesota and the Dakotas was authorized in April, 1979. Grants are intended to improve undergraduate student learning through faculty development and improvement of teaching. During the past eleven years, the Bush Board approved regional faculty development grants in this program totaling \$22.5 million. This has been the Foundation's largest program in higher education.

The 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. The definition of "faculty development" is broad. It includes such activities as individual professional development, curriculum change, improvement of teaching methods, and organizational changes. Approved faculty development proposals relate to important goals of the colleges involved, improve student learning, and 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:

"The definition of 'faculty development' is broad. It includes such activities as individual professional development, curriculum change, improvement of teaching methods, and organizational changes."

- 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?
- What specific strategy is selected for Bush support?
- What evaluation plans are proposed, both to assist in making mid-course improvements and to assess what is being accomplished?

Although the program guidelines urge colleges to analyze problems and opportunities where faculty development activity might be unusually helpful, the 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:

- Improve basic thinking and writing skills for all students.
- Improve the orientation and teaching skills of part-time faculty, and/or full-time faculty who are new to the teaching profession (new Ph.D.s and mid-career recruits).
- Improve evaluation and analysis of academic programs, with particular emphasis on undergraduate learning outcomes.
- 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.
- Undertake curriculum analysis and revision more aggressively and comprehensively than the ordinary availability of funds and faculty time may permit.

Matching Capital Grants for Private Colleges in Minnesota and the Dakotas

In 1976, following a survey of trends and needs in private higher education, The Bush Foundation began a program of matching capital grants for four-year undergraduate private colleges. Authorized for limited periods, the program was renewed in 1984 and 1988, and currently is scheduled to end in October 1995.

The grants are intended to improve buildings and programs in these colleges, and typically provide five percent of the capital amount which is sought in comprehensive capital fund drives. Under the program guidelines, "capital" purposes include building construction and major renovation, land purchase, and endowment. The maximum amount of an individual grant in this program is \$1 million. This has been the Foundation's second largest program in higher education; during the past fifteen years the Board has approved \$21 million in matching capital grants for private colleges in the region.

Special Report

University of Minnesota

“The University of Minnesota since 1973 has been The Bush Foundation’s largest single grantee, receiving a total of \$14.1 million during the last 16 years.”

The University of Minnesota since 1973 has been The Bush Foundation’s largest single grantee, receiving a total of \$14.1 million during the last 16 years. Grant proposals were received and reviewed for Board action on a case-by-case basis from 1972 until 1974, when the University asked the Foundation to grant \$6 million for predoctoral fellowships to offset a much larger withdrawal of federal support for this purpose. At that time the University of Minnesota was the only Big Ten university which had not negotiated some offsetting graduate fellowships support from its state legislature. The Foundation granted \$2 million over four years for predoctoral fellowships, but for two years ceased receiving new proposals for any other purpose.

When consideration of new Bush proposals started again 1976, the additional process of semi-annual consultation with the President of the University was started, along with an extra “shopping list” pre-screening approach which continues today. Under this pre-screening process, the Foundation tends to give final consideration to proposals which either have university-wide or faculty-wide implications, or which carry out Bush specified priorities such as child development or design of math and science programs for girls. Compared with the patterns of the early 1970s, the Foundation sees far fewer proposals from principal investigators or from individual departments. While this extra pre-screening process has at times seemed cumbersome, it was jointly reviewed and endorsed by the Bush Board and University administration in 1984, and endorsed again by President Nils Hasselmo in 1991.

Grants to Tribally Controlled Colleges on Indian Reservations

There are at present twenty-four tribally controlled colleges in the United States, thirteen of which are fully accredited. The Bush Foundation currently supports twelve of these accredited institutions, and preliminary contact has been made with the thirteenth college. Most of these colleges 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 percent 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.

During 1991 the Foundation continued its support for accredited, tribally controlled colleges located on Indian reservations in the western United States. In most cases, these grants have been targeted for faculty development work, but they also include money for construction projects on campuses in the Dakotas. During 1991, Bush grants for these purposes totalled \$430,010.

In June, 1991, the Bush Foundation Board also voted to extend its faculty development program for these colleges for an additional six years beyond the first six years of Bush support. Sinte Gleska College, which has engaged in faculty development work with Bush money since 1985, was the first of the tribal colleges to receive a Bush planning grant this past year to develop a second six-year approach to faculty development.

The Bush Foundation approved its first grant to a tribal college in 1977, extended support to the accredited tribal colleges in Minnesota and the Dakotas, and in 1986 approved extension of its faculty development program to accredited tribal colleges elsewhere.

“The Bush Foundation approved its first grant to a tribal college in 1977, extended support to the accredited tribal colleges in Minnesota and the Dakotas, and in 1986 approved extension of its faculty development program to accredited tribal colleges elsewhere.”

Private Postsecondary Institutions Which Are Not Undergraduate Colleges

Many postsecondary private institutions exist in Minnesota and the Dakotas which are not undergraduate colleges. These include medical and law schools, business schools, and theological schools. In 1976 the Board and staff discussed the Foundation's policy toward these institutions. With considerable funds already committed to four-year colleges, and with the quality and needs of the other institutions apparently more varied, the Board agreed that their proposals should be considered on a case-by-case basis, but with significantly lower odds of success than for the four-year colleges.

Grants to Historically Black Private Colleges

(With The William and Flora Hewlett Foundation)

Directors of the Bush and Hewlett Foundations in February, 1986 authorized a \$7.9 million, ten-year program of jointly supported grants at forty historically black undergraduate colleges. These institutions all are members of the United Negro College Fund, Inc. (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 faculty development program and a matching capital grants program. Both

Special Report

“The UNCF 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.”

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.

Most of the historically black private college 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 many predominantly white institutions, are achieving growing enrollment of African-American students, as well as high retention and completion rates.

The purposes of the Bush-Hewlett matching capital grants program are like those of the regional program described above. Bush grants help colleges complete comprehensive capital fund drives more quickly than would be possible otherwise, stimulate higher levels of giving by other donors, and help build the colleges' capital assets. This, in turn, improves the financial independence of these colleges, and enhances their academic programs. Proposals are not considered by the Bush Board until a college already has raised half the capital amounts sought in the fund drive. Eighteen grants totaling \$7,789,500 were approved at UNCF member or former-member colleges since this program began.

The Bush-Hewlett faculty development program, like its counterpart in Minnesota and the Dakotas, helps to improve student learning in historically black private colleges through increased attention to faculty development activities. Twenty-two colleges are participating in the Bush-Hewlett faculty development program. These colleges received Bush-Hewlett faculty development program and planning grants totaling \$5,135,087 during the past four years. After four selection rounds in 1986 through 1989, new entry to the program has ceased as originally scheduled. Present participants are eligible to apply for renewal grants. A major program review is scheduled for 1992.

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 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 training that many women do not possess. In 1991, the Bush Board approved six grants totaling \$969,744 for mathematics and science programs for girls. Since 1987 the Foundation has allocated \$3.8 million to this work.

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 be run by 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. Most of these projects could be replicated at reasonable cost, and should not require Bush support after a reasonable starting period. Most of the Bush grants include long-term evaluation of the individual projects and their effect on the participating girls. A comprehensive mid-course program evaluation is scheduled to occur in 1992 and 1993.

Grants to Elementary and Secondary Schools

Intermittently throughout the 1970s The Bush Foundation approved grants to the Saint Paul public schools, the Minneapolis public schools and the Archdiocese of Saint Paul and Minneapolis, to establish programs which might improve the variety and quality of education for inner city youth. However, with the exception of this particular work, the Foundation does not ordinarily make grants to individual school districts, of which there are more than 400 in Minnesota alone. The Foundation has not approved grants for individual independent or parochial schools, although it did approve grants to the Archdiocese of Saint Paul and Minneapolis for training school administrators, and to the Minnesota Independent Schools Fund to help stimulate annual unrestricted giving.

Bush Principals Program

In 1985, the Bush Board established a program for public, private and parochial school principals, designed to help improve instruction in individual elementary and secondary schools in Minnesota. Since 1985, seven participant classes have been selected. The Bush Board has authorized \$3.4 million for this work. An external evaluation of the program after its first three years indicated it was working well and achieving positive results. Its current operation is described more fully in the "Program Notes" section of the Annual Report.

HEALTH

The Bush health grants pattern which exists today is in sharp contrast to the pattern of the early 1970s, when most of the Foundation's health grants were for biomedical research or hospital construction. The shift away from research and construction occurred during the early and mid-1970s, and was encouraged by several external consultant panels.

"The Foundation concentrates its support specifically on intervention programs which encourage girls in mathematics and science."

"The Bush health grants pattern which exists today is in sharp contrast to the pattern of the early 1970s, when most of the Foundation's health grants were for biomedical research or hospital construction."

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In 1979, The Bush Foundation established the Bush Medical Fellows Program, its largest and most significant health program. Initially, the goal of this regional program was to improve rural health care by offering rural physicians more training and by improving linkages between rural physicians and metropolitan specialists. Since 1986, the program has been enlarged so that it is available to all regional physicians seeking training that will help them improve health care delivery to the underserved. Individual goals for the fellowship experience include the improvement of clinical, leadership, and/or management skills. This training often prepares the physician to work on a project likely to improve health care generally within the geographic area of the Fellow's practice. Despite the inherent difficulties in revitalizing rural health care, recurring evaluation reports concerning the personal and community impact of this program are impressive. Twelve participant classes have been selected since the beginning of the program. The appropriation for stipends and tuition in the 1992 program was \$552,000. The current program is described more fully in the "Program Notes" section of this Annual Report.

"Major purposes of Bush health grants today in addition to the Bush Medical Fellows Program include stimulating research and public understanding about the cost and efficiency of health services, and promoting minority opportunity in health careers."

Major purposes of Bush health grants today in addition to the Bush Medical Fellows Program include stimulating research and public understanding about the cost and efficiency of health services, and promoting minority opportunity in health careers. Bush Foundation support for health projects outside the Bush Medical Fellows Program totaled between \$500,000 and \$1,500,000 in each of the past ten years. Most of this expenditure occurred in the form of a few large grants, such as the following sample of approved Bush grants taken from the past 15 years:

- support during its early development for the University of Minnesota's Center for Health Services Research. This Center has assembled economists and policy analysts to study the efficiency and effectiveness of the delivery of health care within this region and elsewhere.
- support for the Mayo Clinic's Health Care Studies Unit which reviews the effectiveness of various kinds of technologies used in health care settings.
- support for the Metro Community Health Consortium's health education program in about a dozen community clinics which serve low income people in the Twin Cities.
- support for design of the Minnesota State Department of Health cancer surveillance system.

- support to help establish the Office of Research and Policy Analysis in the Center for Rural Health Services, Policy and Research at the University of North Dakota.
- support for a major AIDS prevention project at the University of North Dakota for North Dakota Indian reservations.
- support for a financial stabilization program at Model Cities Health Center in Saint Paul.

Human Services

Across all of its work in the human services field, The Bush Foundation staff has sought opportunities to strengthen the capacity of non-profit organizations to provide good quality services to people who cannot afford to pay the full costs of those services. The Bush Board and staff have tended to prefer proposals which will improve the long-term strength of organizations, rather than attempt short-term projects whose benefits are mainly short-term ones. The Foundation consistently requests good financial planning information which illustrates both the impact of requested foundation funds on the applicant's core budget and also illustrates the impact of the withdrawal of Bush funds in the year following the end of the proposed grant period.

Added to this concern for the long-run financial independence of applicant agencies has been a preference for proposals which have defined clearly what they seek to accomplish, how they propose to achieve their goals, why they think their strategy will be effective, and why Bush support is important. The Foundation has been reluctant to recommend support for projects whose main purpose appears to be to increase public awareness of the existence of a problem without at the same time suggesting a carefully considered approach to solving or reducing it.

In its support of human services building projects, the Foundation's grants usually have been for ten to twenty percent of the campaign total and have been made toward the end rather than at the beginning of those campaigns. However, occasionally higher proportions are approved, particularly in rural areas of North and South Dakota and when other loans or grants seemed unlikely. The preference for a ten-to-twenty percent range rather than some other range does not arise from careful advance study, but from experience which seems to have worked well in recent years, and encourages applicants to establish broad sources of support.

The "Program Notes" section of the Annual Report discusses the recent surge in volume of human services proposals to the Foundation. Table II describes some of the changing patterns within the field.

"The Bush Board and staff have tended to prefer proposals which will improve the long-term strength of organizations, rather than attempt short-term projects whose benefits are mainly short-term ones."

TABLE II
Bush Foundation Recurring Grant Patterns
In the Human Services

Program

1. *Youth Programs*

a. Grants for residential treatment centers for emotionally disturbed youth.

This area was reviewed in 1975 and generally endorsed. Grants of this kind have been supported intermittently since.

b. Non-residential programs, mainly counseling and recreation.

This area has considerable proposal activity each year. In 1976 the Bush Board concurred with a staff recommendation to concentrate Bush grants in programs primarily serving minorities and disadvantaged youth.

c. Camping programs

The Foundation has approved a few grants for programs that serve primarily handicapped and minority children, but has denied most camping proposals.

2. *Health and Rehabilitation*

a. Sheltered workshops

Between 1972 and 1982 the Foundation approved \$2.2 million in 26 individual grants to help expand the workshop capacity of these agencies. The program area still seems worthwhile although the rate of its expansion has slowed.

b. Aging

Beginning in 1975 the Foundation made occasional capital grants to residential programs for the elderly which in some way appeared exemplary. In 1990 the Board added nursing home construction to the Annual Report list of purposes for which the Foundation is reluctant to make grants.

3. *Family Violence*

The Foundation took a leading role in this area. During the 1970s Bush grants went mainly to shelters for battered women. More recently, proposal demand has shifted to education and treatment programs, to transitional housing programs for women, and to programs seeking to strengthen family units.

4. *Refugees*

Foundation proposals in this area are increasing, stimulated by the 1980s' surge in local refugee populations and by the recent decline in federal funds to support their adjustment. One area of need is the strengthening of individual-nationality mutual assistance associations, which seek primarily to provide culturally-appropriate social services to particular refugee groups or to assure them access to the established public service systems.

Program

5. *Rural Programs*

Comment

During the early 1980s the Foundation initiated several programs, often administered by established church organizations, to relieve stress in rural families by connecting them more closely to available community support and expertise. Recently, the volume of proposals for this kind of grantmaking has diminished significantly.

Public Radio and Television

Bush support for public radio and television typically has varied between \$500,000 and \$1 million per year. Grantmaking policy in this program sector was strongly influenced by major consultant reviews in 1975 and 1985. Both studies encouraged The Bush Foundation to help public radio and television stations build income by offering Bush membership challenge grants. During times when insufficient public funds were available, Bush consultants also favored occasional Foundation grants for major equipment, particularly if it would expand a station's service area.

Following the 1985 consultant review, the Bush Board voted in addition to encourage proposals of two kinds not previously solicited:

- Proposals to pay for marketing expenses for stations which want to expand their audiences, but only when such requests are accompanied by well-conceived marketing plans and projected financial strategies. In some instances, planning grants also might be encouraged.
- Proposals to strengthen "second service" public radio stations. These stations typically are in areas already served by public radio, but nonetheless provide a distinct service to listeners, such as programming for ethnic or racial minorities. However, the Foundation would continue to discourage requests for support from stations which are primarily an educational, religious, or public relations arm of a school or college.

Environment

The Bush Foundation has approved environment grants usually totaling between \$200,000 and \$400,000 per year, although the pattern is irregular and in some years there is little activity of this kind. The Foundation periodically approves grants to The Nature Conservancy to ensure preservation of tracts with particular environmental or biological significance. Other types of proposals which have been approved include grants for improved stewardship of agricultural land in selected counties, grants for improved forest management, and grants for environmental education.

Special Report

The Foundation provided several grants for land and for an education building at the Minnesota Landscape Arboretum during the 1970s, and contributed to enlargement of its main building with a grant for \$125,000 in 1986. The Foundation has provided little support to environmental advocacy groups, to organizations litigating environmental questions, or to a large number of nature centers and small zoos existing in Minnesota and the Dakotas.

Community Foundations

The Bush Foundation has provided endowment challenge grants to help community foundations in this region more rapidly achieve significant growth. Proposals were not encouraged until the community foundation hired staff, developed operating plans, and developed a record of local fundraising for expansion. The following endowment challenge grants were approved by The Bush Foundation during the past thirteen years:

Duluth-Superior Area Community Foundation (1983-84)	\$1,000,000
Central Minnesota Community Foundation (1988)	600,000
Sioux Falls Area Foundation (1985)	550,000
North Dakota Community Foundation (1977)	250,000

In addition, the community foundations in Minneapolis, Saint Paul, and Duluth have received several Bush grants for emergency relief programs and small economic development projects, where the community foundations served as administrative agents. The Bush Foundation in 1984 and 1989 granted a total of \$600,000 to the Minneapolis Foundation to help endow the Minnesota Women's Fund.

Improved Performance in Grantmaking

The Foundation helps in a number of ways to improve generally the performance of grantmakers, both within its region of Minnesota and the Dakotas and nationally. Within its three-state region, the Foundation has been a member of the Minnesota Council on Foundations; and nationally has provided annual support for the Foundation Center since 1973, and the national Council on Foundations. Bush Foundation Board and staff members have been regular participants on the

Boards and program panels of these organizations. The Foundation in recent years became a member of Independent Sector, and of Women and Foundations/Corporate Philanthropy.

Beyond these recurring contributions to the general performance of the grantmaking sector, the Foundation has tried to define its role as a significant but regional foundation. In practice, this seemed to mean that The Bush Foundation would not automatically reject consideration of expensive national projects in this field, but would be noticeably more selective than the largest national foundations.

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 mid-career. This is the Foundation's largest and oldest mid-career leadership program. The Bush Leadership Fellows Program was started in 1965 by Archibald Granville Bush. He envisioned a program which would identify emerging leaders in many fields and support unusual development opportunities for them. These fellowships are described more fully in the "Program Notes" section of the Annual Report.

Opportunity Cost

Some readers may wish to compare the foregoing record of what did happen with what could have happened but did not. What activities, apparently successful at the time, were cut back or abandoned to make room for the programs which now exist? What other opportunities frequently are presented and then not chosen? These two aspects of Bush experience are not regularly reported but may help in making an assessment of the Foundation's grantmaking program.

Discontinued Programs

Table III summarizes the major Bush programs which have been discontinued or reduced sharply during the last twenty years. The Table shows that The Bush Foundation has discontinued programs for several different reasons. One program ceased because after seventeen years it appeared to have accomplished the most important part of its original purpose. Two Bush programs ended because of shifts in government funding policies. In two other cases, The Bush Foundation Board changed its judgment of its own general priorities and stopped approving grants in particular areas. In two cases, Bush consultants advised the Board that the original program designs were questionable, and that the needed remedies would be prohibitively expensive. Finally, in four instances, fixed termination dates were built into the original program approvals, and were not altered when those deadline dates arrived.

"Beyond these recurring contributions to the general performance of the grantmaking sector, the Foundation has tried to define its role as a significant but regional foundation."

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Special Report

“Why is the cutting-back process important? Mainly because in the long run it is the largest and most reliable source of money to finance major new programs.”

Why is the cutting-back process important? Mainly because in the long run it is the largest and most reliable source of money to finance major new programs. The Bush Board of Directors in 1983 established a demanding investment performance goal for the Foundation. The Board concluded that the needs of future generations probably would be as compelling as those of today. The Board said, therefore, that the Foundation should attempt to earn enough on its investments both to provide for the federally required five-percent-of-assets current payout, and to preserve into the future the purchasing power of its assets. In order to preserve this purchasing power, a foundation must earn (in excess of payout), and not spend, a percentage of assets equal to the inflation of prices in the economy. Long term studies of investment performance indicate that only a small proportion of the nation's endowments have managed to perform this well over complete market cycles in the past. Probably The Bush Foundation cannot expect market performance which is significantly better than required to meet its 1983 investment goals. If so, then the Foundation's cash margin to start new programs must be generated either by avoiding permanent commitment to the same grantees, or occasionally by discontinuing whole programs.

Proposal Ideas Which Are Discouraged

Table IV helps illustrate some of the choices which currently are made together by potential grant applicants and Bush program staff, before grant proposals are completed and scheduled for final Bush Board consideration. For every approved Bush grant, typically there are two completed proposals acted on by the Board (one approved, one denied), and at least eight informal letter or telephone inquiries which fail to turn into completed proposals because completion is discouraged by the Foundation staff.

Some proposals are discouraged because they are too expensive or because established sources of support already exist for them. Some kinds of potential applicants, such as day care centers or nursing homes, are discouraged from applying mainly because they exist within very large networks of similar institutions; it is hard for the Foundation to begin doing business equitably within the networks without being swamped with proposals. Most of the informal inquiries the Foundation staff has a chance to consider are sensible ones, and very few are discouraged because they seem foolish or harmful.

The unavoidable tension between flexibility and predictability needs constant review. The kinds of patterns shown in Table IV receive continuing discussion and revision within the Foundation. The patterns themselves, however, are

sometimes a source of impatience to the Bush Board and staff, as well as to its customers. If a foundation is to change and respond to excellent ideas, it cannot afford to be trapped within a long list of prohibitions. On the other hand, if a foundation changes its reasoning patterns from day to day, or has no identifiable patterns, potential applicants have extreme difficulty assessing whether or not to spend time preparing a proposal, and the quality both of proposals and foundation judgments becomes erratic.

Linkage Between Internal Process and Grants Policy

A final element in this special report is the observation that the internal Board and staff processes within a foundation may shape and also limit the choices of what is possible in grantmaking. As such, the processes themselves may merit review, and then either be affirmed or changed.

For example, the Bush Board established in the early 1970s that the Board wanted to understand a proposal before voting on it, that as a part of this process of understanding the Foundation staff should visit every applicant if feasible, and that seeking of consultant opinion was encouraged if the proposal was specialized, expensive or controversial. However, this may mean, if one keeps staff size relatively constant, that The Bush Foundation will be slower in acting on a proposal than would be the case if there were less ambitious information gathering standards in effect.

The Bush Foundation also has been reluctant to commit general continuing budget support to more than a very few institutions. The Board and staff have hoped it would be possible to end any limited term grant period with the grantee financially as strong or stronger than when the grant period began. However, this virtually requires that the Foundation staff ask during the application process what plans have been made for the time when Bush support ceases. If any applicant has not made reasonably successful attempts to do this, the Foundation may wish to wait until those plans have been made. That whole sequence, in turn, may mean that applying for a Bush grant becomes a strategic planning discussion in ways the applicant did not originally intend. This may be particularly true for new or unsophisticated organizations which are short on administrative help, and also has been true in sophisticated organizations where unresolved leadership conflicts existed. In perhaps unintended ways, the Foundation's desire to encourage financial independence in successful grant applicants may limit to some extent who applies in the first place.

Final Comment

The first purpose for describing The Bush Foundation's grant programs in such a comprehensive way is not to try to preserve the present program without change, but rather to subject it to examination and possible reform. In planning for the

“The first purpose for describing The Bush Foundation's grant programs in such a comprehensive way is not to try to preserve the present program without change, but rather to subject it to examination and possible reform. ”

Special Report

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future, a part of the task may be to understand and judge sensibly the recent past. But the most demanding part may be to find those directions which are worthwhile but significantly different from anything previously experienced. Assessment of all these questions will occupy heightened attention from The Bush Foundation Board and staff in their long range planning work for at least the coming year.

**TABLE III
Bush Foundation Grant Activities Which No Longer
Are Emphasized**

Program or Activity (Dates of Greatest Activity are in Parenthesis)	Reasons for Stopping
1. Endowment matching grants for major arts organizations (1980-1990).	The Bush program reached many of the eligible applicants once. General pressure elsewhere in the grant applicant pool seemed stronger in 1990 than was true in 1980. The endowment program was allowed to end as originally scheduled.
2. Bush Opportunity Grants: for Minnesota Community College graduates to attend Minnesota private colleges (1972-1979).	Transfer students became eligible for public scholarships under the Minnesota State Scholarship and Grant Program. The need for the program appeared to be reduced.
3. Private college matching grants for alumni giving in Minnesota and the Dakotas (1972-1981).	Participating colleges completed their series of grants. Bush guidelines allowed a maximum of five annual grants per college.
4. Historically black private college matching grants for alumni giving, in cooperation with the William and Flora Hewlett Foundation (1976-1985).	Same as above.
5. Four university Bush Centers for Child Development and Public Policy, plus grants for network activity (1977-1987).	This program for training and research was designed to be temporary, and ended after approximately the originally-recommended ten year period of support.
6. Grants for biomedical research (1970-1975).	A consultant panel suggested in 1974 that The Bush Foundation should establish significant, predictable long-term specializations or else should cease activity in this field. The Board decided to cease.
7. Grants for hospital construction (1970-1977).	Consultants recommended that other health grant opportunities receive higher priority. The Board agreed.

TABLE III (continued)

Program or Activity (Dates of Greatest Activity are in Parenthesis)	Reasons for Stopping
8. Annual grants to the Saint Paul United Way (1971-1990).	Consultants in 1984 reviewed the Bush human services grant patterns and recommended cessation of United Way annual contribution. The Bush Board agreed. A five-year withdrawal plan was initiated in 1985.
9. Grants to expand sheltered workshops for the handicapped (1971 to present).	Bush grants continue to be approved, but many fewer than in the 1970s. The expansion rate for these agencies has slowed.
10. Grants in Florida (1970-1975) and in the Chicago area (1971-1981).	The Board on two occasions consolidated the Foundation's definition of geographic emphasis, deciding in 1977 not to include Florida, and in 1982 not to include the Chicago area.
11. Leadership training program for Minnesota Public School Superintendents (1975-1992).	This program for seventeen years represented the Foundation's main work in elementary and secondary education, and spent more than \$6 million during that time. The Board decided in 1990 not to renew the program after staff and outside evaluations indicated a shrinking applicant pool, partly due to prior coverage of eligible school districts.

TABLE IV
Types of Proposals Which Are Discouraged
In Bush Grantmaking, and Patterns of Exceptions
(1991)

I. Types of Applicants Usually Discouraged	Exception (Comments in Parenthesis)
Non-professional arts organizations	(The large numbers of similar organizations of this kind would make it difficult for The Bush Foundation to respond evenhandedly.)
Individual community colleges	Board policy encourages faculty development and capital proposals from Indian Community Colleges. Three system-wide grants for faculty development have been approved since 1980 for the Minnesota Community College system.
Individual public and private schools and public school districts	Bush fellowship programs for school administrators and several grants to school districts for special programs.
Daycare centers for children and for handicapped adults	Bush has granted support for associations which serve large numbers of individual centers.

Special Report

TABLE IV (continued)

I. Types of Applicants Usually Discouraged

**Exception
(Comments in Parenthesis)**

Libraries	Grants to academic library consortia for system-wide computerization projects, and support for Indian colleges, and Indian schools in Minnesota and the Dakotas.
Youth recreation and camping programs	Programs which serve predominantly low-income or handicapped populations.
County historical societies	(Rare exceptions have been made, but without any clear pattern.)
Senior citizen centers	Several grants have been approved for new kinds of programs but no pattern of grants has been established or encouraged.
Nursing homes	Several capital grants to homes of exceptionally high reputation and for new kinds of outreach services. (Consideration probably ceased for these as of February 1990, when the Board voted to discourage consideration of such proposals.)
Nature centers	A few isolated grants have been made which appeared exceptional in some way.
Churches	Grants have been approved to denominational social service organizations and church-related colleges for special projects, providing the clients served included more than members of a single church, belief, or denomination.
United Ways	Following Board discussion in 1984 annual contributions to the St. Paul United Way tapered and ended in 1990. The Foundation remains open to evaluation, capital, and special projects from the Saint Paul and Minneapolis United Ways. Proposals from other United Ways have not been encouraged.
Municipalities and Government Agencies (regular budget items)	Several grants have been approved to design or implement new programs, although the case for doing so must appear unusually strong. Some strong-appearing proposals have been considered and then denied. (Proposals for municipal buildings are specifically discouraged, by a Board vote in February, 1990.)

TABLE IV (continued)

I. Types of Applicants Usually Discouraged

**Exception
(Comments in Parenthesis)**

Endowment grants

Defined capital challenge grant programs in higher education and to enlarge community foundations in this region. Endowment grants also were approved for Meharry Medical School and Morehouse School of Medicine, both historically black medical schools outside of the Foundation's primary grantmaking region.

Loans and program related investments

Bush has established a loan fund for sheltered workshops and two loan funds managed by community foundations. (The Board on several occasions has voted a low priority to developing a pattern of program-related investments.)

II. Types of Projects Usually Discouraged

**Exception
(Comments in Parenthesis)**

One-time cultural projects, broadcast programs, concerts, conferences, exhibitions, publications

Books or conferences organized by the Foundation as part of its own program development work. (Some of these projects do receive indirect Bush support, if part of an institutional grant for a larger purpose. Examples include activities under faculty development grants.)

Small scale remodeling projects, and furnishing, equipment, and vehicle purchase projects

Exceptions have been made where the need seemed critical, and where there are few alternatives to Bush support. (There are many more worthwhile projects of this kind than The Bush Foundation can support.)

Continuing unrestricted operating support for established programs

The Foundation does support a few large professional arts organizations, and three foundation-related organizations: The Foundation Center, The Council on Foundations, and Women and Foundations/Corporate Philanthropy.

Academic and biomedical project research

Evaluation research and/or applied research conducted as part of programs initiated or supported in a major way by the Foundation.

Large-scale leadership gifts in capital campaigns

While the Foundation has made a few gifts early in capital campaigns, it usually resists requests for early contributions. This pattern of resistance has been stronger in the last decade than earlier. (This practice assumes that a broad base of support often is better for the long term interests of applicants than is a heavy reliance on The Bush Foundation or any other single source.)

Special Report

II. Types of Projects Usually Discouraged

TABLE IV (continued)

**Exception
(Comments in Parenthesis)**

Capital campaigns in hospitals

The Board decided in 1974 not to solicit or approve such grants. It made one exception in 1977. (The era of major hospital expansion ended in the 1960s. Hospital capital projects tend to be very expensive and, in general, mechanisms exist to include capital costs in service charges. Capital assistance has been provided to smaller-scale community clinics which serve low-income people.)

Building projects in public colleges and universities

One building renovation grant was approved for the North Dakota State Museum of Art in 1989. (The Board in 1988 voted not to consider building grants on public colleges and universities.)

Merit-based scholarships

No exceptions have been made. (The Foundation consistently has preferred to support scholarship programs based on students' demonstrated financial need. The Board and staff have reasoned that, from a region-wide perspective, it is more important to spend student aid to broaden access to post-secondary education than to influence which colleges students choose through payments above demonstrated need.)

Start-up support for new arts organizations

Start-up support for an organization serving independent filmmakers was approved in 1990. Otherwise, no exceptions have been made during the last decade.

Grantmaking
Policies and Procedures

Grantmaking Policies and Procedures

Major Current Interests

Overview 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.

Education 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.

Human Services 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.

Health 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.

Arts and Humanities 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.

Leadership The development of leadership potential was of particular interest to the founder of The Bush Foundation, and continues to interest its directors and staff. This interest is expressed primarily through the Foundation's mid-career fellowship programs.

Minority Opportunity In several of the program areas discussed above, the Foundation has sought to promote minority opportunity. This also represents a continuing interest of the directors and staff.

Women and Girls 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 that improve the quantity and quality of options available for women and girls.

Restrictions and Areas of High Selectivity

- 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 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, including those to support historically black private colleges and tribally-controlled colleges or Indian reservations. 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.
- 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.
- 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.
- 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:
 - Proposals for building construction for medical facilities, nursing homes, church sanctuaries, individual daycare centers, municipal buildings, and for buildings and endowments in public colleges and universities.
 - Proposals requesting support to cover past operating deficits, or to retire mortgages or other debts.
 - Proposals seeking general and continuing operating support.
 - Proposals for individual conferences, seminars, or festivals.
- The Foundation has for some time 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 Policies and Procedures

Grantmaking Procedures

Responsibility for Decisions The Board of Directors commits all grant funds. Unlike some other foundations, which authorize staff to make final decisions on small grants, The Bush Foundation submits all requests to the Board. 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 at least three and one half months prior to the Board meeting. (For example, to have a request considered at the June Board meeting, it should be submitted by March 1.) This allows time for the Foundation to complete consideration of most requests. If the proposal is highly specialized, or if it requires review by outside consultants, the consideration process may take longer.

Review Process Ordinarily, each proposal is assigned to a member of the program staff when it is received by the Foundation. This staff member will seek further discussion with the author of the proposal, and if necessary, may also seek other opinions, assistance from consultants, and background information. To reach a final decision, this staff member presents the proposal, along with the results of the related investigation and the program staff's composite recommendation, to the Grants Committee and to the Board.

During the past two years, particularly for human services proposals, staff program associates have "paired" with program consultants to prepare individual proposals for consideration by the Board. Under this arrangement, much of the work with the applicant is performed by the program consultant.

Additional preliminary screening procedures have been approved by the Board for proposals from the University of Minnesota and its affiliated institutions, as well as for requests for 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.

First Steps The Foundation staff welcomes brief preliminary letters regarding the Foundation's possible interest in a particular project. The staff also is pleased to answer questions—in writing or over the telephone— regarding application procedures, required documentation, useful background information, timing problems, and so on.

The Bush Foundation's staff can help applicants to gauge the likelihood of Foundation support for a particular proposal idea. Generally, staff replies will range from "possible" to "unlikely." These staff appraisals rarely indicate quick or optimistic encouragement, nor are they usually so discouraging as to prohibit any further consideration. However, recent staff assessments of proposals "unlikely" to win Board support have usually proven correct, although these assessments do not commit or limit later Board action.

Looking for Other Sources of Support Grant applicants ordinarily should explore all other possible sources of support in addition to The Bush Foundation. This search will not hurt the chances for a favorable decision by The Bush Foundation, and it may well improve the chances that the project will find support somewhere. In the event the other sources commit partial or full support, The Bush Foundation should be notified promptly so that the staff can revise the amount requested to reflect up-to-date and realistic needs.

Grant Proposals

Form of Presentation There is no special form for applying for a grant. Proposals vary widely as to purpose and, therefore, as to the documentation needed for fair consideration. The basic required information, needed to evaluate every proposal, is summarized below. Two copies of the proposal and its attachments are requested.

All applications for grants or other funds must be submitted in writing. Plans which have been worked out thoughtfully and described concisely are always welcomed. Expensive brochures and extra packaging generally seem wasteful.

What to Include—

Each of the following pieces of information is needed in order for the Foundation to complete its review of the proposal. The applicant may present this information in whatever form or order seems most appropriate. The Bush staff is happy to answer questions about preparing an application.

—About the Applicant Organization

- Name and address of tax-exempt organization which will be the recipient of the grant or funds.
- Appropriate evidence of the applicant organization's tax-exempt status, including:

Grantmaking Policies and Procedures

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.

A copy of the applicant's classification by the IRS as "a private foundation," "a private operating foundation," or "not a private foundation."

A current declaration signed by an officer of the applicant organization that it has not received notice of any adverse action by the Internal Revenue Service with respect to its exempt status or its classification.

When Internal Revenue Service determination letters are not available, other evidence of the applicant's exempt status should be submitted. However, the declaration of no adverse Internal Revenue Service action must always be submitted.

- Information concerning the organization and the officers responsible for carrying out the project, including:

The name(s) and qualifications of the person(s) who would administer the grant.

The names and primary professional affiliations of the organization's directors or trustees.

A brief description of the applicant organization. This should include a summary of its background, purpose, and experience in the area for which funds are requested.

If available, an audited balance sheet and income and expense statement for the organization's previous fiscal year, and an estimated statement of income and expense for the organization for the current year.

- Position or relationship of the person 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.

— *About the Proposed Project*

The following information is needed for every proposal. Because projects vary in nature and complexity, applicants may wish to discuss additional information or special documentation with Foundation staff.

- A clear, concise description of the project, what it may be expected to achieve, and why it is important to undertake.
- 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.
- A statement of other possible sources of support, public or private, that have been or will be solicited for support of the project. Include any grants or pledges already received. Specify significant financial or in-kind support given to the project by the applicant organization.
- The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.
- 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.
- For demonstration projects, research studies, and experiments, it is helpful to include a description of similar work carried out by other agencies, along with an estimate of the significance of this prior work to the proposed project.
- Proposals for 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 research of all kinds.

When a grant is made, the recipient is expected to accept the terms and conditions specified in The Bush Foundation's Agreement of Donee.

Grantmaking Policies and Procedures

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.

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 made accessible to the public, however, until fifty years following the date when those files were created. Other items such as annual reports or clipping files, which are either publishable or already published, will be immediately made accessible to the public by the Society.

Grants to Institutions
Grants to Individuals

Foundation Grants

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Arts and Humanities				
Literature				
Black Hills Special Services Cooperative Sturgis, South Dakota <i>To support the Prairie Winds writers' project</i>	\$ 12,500	\$ 12,500	\$ 7,500	\$ 5,000
Coffee House Press Minneapolis <i>To support staff expansion of this literary small press</i>	42,000	—	33,000	9,000
Graywolf Press Saint Paul <i>To assist with renovation costs for this literary small press' new office, warehouse, and production facility</i>	20,000	20,000	20,000	—
Minnesota Center for Book Arts Minneapolis <i>To construct a library at the Center</i>	30,000	—	30,000	—
The Loft, Inc. Minneapolis <i>To support planning and audience development</i>	25,000	—	25,000	—
<i>To support a marketing plan in order to assist in broadening the Loft's audience participation</i>	80,000	80,000	45,000	35,000
Music				
Minnesota Opera Company Minneapolis <i>Operating support for the 1991-92 season</i>	100,000	100,000	100,000	—
Minnesota Orchestral Association Minneapolis <i>Operating support for the 1990-91 season</i>	227,000	227,000	227,000	—
Saint Paul Chamber Orchestra Society Saint Paul <i>Operating support for the 1991-92 season</i>	205,000	205,000	205,000	—
Theater				
Brass Tacks Theatre Minneapolis <i>To implement recommendations of a marketing study</i>	25,000	(10,000)	—	—
Guthrie Theater Foundation Minneapolis <i>To help endow and renovate the Theater</i>	2,000,000	—	—	1,000,000
<i>Operating support for the 1991-92 and 1992-93 seasons</i>	450,000	450,000	220,000	230,000

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Hallie Q. Brown Community House Saint Paul <i>To assist Penumbra Theater in establishing itself as a separate non-profit organization</i>	\$ 40,000	\$ —	\$ 40,000	\$ —
Illusion Theater and School, Inc. Minneapolis <i>To support the development of a new play for the Theater's prevention program</i>	90,000	—	50,000	40,000
Mixed Blood Theatre Company Minneapolis <i>To provide matching funds for increased private contributions</i>	7,500	(558)	6,942	—
Northern Sign Theatre Minneapolis <i>For organizational development for this company, whose productions are presented in spoken English and American Sign Language</i>	21,200	21,200	12,500	8,700
Ordway Music Theatre Saint Paul <i>To support the Theatre's capital fund drive</i>	600,000	—	400,000	—
Penumbra Theatre Saint Paul <i>For continued operating support during the Theatre's transition to an independent non-profit organization</i>	30,000	30,000	—	30,000
Playwrights' Center, Inc. Minneapolis <i>For capital improvements at the Center's building in Minneapolis</i>	25,000	25,000	—	25,000
Red Eye Collaboration Minneapolis <i>To renovate this theater's space and for program support</i>	53,540	—	5,000	—
Southern Theater Foundation Minneapolis <i>For program support</i>	40,000	40,000	25,000	15,000
Theatre de la Jeune Lune Minneapolis <i>To support artistic initiatives</i>	55,000	—	10,000	—
<i>Toward a capital campaign to purchase and renovate a building for the company's use</i>	276,000	276,000	—	276,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Visual Arts				
Independent Feature Project/North Minneapolis <i>To help pay the salary of the executive director for this organization which offers educational programs for independent feature filmmakers</i>	\$ 21,000	\$ —	\$ 9,000	\$ —
Minneapolis Society of Fine Arts Minneapolis <i>To support the exhibitions program</i>	375,000	375,000	—	375,000
Walker Art Center Minneapolis <i>To support its endowment</i>	850,000	—	—	425,000
<i>To support the exhibitions program</i>	472,500	—	157,500	157,500
Other				
Artspace Projects, Inc. Minneapolis <i>To establish a Project Development Fund</i>	100,000	—	100,000	—
COMPAS, Inc. Saint Paul <i>To support the Native American Cultural Arts Program</i>	46,000	46,000	46,000	—
Mammoth Site of Hot Springs, South Dakota, Inc. Hot Springs, South Dakota <i>To add environmental controls to an archeological site</i>	50,000	(30,000)	20,000	—
Minnesota Alliance for Arts in Education Minneapolis <i>To support a pilot program designed to link schools with community arts education resources</i>	6,000	6,000	6,000	—
Science Museum of Minnesota Saint Paul <i>To help endow the Museum and renovate exhibits</i>	1,080,000	—	540,000	—
South Dakotans for the Arts Deadwood, South Dakota <i>To consolidate the administration of three state-wide arts service organizations in South Dakota</i>	26,000	—	9,000	5,000
St. Louis County Heritage and Arts Center Duluth, Minnesota <i>To assist in studying the feasibility of renovating and expanding The Depot</i>	15,000	15,000	—	15,000

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
The Works Minneapolis <i>Toward the development of touring exhibits about technology</i>	\$100,000	\$ 100,000	\$ —	\$ 100,000
TOTAL		\$1,988,142	\$2,349,442	\$2,751,200

Education

Elementary and Secondary Education

Concordia College Moorhead, Minnesota <i>Toward a construction project for the Concordia Language Villages</i>	50,000	—	—	50,000
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Minnesota Association of School Administrators Saint Paul <i>Continued support for a mid-career management training program for public school district superintendents in Minnesota</i>	1,558,720	—	508,000	355,720
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Minnesota Humanities Commission Saint Paul <i>To plan a Minnesota Teachers Center</i>	71,981	—	21,981	—
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Native American Rights Fund Boulder, Colorado <i>To develop an education code for public schools on the Rosebud Indian Reservation in South Dakota</i>	90,000	90,000	45,000	45,000
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North Dakota LEAD Center Bismarck, North Dakota <i>For a management training program for elementary and secondary school principals in North Dakota</i>	120,000	—	40,000	20,000
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University of Minnesota Minneapolis <i>Continued support for a mid-career management training program for school principals and assistant principals</i>	1,479,326	—	458,826	549,050
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University of North Dakota Grand Forks, North Dakota <i>Toward a pilot program to reduce attrition among beginning teachers in North Dakota's rural schools</i>	223,948	—	101,503	53,671
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Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Higher Education				
<i>Capital Challenge Grants to Minnesota and Dakota Private Colleges</i>				
College of Saint Scholastica Duluth, Minnesota	\$ 412,500	\$ —	\$ —	\$ 412,500
Concordia College Moorhead, Minnesota	1,000,000	—	500,000	—
Gustavus Adolphus College St. Peter, Minnesota	1,000,000	—	500,000	—
Hamline University Saint Paul	1,000,000	—	1,000,000	—
Saint John's University Collegeville, Minnesota	1,000,000	1,000,000	—	1,000,000
Saint Olaf College Northfield, Minnesota	1,000,000	—	500,000	—
<i>Faculty Development Program Grants to UNCF Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
Claflin College Orangeburg, South Carolina	99,650	(16,496)*	13,054	—
Dillard University New Orleans, Louisiana	210,000	—	70,000	—
Fisk University Nashville, Tennessee	105,000	105,000	35,000	70,000
Florida Memorial College Miami, Florida	210,000	—	70,000	70,000
Hampton University Hampton, Virginia	390,000	390,000	130,000	260,000
Johnson C. Smith University Charlotte, North Carolina	210,000	—	70,000	70,000
Morehouse College Atlanta, Georgia	210,000	—	70,000	—
Morris College Sumter, South Carolina	105,000	—	35,000	—
Rust College Holly Springs, Mississippi	105,000	—	31,000	—
Saint Augustine's College Raleigh, North Carolina	210,000	—	70,000	70,000
Spelman College Atlanta, Georgia	210,000	210,000	72,625	137,375
Talladega College Talladega, Alabama	105,000	—	35,000	—
Tougaloo College Tougaloo, Mississippi	104,959	—	34,977	34,986
Xavier University of Louisiana New Orleans, Louisiana	210,000	—	70,000	70,000
<i>Faculty Development Planning Grants in Minnesota and the Dakotas</i>				
Carleton College Northfield, Minnesota	10,000	10,000	10,000	—
Concordia College Moorhead, Minnesota	10,000	10,000	10,000	—
Gustavus Adolphus College St. Peter, Minnesota	10,000	10,000	10,000	—

*Final check paid in 1990 and returned in 1991. Another reissued for \$13,054 and balance of \$16,496 cancelled.

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
<i>Faculty Development Program Grants in Minnesota and the Dakotas</i>				
Augsburg College Minneapolis	\$180,000	\$ —	\$ 60,650	\$ 59,250
Augustana College Association Sioux Falls, South Dakota	180,000	180,000	62,000	118,000
Bethany Lutheran College Mankato, Minnesota	75,000	75,000	25,000	50,000
Bethel College and Seminary Saint Paul	180,000	—	60,000	120,000
Black Hills State University Spearfish, South Dakota	360,000	—	120,000	120,000
College of Saint Catherine Saint Paul	180,000	180,000	50,000	130,000
College of Saint Scholastica Duluth, Minnesota	180,000	—	66,837	50,302
Concordia College Saint Paul	180,000	—	60,000	60,000
Dakota State University Madison, South Dakota	75,494	—	25,160	25,558
Dakota Wesleyan University Mitchell, South Dakota	75,000	75,000	25,000	50,000
Gustavus Adolphus College St. Peter, Minnesota	120,000	120,000	60,000	60,000
Hamline University Saint Paul	180,000	180,000	30,100	149,900
Jamestown College, Inc. Jamestown, North Dakota	75,000	75,000	25,000	50,000
Minneapolis College of Art and Design Minneapolis	75,000	75,000	25,000	50,000
Minnesota Community College System Saint Paul	710,511	710,511	167,388	543,123
Minnesota Private College Research Foundation Saint Paul	610,920	610,920	192,310	418,610
Minnesota State University System Saint Paul	608,153	—	247,621	—
Minot State University Minot, North Dakota	300,000	—	100,000	100,000
Mount Marty College Yankton, South Dakota	73,625	73,625	24,545	49,080
North Dakota State Board of Higher Education Bismarck, North Dakota	301,507	301,507	90,555	210,952
North Dakota State University Fargo, North Dakota	300,000	300,000	100,000	200,000
Saint John's University Collegeville, Minnesota and the College of Saint Benedict, Saint Joseph, Minnesota				
<i>For a joint faculty development program at the College of Saint Benedict and Saint John's University</i>	264,350	—	91,083	80,583
<i>For an evaluation of the joint faculty development program</i>	34,500	—	11,500	11,500

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Saint Mary's College Winona, Minnesota	\$120,000	\$ —	\$ 60,000	\$ —
Saint Olaf College Northfield, Minnesota	300,000	300,000	—	300,000
Sioux Falls College Sioux Falls, South Dakota	77,850	77,850	30,000	47,850
South Dakota State University Brookings, South Dakota	300,000	300,000	100,000	200,000
University of Mary Bismarck, North Dakota	175,890	175,890	59,260	116,630
University of Minnesota Minneapolis	600,000	600,000	200,000	400,000
University of North Dakota Grand Forks, North Dakota	299,961	—	99,987	99,987
University of Saint Thomas Saint Paul	105,500	105,500	105,500	—
University of South Dakota Vermillion, South Dakota	300,000	300,000	100,000	200,000
<i>Grants to Tribally Controlled Indian Colleges</i>				
Blackfeet Community College Browning, Montana				
<i>Faculty development program</i>	50,000	—	25,000	—
Deganawidah-Quetzalcoatl University Davis, California				
<i>Faculty development program</i>	50,000	50,000	25,000	25,000
Fort Berthold Community College New Town, North Dakota				
<i>Faculty development program</i>	25,000	25,000	25,000	—
<i>Toward construction of a library and classroom building</i>	200,000	200,000	145,175	54,825
Little Hoop Community College Fort Totten, North Dakota				
<i>Faculty development program</i>	75,000	75,000	25,000	50,000
Navajo Community College Tsaile, Arizona				
<i>Faculty development program</i>	120,000	—	40,000	40,000
Salish Kootenai College Pablo, Montana				
<i>Faculty development program</i>	75,000	—	25,000	—
Sinte Gleska College Center Rosebud, South Dakota				
<i>Faculty development planning</i>	10,211	10,211	10,211	—
Sisseton Wahpeton Community College Sisseton, South Dakota				
<i>Faculty development planning</i>	10,000	10,000	10,000	—

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Standing Rock Community College Fort Yates, North Dakota <i>Faculty development program</i>	\$ 75,000	\$ —	\$ 25,000	\$ —
Turtle Mountain Community College Belcourt, North Dakota <i>Faculty development program</i>	75,000	—	25,000	—
United Tribes Educational Technical Center Bismarck, North Dakota <i>Faculty development planning</i>	9,799	9,799	9,799	—
Other Higher Education				
The Bush Foundation Saint Paul <i>To evaluate Bush-Hewlett program of faculty development grants in historically black private undergraduate colleges</i>	192,040	—	—	192,040
United Negro College Fund, Inc. New York, New York <i>To support annual fund drives in 1989, 1990, and 1991</i>	300,000	—	100,000	—
<i>To support annual fund drives in 1992, 1993, and 1994</i>	330,000	330,000	—	330,000
University of Minnesota Minneapolis <i>Toward a program to recruit minority students into graduate teacher-preparation programs</i>	187,530	—	99,270	—
<i>Toward continuation of a program to recruit minority students into graduate teacher-preparation programs</i>	423,701	423,701	—	423,701
Child Development				
University of Minnesota Saint Paul <i>For a program at the Institute of Child Development which provides information on children and families to state policymakers</i>	96,464	—	14,278	—
Yale University New Haven, Connecticut <i>To assist preparation by Emily D. Cahan of a history of the Bush Centers in Child Development and Social Policy</i>	24,300	—	4,300	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Mathematics and Science Programs for Girls and Minorities				
American Association for the Advancement of Science Washington, DC <i>To support a math/science training program with Girl Scout councils in Minnesota, North Dakota, and South Dakota</i>	\$417,755	\$ 417,755	\$ 267,355	\$ 150,400
College of Saint Scholastica Duluth, Minnesota <i>To support a regional program to increase female and minority representation in mathematics and science careers</i>	189,476	189,476	95,330	94,146
Intermediate District #287 — Hennepin Technical College Plymouth, Minnesota <i>To support Project Link, a math/science program for girls in grades 4-6</i>	50,000	50,000	50,000	—
North Valley Multi-District Vocational Center Grafton, North Dakota <i>To support a mathematics and science program for girls in school districts in northeastern North Dakota</i>	477,100	—	230,100	—
University of Minnesota Minneapolis <i>To expand the EQUALS/More Options program in Minnesota schools</i>	211,298	211,298	211,298	—
Young Women's Christian Association of Minneapolis Minneapolis <i>To support Operation SMART, a math and science program for girls</i>	49,300	49,300	49,300	—
Youth and Family Services, Inc. Rapid City, South Dakota <i>To support Operation SMART, a math and science program for girls</i>	51,915	51,915	51,915	—
Other Education				
Minnesota SPAN Association Minneapolis <i>To support a loan fund for college students studying abroad in the SPAN program</i>	30,000	30,000	—	30,000
TOTAL		\$8,757,762	\$8,549,793	\$8,729,739

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Health				
Apple Tree Dental Minneapolis <i>To expand a dental service for home-based elderly people and nursing home residents</i>	\$ 25,000	\$ 25,000	\$ 25,000	\$ —
Block Nurse Program Saint Paul <i>Toward policy development in neighborhood-based models of senior care</i>	158,901	158,901	77,802	81,099
City of Minneapolis Minneapolis <i>Toward a program of coordinated services to improve pregnancy outcomes for low income women</i>	69,990	69,990	—	69,990
Community Clinic Consortium Saint Paul <i>To expand a computerized quality assurance program</i>	53,144	53,144	23,000	30,144
Diabetes House, Inc. Saint Paul <i>To start a supported living program for seriously ill diabetics</i>	30,000	30,000	30,000	—
Fond du Lac Reservation Business Committee Cloquet, Minnesota <i>Toward renovation of a building for a health care program</i>	35,000	35,000	35,000	—
Model Cities Health Center, Inc. Saint Paul <i>To support a financial stabilization project</i>	95,000	—	95,000	—
North Dakota State College of Science Wahpeton, North Dakota <i>For a satellite nursing education program in Grafton, North Dakota</i>	25,000	—	12,500	—
Northwest Suburban Youth Service Bureau New Brighton, Minnesota <i>To support an adolescent health center</i>	80,558	—	28,018	—
Rapid City Regional Hospital, Inc. Rapid City, South Dakota <i>To train emergency technicians for rural hospitals</i>	100,922	—	43,576	—
South Dakota Human Services Center Yankton, South Dakota <i>To develop specialized mental health and chemical dependency services for American Indians</i>	30,130	30,130	30,130	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Spanish Speaking Affairs Council Saint Paul <i>To complete a health survey on Mexican-American children</i>	\$ 5,246	\$ 5,246	\$ 5,246	\$ —
SPRC, Inc. Saint Paul <i>Toward building purchase and remodeling</i>	200,000	—	200,000	—
United Hospital Foundation Saint Paul <i>Toward a cooperative renovation project with Helping Hand Health Center, a community clinic</i>	50,000	50,000	50,000	—
University of Minnesota Minneapolis <i>To develop new programs for southeast Asians at the Community University Health Care Clinic</i>	88,726	—	32,398	—
<i>To study causes of rising health care costs in Minnesota</i>	216,580	216,580	73,970	142,610
<i>To start a day-treatment program for southeast Asians</i>	271,225	271,225	126,711	144,514
University of North Dakota Grand Forks, North Dakota <i>For an AIDS prevention program on North Dakota Indian reservations</i>	412,006	—	165,777	124,250
<i>To start a joint pediatric preventive medicine residency with the University of North Carolina and the Indian Health Service</i>	164,667	164,667	33,267	131,400
Valley Rural Health Cooperative Grand Forks, North Dakota <i>To start a continuing nursing education consortium for rural hospitals</i>	98,390	98,390	—	98,390
TOTAL		\$1,208,273	\$1,087,395	\$822,397
Human Services				
Youth and Family				
A Chance to Grow, Inc. Minneapolis <i>To evaluate the 'A Chance to Learn' curriculum</i>	53,080	53,080	53,080	—
Aurora/St. Anthony Area Block Club, Inc. Saint Paul <i>To establish a role-modeling program for Black youth</i>	37,500	37,500	25,000	12,500

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
BIHA Women in Action Minneapolis <i>To complete domestic violence education materials for southeast Asians</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ —
Boys and Girls Club of Minneapolis Minneapolis <i>Toward operating support for the Jack Cornelius Boys' and Girls' Club of Minneapolis</i>	45,000	—	15,000	—
Boys' Club of Pierre, Inc. Pierre, South Dakota <i>To purchase capital equipment</i>	12,500	—	12,500	—
Boys' Club of Rapid City, Inc. Rapid City, South Dakota <i>To add a new director of individual services staff position</i>	45,000	—	15,000	10,000
Bridge for Runaway Youth, Inc. Minneapolis <i>To complete its capital drive</i>	5,000	5,000	5,000	—
Catholic Charities of the Archdiocese of Saint Paul and Minneapolis Minneapolis <i>Toward support for a capital project</i>	250,000	250,000	250,000	—
Central NoDak Development Corporation Bismarck, North Dakota <i>Toward a human service agency capital project</i>	25,000	25,000	—	25,000
Children's Home Society of Minnesota Saint Paul <i>To establish an African-American Teenage Pregnancy Prevention Project</i>	75,000	75,000	35,000	40,000
Dakota Boys Ranch Association Minot, North Dakota <i>To help construct a residential diagnostic center for troubled youth</i>	52,000	—	52,000	—
East Central Mediation and Ag Resource Center Mora, Minnesota <i>Support of family mediation service in rural area of Minnesota</i>	44,466	44,466	—	44,466

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Episcopal Community Services, Inc. Minneapolis <i>Toward construction of new housing for disturbed youths</i>	\$122,000	\$122,000	\$ 60,000	\$ 62,000
Family Networks, Inc. Minneapolis <i>Toward renovation of a building for a daycare program for emotionally disturbed pre-school children</i>	25,000	25,000	25,000	—
Family Service of Greater Saint Paul Saint Paul <i>To expand programs for persons suffering grief and loss</i>	55,984	55,984	35,984	20,000
Friends of PACER Minneapolis <i>Toward a capital fund campaign to purchase a building for an educational program to assist disabled children</i>	50,000	—	—	50,000
Friends of the Minneapolis Public Library Minneapolis <i>To expand the Franklin Learning Center</i>	35,000	35,000	15,000	20,000
Greater Minneapolis Council of Churches Minneapolis <i>To plan expansion of a leadership development project for Native American youth</i>	7,500	7,500	7,500	—
Home on the Range for Boys Sentinel Butte, North Dakota <i>Toward building improvements for a residential treatment center for troubled youth</i>	189,000	—	189,000	—
Homeward Bound, Inc. New Hope, Minnesota <i>Toward construction of residences for severely disabled youth</i>	105,000	—	—	55,000
Hospitality House, Inc. Minneapolis <i>To support a preventive drug education program for inner-city minority youth</i>	25,000	—	10,000	—
Human Services Council of the Northwestern Suburbs, Inc. Brooklyn Park, Minnesota <i>To expand services to runaway children and their families</i>	25,000	—	10,000	—

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Independent School District #38 Red Lake, Minnesota <i>To expand a teen pregnancy prevention and parenting project</i>	\$ 50,000	\$ —	\$ 15,000	\$ 10,000
Khmer Association of Minnesota, Inc. Saint Paul <i>To expand programs for Cambodian youths</i>	35,000	—	15,000	—
Lao Family Community of Minnesota, Inc. Saint Paul <i>Toward its delinquency prevention program</i>	80,000	80,000	80,000	—
Leo A. Hoffmann Center, Inc. Saint Peter, Minnesota <i>Toward support for remodeling a classroom office building</i>	120,000	—	120,000	—
Lutheran Social Service of Minnesota Minneapolis <i>Toward its capital campaign</i>	346,000	346,000	—	346,000
Minneapolis American Indian Center Minneapolis <i>To support the inter-generational program</i>	25,000	25,000	—	25,000
Minneapolis Crisis Nursery Minneapolis <i>Toward expansion of an emergency shelter program for abused children</i>	10,000	10,000	10,000	—
Minneapolis Youth Diversion Program Minneapolis <i>To support a program to alleviate inappropriate sexual behavior among children</i>	60,000	60,000	30,000	30,000
Minnesota American Indian Chamber of Commerce Minneapolis <i>Program to develop business training for Indian youths</i>	49,449	49,449	15,445	34,004
Minors in Need of Resettlement, Inc. Mankato, Minnesota <i>To expand its program to reunite refugee minors with their families in the U.S.</i>	22,000	—	7,000	—
Neighborhood House Association Saint Paul <i>To start a youth leadership program</i>	75,000	—	25,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
North Dakota 4-H Club Foundation, Inc. Fargo, North Dakota <i>Toward a nutrition education program for youth on North Dakota Indian reservations</i>	\$ 10,090	\$ 10,090	\$ 10,090	\$ ___
People Serving People, Inc. Minneapolis <i>To help renovate an emergency shelter for homeless families</i>	25,000	25,000	25,000	___
Perspectives, Inc. Minnetonka, Minnesota <i>Toward planning for a transitional living program for female ex-offenders and their children</i>	9,114	9,114	9,114	___
Pillsbury United Neighborhood Services, Inc. Minneapolis <i>For renovation projects</i>	140,000	140,000	140,000	___
Plymouth Christian Youth Center Minneapolis <i>Toward support of a capital campaign to renovate a building for use as an alternative school and neighborhood multi-service agency</i>	150,000	150,000	___	150,000
Resources for Adoptive Parents Minneapolis <i>Toward support of a counseling program for post-adoption families</i>	25,000	25,000	15,000	10,000
St. David's School for Child Development and Family Services Minnetonka, Minnesota <i>To remodel a building for educational and counseling programs for families with handicapped children</i>	220,000	220,000	220,000	___
State of Minnesota, State Planning Agency Saint Paul <i>To implement an interagency adolescent pregnancy prevention program</i>	300,000	300,000	93,360	206,640
The City, Inc. Minneapolis <i>Toward capital improvements for a multi-service youth agency</i>	152,330	152,330	152,330	___
The Salvation Army Omaha, Nebraska <i>To construct a building in Mitchell, South Dakota</i>	105,000	105,000	___	105,000

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Threshold Sioux Falls, South Dakota <i>Toward a capital campaign to construct a residential treatment facility for disturbed youth</i>	\$100,000	\$100,000	\$100,000	\$ —
Vietnamese Social Services of Minnesota Saint Paul <i>To expand program services for elderly people</i>	20,000	—	8,000	—
Village Family Service Center Bismarck, North Dakota <i>Toward its New Generation Program for youth from single parent families</i>	72,900	—	12,000	—
Washburn Child Guidance Center Minneapolis <i>Toward a capital fund drive</i>	30,000	—	30,000	—
Domestic Violence				
Cornerstone Advocacy Service Bloomington, Minnesota <i>Toward a capital fund campaign for a program for battered women</i>	75,000	—	75,000	—
Family Service, Inc. Sioux Falls, South Dakota <i>Toward expansion of a treatment program for sex offenders and their families</i>	77,000	—	20,000	—
Family Violence Network Lake Elmo, Minnesota <i>To support an interagency program to assist homeless abused women</i>	65,724	65,724	24,908	40,816
Safe Alternatives for Abused Families Devils Lake, North Dakota <i>To expand services of a domestic violence program</i>	10,000	—	5,000	—
Sexual Violence Center of Hennepin County Minneapolis <i>Toward a capital fund campaign to purchase a building</i>	75,000	75,000	—	75,000
Women's Action Program, Inc. Minot, North Dakota <i>For repair of a roof of a battered women's shelter</i>	2,325	2,325	2,325	—
Young Women's Christian Association Huron, South Dakota <i>Toward start-up costs for a battered women's shelter</i>	10,000	—	5,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Rehabilitation for Adults				
AccessAbility, Inc. Minneapolis <i>To support renovation needed to meet licensing requirements</i>	\$ 20,000	\$ 20,000	\$ 20,000	\$ —
Accessible Space, Inc. Saint Paul <i>To expand programs for disabled adults in North Dakota</i>	50,000	50,000	50,000	—
Advocating Change Together, Inc. Saint Paul <i>Toward its Citizens in Action project</i>	30,100	30,100	18,850	11,250
Black Hills Workshop and Training Center, Inc. Rapid City, South Dakota <i>To purchase training equipment for a sheltered workshop</i>	150,000	150,000	—	150,000
Community Extended Nuclear Transitional Residence for Ex-Offenders, Inc. Bismarck, North Dakota <i>To support a capital campaign for a halfway house program in Bismarck, North Dakota</i>	20,000	20,000	20,000	—
Community Involvement Programs Minneapolis <i>To support a new horticulture training program for severely retarded adults</i>	87,965	—	24,269	—
Duluth Lighthouse for the Blind, Inc. Duluth, Minnesota <i>Toward capital equipment to expand production capabilities of a sheltered workshop</i>	74,500	74,500	—	74,500
Functional Independence Training, Inc. Minneapolis <i>Toward development of a curriculum for deaf-blind individuals</i>	10,408	10,408	10,408	—
Human Development Center - Duluth Area Duluth, Minnesota <i>Toward building remodeling costs to house three human service agencies</i>	20,000	20,000	20,000	—
Human Services Research and Development Center Saint Paul <i>For a project to redesign services for developmentally disabled people</i>	122,810	122,810	122,810	—

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Independent School District #625 Saint Paul <i>To support an education program for hearing-impaired southeast Asian refugees</i>				
1990 Grant	\$ 55,000	\$ —	\$ 55,000	\$ —
1991 Grant	70,000	70,000	40,000	30,000
KOLLAS Saint Cloud, Minnesota <i>Toward support of an educational program for children who have dropped out of school</i>	35,000	35,000	35,000	—
Laura Baker School Association Northfield, Minnesota <i>Toward a capital fund campaign for a residential treatment center for developmentally disabled persons</i>	30,000	—	—	30,000
Louise Whitbeck Fraser Community Services Minneapolis <i>Toward construction of a residence for developmentally disabled adults</i>	50,000	—	50,000	—
Mille Lacs Band of Chippewa Indians Onamia, Minnesota <i>Toward a culturally specific chemical dependency aftercare program</i>	60,000	60,000	30,000	30,000
Minnesota Diversified Industries, Inc. Saint Paul <i>For an employment project for handicapped people in Hibbing, Minnesota</i>	200,000	200,000	200,000	—
Minnesota Indian Primary Residential Treatment Center, Inc. Sawyer, Minnesota <i>Toward a building expansion project</i>	10,000	10,000	—	10,000
Minnesota Indian Women's Resource Center Minneapolis <i>To renovate its building</i>	49,172	—	49,172	—
Minnesota Institute on Black Chemical Abuse Minneapolis <i>Toward renovation of a building in Saint Paul</i>	10,000	10,000	—	10,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Multi Resource Centers, Inc. Minneapolis <i>To expand an employment program for homebound handicapped people</i>	\$ 85,380	\$ —	\$ 20,000	\$ —
National Head Injury Foundation, Minnesota Association Saint Paul <i>For program expansion</i>	95,000	—	36,500	20,000
Northern Hills Training Center Spearfish, South Dakota <i>To expand a building for a workshop for handicapped people</i>	35,350	35,350	—	35,350
Occupational Development Center, Inc. Thief River Falls, Minnesota <i>Toward construction of a new building in Roseau, Minnesota</i>	40,000	40,000	—	40,000
Outcomes, Inc. Saint Paul <i>Start-up support for homes for autistic children and adults</i>	60,000	60,000	—	60,000
Productive Alternatives, Inc. Fergus Falls, Minnesota <i>For program expansion in Moorhead, Minnesota</i>	38,251	38,251	38,251	—
Rebuild Resources, Inc. Saint Paul <i>Toward the renovation of a building for an employment program for recovering chemically dependent adults</i>	100,000	—	100,000	—
RISE, Incorporated Spring Lake Park, Minnesota <i>Toward a capital campaign to expand a sheltered workshop</i>	150,000	—	150,000	—
Sarah Family Programs Saint Paul <i>Toward a capital fund drive for a transitional housing program for chemically dependent women and their children</i>	35,000	35,000	35,000	—
Southeastern Minnesota Center for Independent Living, Inc. Rochester, Minnesota <i>For program expansion</i>	60,000	—	30,000	—

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Union Gospel Mission Association of Saint Paul Saint Paul <i>To help construct a transitional housing facility</i>	\$150,000	\$150,000	\$ ___	\$150,000
United Cerebral Palsy of South Dakota, Inc. Sioux Falls, South Dakota <i>Toward support for a capital fund drive to expand a sheltered workshop and residence for developmentally disabled adults</i>	67,200	___	67,200	___
United Handicapped Federation Saint Paul <i>For planning an employment program</i>	8,000	8,000	8,000	___
Wellspring Therapeutic Communities, Inc. Minneapolis <i>Toward a capital fund drive for a residential treatment program for chronically mentally ill adults</i>	10,000	10,000	10,000	___
White Earth Tribal Council White Earth, Minnesota <i>For building renovation for chemical dependency program</i>	31,987	31,987	31,987	___
Yankton Area Adjustment Training Center, Inc. Yankton, South Dakota <i>For new construction and building renovation</i>	100,000	___	100,000	___
Law and Corrections				
Anishinabe Legal Services Cass Lake, Minnesota <i>Toward office building renovation</i>	21,900	21,900	21,900	___
Mediation Center for Dispute Resolution Saint Paul <i>For education and outreach programs</i>	50,000	___	20,000	5,000
Minnesota Lawyers International Human Rights Committee Minneapolis <i>To expand the Pro Bono Asylum Project</i>	35,000	___	15,000	___
Minnesota Supreme Court Saint Paul <i>To support a judiciary racial bias study</i>	50,000	50,000	25,000	25,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Refugee and Immigrant Resource Center Saint Paul <i>Toward its Cambodian Legal Services Project</i>	\$110,000	\$ ___	\$55,000	\$35,000
Southern Minnesota Regional Legal Services, Inc. Saint Paul <i>Toward its refugee asylum project</i>	113,115	113,115	55,200	57,915
Other Human Services				
Association for the Advancement of Hmong Women in Minnesota Minneapolis <i>To expand the First Steps for Women program</i>	80,600	80,600	49,200	31,400
Centre for Asians and Pacific Islanders Minneapolis <i>Toward purchase and renovation of a community center</i>	150,000	150,000	___	150,000
Community Administrative Services, Inc. Saint Paul <i>To start an on-site bookkeeping service for small non-profit agencies</i>	23,096	___	4,280	___
Family and Children's Service Minneapolis <i>Toward a capital fund campaign</i>	250,000	___	___	250,000
Family Service, Inc. Sioux Falls, South Dakota <i>Toward operating support for a multi-service agency</i>	45,000	45,000	20,000	25,000
Greater Mankato Area Coalition for Affordable Housing, Inc. Mankato, Minnesota <i>To expand a transitional living program for homeless women</i>	8,800	8,800	8,800	___
Jewish Community Relations Council of Minnesota Minneapolis <i>To support its prejudice reduction program: 'A World of Difference'</i>	50,000	50,000	50,000	___
Lutheran Social Services of North Dakota Fargo, North Dakota <i>For a capital project</i>	200,000	200,000	___	200,000

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Management Assistance Project for Non-Profits, Inc. Saint Paul <i>To start a computer consulting service for non-profit agencies</i>	\$ 75,000	\$ —	\$ 25,000	\$ 25,000
<i>To start an accounting service for nonprofit agencies</i>	20,000	20,000	20,000	—
Minneapolis Federation for Jewish Service Minneapolis <i>To expand employment services to Soviet refugees</i>	63,215	63,215	63,215	—
North Dakota Scottish Rite Childhood Language Disorder Center Fargo, North Dakota <i>To start a center for children with speech and language disorders</i>	80,000	—	25,000	15,000
Person to Person, Inc. Minneapolis <i>To expand its volunteer services to residents of low-income housing</i>	25,000	—	10,000	—
Rapid City Foundation Rapid City, South Dakota <i>For a health and human services plan for Rapid City</i>	11,790	11,790	11,790	—
Senior Citizen Centers of Greater Minneapolis, Inc. Minneapolis <i>To expand the dayelders program for low income seniors</i>	148,000	—	88,000	60,000
Senior Housing, Inc. Saint Paul <i>To expand its home equity conversion program for elderly</i>	60,000	60,000	35,000	25,000
The Salvation Army Brainerd, Minnesota <i>Building renovation for a social service center</i>	50,000	50,000	—	50,000
United Way of the Saint Paul Area Saint Paul <i>Toward the 1989 capital campaign</i>	750,000	—	250,000	—
<i>Toward support for a community development fund</i>	140,000	—	40,000	20,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Vietnamese Social Services of Minnesota Saint Paul <i>Toward its project for re-education camp detainees</i>	\$ 24,000	\$ 24,000	\$ 16,885	\$ 7,115
TOTAL		\$4,940,388	\$4,376,353	\$3,003,956
Miscellaneous				
Public Broadcasting				
Belcourt School District #7 Belcourt, North Dakota <i>For continued support of the development office at KEYA Radio, located on the Turtle Mountain Reservation</i>	17,422	17,422	17,422	—
Fresh Air, Inc. Minneapolis <i>To support costs for relocating this public radio station</i>	35,000	—	5,000	2,500
Friends of South Dakota Public Broadcasting Vermillion, South Dakota <i>To expand the staff in order to improve community outreach and membership development</i>	120,000	120,000	—	120,000
Minnesota Public Radio Saint Paul <i>To match increased membership income in 1990-91</i>	150,000	—	150,000	—
<i>To match increased membership income in 1991-92</i>	150,000	150,000	—	150,000
Northern Community Radio Grand Rapids, Minnesota <i>To support the development of the Superior Radio Network</i>	38,000	38,000	38,000	—
Northern Minnesota Public Television, Inc. Bemidji, Minnesota <i>For marketing activities, and a membership matching grant for 1989-90</i>	72,500	(10,548)	39,452	—
Prairie Public Broadcasting, Inc. Fargo, North Dakota <i>To expand the development staff</i>	29,250	29,250	29,250	—
Twin Cities Public Television, Inc. Saint Paul <i>To support program development on KTCI, Channel 17</i>	230,000	230,000	115,000	115,000

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Environment				
Citizens for a Better Environment Minneapolis <i>To support a program to prevent toxic waste contamination</i>	\$ 34,454	\$ 34,454	\$ 20,000	\$ 14,454
International Coalition for Land/Water Stewardship in the Red River Basin Moorhead, Minnesota <i>To match net increased membership contributions in 1990-91</i>	53,000	—	53,000	—
<i>To match net increased membership contributions in 1991-92</i>	33,800	33,800	—	33,800
Land Stewardship Project Marine on St. Croix, Minnesota <i>To support the development of the Sustainable Farming Association</i>	45,000	45,000	30,000	15,000
National Audubon Society Minneapolis <i>To support a wetlands education program in Minnesota</i>	30,240	—	15,120	—
Project Environment Foundation Minneapolis <i>To support a study of the effects of increased timber harvesting in Minnesota</i>	20,000	—	10,000	—
Southeastern Minnesota Forest Resource Center, Inc. Lanesboro, Minnesota <i>To support its capital campaign</i>	115,000	—	115,000	—
Other Miscellaneous Grants				
Charities Review Council of Minnesota, Inc. Minneapolis <i>To support research activities</i>	25,000	—	15,000	10,000
CONNECT US-USSR Minneapolis <i>Support for its cultural exchange programs with the Soviet Union</i>	60,000	—	10,000	—
Midwest Assistance Program, Inc. New Prague, Minnesota <i>To provide technical assistance in solid waste disposal and recycling to 16 counties, municipalities, and Indian reservations in our region</i>	168,705	—	59,420	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Minnesota Food Association Saint Paul <i>To support public policy and education programs</i>	\$ 45,000	\$ —	\$ 10,000	\$ —
Minnesota Newspaper Foundation Saint Paul <i>To start a computer news bank for rural newspapers</i>	46,986	—	12,678	8,922
Red Lake Band of Chippewa Indians Red Lake, Minnesota <i>To purchase furnishings for a new library on the Red Lake Indian Reservation</i>	149,964	(43,980)	105,984	—
<i>Toward purchase of a law library collection for the tribal court</i>	87,915	87,915	87,915	—
The Foundation Center New York, New York <i>To support the Center's programs</i>	150,000	—	50,000	—
The Minneapolis Foundation Minneapolis <i>To support the Minnesota Nonprofits Assistance Fund</i>	350,000	350,000	350,000	—
Women and Foundations/Corporate Philanthropy, Inc. New York, New York <i>For operating support</i>	5,000	5,000	5,000	—
TOTAL		\$1,086,313	\$1,343,241	\$ 469,676

Fellowship Programs

Bush Leadership Fellows Programs

To provide mid-career study and internship opportunities for selected residents of Minnesota, North Dakota, South Dakota, and western Wisconsin

1988 Program	1,015,000	(48,448)	1,947	—
1989 Program	1,054,000	—	65,182	196,647
1990 Program	1,057,000	—	421,125	281,896
1991 Program	1,043,000	—	385,530	657,470
1992 Program	1,043,000	1,043,000	—	1,043,000

TOTAL **\$ 994,552** **\$ 873,784** **\$2,179,013**

Organization and Purpose	Initial Grant	Appropriated 1991	Amount Paid 1991	Unpaid Balance 1991
Bush Artist Fellowships Program				
<i>To enable selected writers, choreographers, composers, and visual artists in Minnesota, North Dakota, South Dakota, and western Wisconsin to set aside a significant period of time for work in their chosen art forms</i>				
1988 Program	\$480,000	\$ (27,301)	\$ 2,287	\$ —
1989 Program	453,600	—	40,561	9,535
1990 Program	495,000	—	235,029	30,780
1991 Program	495,000	—	263,035	231,965
1992 Program	495,000	495,000	—	495,000
TOTAL		\$ 467,699	\$ 540,912	\$ 767,280
Bush Medical Fellows Program				
<i>To provide mid-career study opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and western Wisconsin</i>				
1986 Program	430,000	(9,000)	—	1,000
1987 Program	450,000	(50,827)	3,173	1,000
1988 Program	470,000	(79,790)	11,128	8,000
1989 Program	538,000	—	74,684	128,224
1990 Program	538,000	—	196,405	251,790
1991 Program	538,000	—	121,349	416,651
1992 Program	552,000	552,000	—	552,000
TOTAL		\$ 412,383	\$ 406,739	\$ 1,358,665
TOTAL FELLOWSHIP PROGRAMS		\$ 1,874,634	\$ 1,821,435	\$ 4,304,958
GRAND TOTAL		<u>\$19,855,512²</u>	<u>\$19,527,659</u>	<u>\$20,081,926</u>

¹See note for Calvin College on page 46.

²This figure is the net total appropriated during the 1991 fiscal year. It represents net new appropriations of \$20,182,460 less net cancellations of \$326,948.

Grants to Individuals

Bush Leadership Fellows Program — Long Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship 1991-92 (Study Site in <i>Italic and Parenthesis</i>)
Alta M. Bordeaux Saint Francis, South Dakota	Prevention Coordinator, Three Rivers Co-Op, Murdo, South Dakota (<i>School of Social Work, University of Minnesota, Minneapolis, Minnesota</i>)
Donald J. Brunnquell Saint Paul, Minnesota	Associate Vice President for Human Ecology, Minneapolis Children's Medical Center (<i>Graduate School, University of Minnesota, Minneapolis, Minnesota</i>)
John R. Chell Grand Rapids, Minnesota	Regional Administrator, Minnesota Department of Natural Resources, Grand Rapids, Minnesota (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Gary L. Cunningham Minneapolis, Minnesota	Deputy Director, Minneapolis Department of Civil Rights (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Elizabeth V. Cutter Minneapolis, Minnesota	Assistant Hennepin County Attorney, Minneapolis, Minnesota (<i>Graduate School, University of Minnesota, Minneapolis, Minnesota</i>)
Rodney A. Danielson Mandan, North Dakota	Feldner and Danielson, Attorneys, Mandan, North Dakota (<i>University of Southern California, Los Angeles, California</i>)
Ellen M. Engelhart Aberdeen, South Dakota	Instructor, College of Education, Northern State University, Aberdeen, South Dakota (<i>University of South Dakota, Vermillion, South Dakota</i>)
Scott N. Heidepriem Miller, South Dakota	State Senator, Miller, South Dakota (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Christopher D. Herlinger Rochester, Minnesota	Staff Writer, <u>Rochester Post-Bulletin</u> (<i>Union Theological Seminary, New York, New York</i>)
Joyce A. Lake Minneapolis, Minnesota	Assistant Principal, Minneapolis Public Schools (<i>College of Education, University of Minnesota, Minneapolis, Minnesota</i>)
Janet M. McNew Cold Spring, Minnesota	English Department Chair, Saint John's University, Collegeville, Minnesota (<i>University of Virginia, Charlottesville, Virginia</i>)
Ken G. Nelson Minneapolis, Minnesota	State Representative, Minnesota House of Representatives (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Sandra L. Pappas Saint Paul, Minnesota	State Senator, Minnesota Senate, Saint Paul (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Ann H. Rest New Hope, Minnesota	State Representative, Minnesota House of Representatives, Saint Paul, Minnesota (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)

Bush Leadership Fellows Program — Long Fellowships (continued)

Name and Residence	Employment at the Time of Selection for Fellowship 1991-92 (Study Site in <i>Italic and Parenthesis</i>)
James H. Schlender Hayward, Wisconsin	Executive Administrator, Great Lakes Indian and Wildlife Commission, Odanah, Wisconsin (<i>Law School, University of Wisconsin, Madison, Wisconsin</i>)
Stephen E. Scott Minneapolis, Minnesota	Deputy Director, Minnesota Disability Law Center, Minneapolis, Minnesota (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Mao H. Thao Savage, Minnesota	Practical Nurse, Ramsey County Public Health Department, Saint Paul, Minnesota (<i>Metropolitan State University, Saint Paul, Minnesota</i>)
Betty J. Webb Brooklyn Park, Minnesota	Associate Superintendent for Secondary Education, Minneapolis Public Schools (<i>College of Education, University of Minnesota, Minneapolis, Minnesota</i>)
Jeff Zlonis Stillwater, Minnesota	Deputy Commissioner, Department of Administration, State of Minnesota, Saint Paul, Minnesota (<i>John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)

Bush Leadership Fellows Program — Short Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship 1991-92 (Study Site in <i>Italic and Parenthesis</i>)
Kathryn E. Anderson Eau Claire, Wisconsin	Instructor, School of Nursing, University of Wisconsin-Eau Claire, Eau Claire, Wisconsin (<i>University of Minnesota, Minneapolis</i>)
Jaochim M. Banda Hudson, Wisconsin	Specialist-Management Information Systems, Hennepin County Community Services, Minneapolis, Minnesota (<i>Information Builders, Inc. of Chicago, Illinois</i>)
Mary K. Brandl Minneapolis, Minnesota	Self-employed consultant (<i>College of Saint Catherine, Saint Paul, Minnesota</i>)
Daphne D. DePorres Saint Anthony, Minnesota	Senior Research Analytical Chemist, General Mills, Inc., Minneapolis, Minnesota (<i>Pepperdine University, Los Angeles, California</i>)
Genie C. Dixon Minneapolis, Minnesota	Senior Vice President, Fund Distribution, United Way of the Saint Paul Area, Saint Paul, Minnesota (<i>Carnegie Mellon University, Pittsburgh, Pennsylvania</i>)
David F. Fisher Minneapolis, Minnesota	Vice President/Associate General Counsel, The Pillsbury Company, Minneapolis, Minnesota (<i>Harvard University's Senior Executives in State and Local Government Program, Cambridge, Massachusetts</i>)
Gilbert R. Friend-Jones Minneapolis, Minnesota	Senior Minister, United Church of Christ, Minneapolis, Minnesota (<i>Minnesota Management Institute, University of Minnesota, Curtis L. Carlson School of Management, Minneapolis, Minnesota</i>)

Grants to Individuals

Bush Leadership Fellows Program — Short Fellowships (continued)

Name and Residence	Employment at the Time of Selection for Fellowship 1991-92 (Study Site in <i>Italic and Parenthesis</i>)
Donald L. Jorgensen Bismarck, North Dakota	District Judge, State of North Dakota, Bismarck, North Dakota (<i>Harvard University, Cambridge, Massachusetts, and the University of Virginia, Charlottesville, Virginia</i>)
Donald E. Klassen Red Wing, Minnesota	President and CEO, Ehlers Apparel, Inc., Red Wing, Minnesota (<i>Minnesota Management Institute, Curtis L. Carlson School of Management, University of Minnesota, Minneapolis, Minnesota</i>)
Margo E. Maris Saint Paul, Minnesota	The Canon to the Ordinary, Episcopal Diocese of Minnesota, Minneapolis, Minnesota (<i>Minnesota Management Institute, Curtis L. Carlson School of Management, University of Minnesota, Minneapolis, Minnesota</i>)
Peter P. McDermott II Grand Rapids, Minnesota	Treasurer and Corporate Controller, Blandin Paper Company, Grand Rapids, Minnesota (<i>University of Michigan, Executive Management Program, Ann Arbor, Michigan</i>)
Donald G. Meyer Vadnais Heights, Minnesota	Vice President, Academic Affairs, North Central Bible College, Minneapolis, Minnesota (<i>School of Public Affairs, Carnegie Mellon University, Pittsburgh, Pennsylvania</i>)
Bernard Oliver Saint Cloud, Minnesota	Dean, College of Education, Saint Cloud State University, Saint Cloud, Minnesota (<i>Stanford University's Executive Program in Organizational Change, Palo Alto, California, and the Institute for Educational Management, Harvard University, Cambridge, Massachusetts</i>)
Mark W. Sather White Bear Lake, Minnesota	City Manager, City of White Bear Lake, White Bear Lake, Minnesota (<i>Senior Executive of State and Local Government Program, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts</i>)
Roger E. Schwinghammer Fargo, North Dakota	Executive Director, Catholic Family Service, Fargo, North Dakota (<i>Moorhead State University, Moorhead, Minnesota, and the Catholic Health Corporation, Omaha, Nebraska</i>)
Michael F. Sullivan Mahtomedi, Minnesota	Vice President for Business Affairs, University of Saint Thomas, Saint Paul, Minnesota (<i>Institute for Educational Management, Harvard University, Cambridge, Massachusetts</i>)
Mark C. Thompson Faribault, Minnesota	Pastor of Our Savior's Lutheran Church-ELCA, Faribault, Minnesota (<i>Covey Leadership Institute, Provo, Utah, and Alban Institute, Washington, D.C.</i>)
Alan J. Tuchtenhagen River Falls, Wisconsin	Director of Admissions, University of Wisconsin-River Falls, River Falls, Wisconsin (<i>Minnesota Management Institute, Curtis L. Carlson School of Management, University of Minnesota, Minneapolis, Minnesota</i>)
Ralph A. Wagner Rapid City, South Dakota	Project Engineer, RE/SPEC, Inc., Rapid City, South Dakota (<i>George Washington University, Washington, D.C.</i>)
Donald P. Wharton Minot, North Dakota	Vice President for Academic Affairs, Minot State University, Minot, North Dakota (<i>College Management Program, Carnegie Mellon University, Pittsburgh, Pennsylvania</i>)

Bush Public Schools Superintendent Program

Name	Title	District/Location
Daniel L. Brooks	Superintendent/Secondary Principal, Laporte Public Schools	Laporte, Minnesota
Susan J. Butler	Director of Special Education, Anoka- Hennepin Public Schools	Anoka, Minnesota
Howard L. Caldwell	Superintendent, Paynesville Area Public Schools	Paynesville, Minnesota
Kenneth A. Dragseth	Assistant Superintendent/Planning, Evaluation and Reporting, Edina Public Schools	Edina, Minnesota
Linda G. Garrett	Coordinator of Chapter 1 Curriculum - Federal Programs, Saint Paul Public Schools	Saint Paul, Minnesota
Richard H. Guevremont	Superintendent, Hayfield Community Schools	Hayfield, Minnesota
Clarissa M. Hirsch	Director of Special Education, Roseville Area Schools	Roseville, Minnesota
Joseph A. Hobson	Superintendent, Pine City Public Schools & Technical College	Pine City, Minnesota
Raymond T. Hoheisel	Superintendent, Cambridge-Isanti Public Schools	Cambridge, Minnesota
James J. Johnson	Vice President, Winona Technical College	Winona, Minnesota
Diana L. Kasper	Director of Community Services, Saint Cloud Public Schools	Saint Cloud, Minnesota
Michael J. Lang	Superintendent, Eveleth & Gilbert Public Schools	Gilbert, Minnesota
Neal J. Lawson	Assistant to Superintendent/Fiscal Affairs, Orono Public Schools	Long Lake, Minnesota

Grants to Individuals

Bush Public Schools Superintendent Program (continued)

Name	Title	District/Location
William R. Leto	Telecommunications Coordinator, Inter. District #287/Hennepin Technical College	Plymouth, Minnesota
Michael G. Looby	Director/Community Education & Services, Westonka Public Schools	Mound, Minnesota
Jerald R. Nesland	Superintendent, New York Mills Public Schools	New York Mills, Minnesota
Carl H. Oberdorfer	Director of Special Education, Wadena Public Schools	Wadena, Minnesota
Barbara L. Osthus	Construction Project Director, South Washington County Schools	Cottage Grove, Minnesota
Lois M. Rockney	Director of Business Affairs, West Saint Paul Public Schools	West Saint Paul, Minnesota
Ronald E. Ward	Director of Administrative Services, Shakopee Public Schools	Shakopee, Minnesota
Larry D. Werder	Superintendent, Browerville Public Schools	Browerville, Minnesota
Patricia A. Westman	Regional Special Education Projects Supervisor, Northwest ECSU	Thief River Falls, Minnesota
Joan R. Wilkosz	Curriculum Coordinator, Secondary Vocational Education, Minneapolis Public Schools	Minneapolis, Minnesota

Bush Principals Program

Name	Title	District/Location
Susan M. Anderson	Principal	Cedar Creek Community School Cedar, Minnesota
Everett C. Arnold	Principal	Riverside/Northwest Juvenile Training Center Bemidji, Minnesota

Bush Principals Program (continued)

Name	Title	District/Location
Linda Bauer	Teacher	ISD #2 Hill City Hill City, Minnesota
John R. Eggers	Principal	Red Lake High Bemidji, Minnesota
Carol Ann Fargo	Principal	O.H. Anderson Elementary Mahtomedi, Minnesota
Kathryn C. Gagnon	Assistant Principal	Highland Park Jr. High Saint Paul, Minnesota
Michael G. Garaghty	Teacher	Lakewood High Lakeville, Minnesota
Sandra L. Guyan	Principal	Bemidji High Bemidji, Minnesota
Patricia A. Hinze	Teacher	Robert Asp School Moorhead, Minnesota
Sherryl L. Johnson	Principal	Taylor's Falls School Taylor's Falls, Minnesota
Merlyn Kruse	Principal	Saint Croix Lutheran High West Saint Paul, Minnesota
Jolene M. Landwer	Principal	Janesville Elementary Janesville, Minnesota
Arllys Larson	Principal	Cowern Elementary North Saint Paul, Minnesota
Rodney W. Lofquist	Principal	North Branch Middle North Branch, Minnesota
Donna Montgomery	Principal	Mendota Elementary Mendota Heights, Minnesota
Karen A. Norell	Assistant Principal	Park High Cottage Grove, Minnesota
Lyle A. Odland	Principal	Washington Jr. High Saint Paul, Minnesota
Thomas D. Olin	Assistant Principal	Como Park Sr. High Saint Paul, Minnesota

Grants to Individuals

Bush Principals Program

Name	Title	District/Location
Lowell Olson	Teacher	Apollo High Saint Cloud, Minnesota
Jeffrey Raison	Principal	Dowling Urb Environmental Learning Center Minneapolis, Minnesota
Elbert Rudolph Ross III	Assistant Principal	Central Senior High Saint Paul, Minnesota
Diane Schimelpfenig	Teacher	Tanglen Elementary Minnetonka, Minnesota
Cheryl Schmidt	Principal	Chokio-Alberta High Alberta, Minnesota
Paul Schullo	Principal	Hilltop Elementary Mound, Minnesota
Linda Trevorow	Teacher	Patrick Henry High Minneapolis, Minnesota
Donna J. Williams	Principal	Lincoln Elementary Elk River, Minnesota
Nancy Wondrasch	Associate Principal	Winona Senior High Winona, Minnesota
John R. Zierdt	Principal	Spring Valley Elementary Spring Valley, Minnesota

Bush Medical Fellows

Name and Residence	Fellowship Purpose	Program Activity
Blanton Bessinger, M.D. Saint Paul, Minnesota	To learn to administer health care programs for children.	Master of Business Administration, University of Minnesota
Philip J. Dahlberg, M.D. La Crosse, Wisconsin	To prepare for the presidency of Gunderson Clinic.	Master of Science in Administrative Medicine, University of Wisconsin
Leena T. Devaraj, M.D. Blue Earth, Minnesota	To improve skills in surgical pathology, clinical pathology, research, and writing.	Preceptorship, Mayo Clinic.
Donald L. Evans, M.D. Merrill, Wisconsin	To improve skills in neonatology, pediatric allergy, respiratory diseases, and management.	Preceptorships, courses, and mini-residencies, University of Wisconsin

Bush Medical Fellows (continued)

Name and Residence	Fellowship Purpose	Program Activity
James M. Evans, M.D. Northfield, Minnesota	To prepare to develop and lead a community health program for adolescents and college students. To improve skills in intensive care medicine.	School of Public Health, University of Minnesota.
Samuel W. Hall, M.D. Shoreview, Minnesota	To prepare to develop and administer a program for medical education, research, and patient care in occupational, environmental, and clinical toxicology.	Master of Public Health in Environmental Medicine, University of Minnesota.
Donald B. Jenny, M.D. Fargo, North Dakota	To improve cardiology intervention skills.	Pasteur Clinic of Interventional Cardiology, Toulouse, France.
Peter J. Kernahan, M.D. Saint Paul, Minnesota	To learn to manage a large HMO or urban hospital and to study health care policy.	Master of Science in Management, Sloan Program, Stanford University.
Jim T. Langland, M.D. Thief River Falls, Minnesota	To study sports medicine.	Preceptorships, site visits, and courses; Fargo, San Diego, and other locations.
Rodney A. Ludwig, M.D. Fargo, North Dakota	To prepare to become a consultant in applying computers to medical needs.	Courses, conferences, preceptor- ships; University of Minnesota, Harvard, and other locations.
Dennis C. Stevens, M.D. Sioux Falls, South Dakota	To develop academic research skills	Master of Science in Clinical Design and Statistical Analysis, University of Michigan.
Loren K. Tschetter, M.D. Sioux Falls, South Dakota	To prepare to become medical director of the Central Plains Clinic.	Master of Science in Administrative Medicine, University of Wisconsin.

Grants to Individuals

Bush Artist Fellows

Name and Residence	Discipline
David Dwyer Lemon, South Dakota	<i>poet</i>
Judith E. Katz Minneapolis, Minnesota	<i>fiction writer</i>
Margaret M. Miles Minneapolis, Minnesota	<i>fiction writer</i>
Edith M. Rylander Grey Eagle, Minnesota	<i>poet</i>
Ellen V. Lease Minneapolis, Minnesota	<i>music composer</i>
Daniel K. Sturm Saint Paul, Minnesota	<i>music composer</i>
Ben L. Kreilkamp Minneapolis, Minnesota	<i>playwright</i>
Eric C. Tretbar Minneapolis, Minnesota	<i>screenwriter</i>
Daniel J. Dennehy Minneapolis, Minnesota	<i>photographer</i>
Lynn B. Geesaman Minneapolis, Minnesota	<i>photographer</i>
Christie A. Hawkins Saint Peter, Minnesota	<i>sculptor</i>
Vince A. Leo Minneapolis, Minnesota	<i>artist bookmaker</i>
Aldo L. Moroni, Jr. Minneapolis, Minnesota	<i>sculptor</i>
Eric W. Mueller Richfield, Minnesota	<i>filmmaker</i>
Karen M. Wirth Saint Paul, Minnesota	<i>artist bookmaker</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, 1991, was \$19,470,000, an increase of \$768,000 over 1989-90. Total expenses were \$5,220,000 for the year.

The market value of the Foundation's assets increased from \$374,239,000 at November 30, 1990, to \$428,333,000 at November 30, 1991. As of November 30, 1991, the cash and investments portfolio of the Foundation consisted of:

	Percent
Cash and interest bearing deposits	.8
Money market trusts and short-term investment funds	10.5
Corporate, foreign and U.S. Government and Government Agency bonds and notes	14.6
Common stocks and equity-related preferred stocks	53.5
Foreign stocks	4.6
Real Estate	8.5
Guaranteed Investment Contracts	5.3
Venture capital investments	2.2
TOTAL	100.0

The Foundation staff will provide a schedule of investments held as of November 30, 1991 for any reader who wishes it.

New grant appropriations, net of cancellations, were \$19,855,000 in the year, an increase of \$2,971,000 over 1989-90. Grant payments of \$19,528,000 were up from \$18,934,000, and grant commitments payable were also up from \$19,724,000 at November 30, 1990 to \$20,082,000 at November 30, 1991.

The investment managers employed by the Board of Directors as of November 30, 1991 are:

Alliance Capital Management Corporation, Minneapolis, Minnesota
Sanford C. Bernstein & Co., Inc., New York, New York
Boston Safe Deposit and Trust Company, Boston, Massachusetts (Master Custodian)
Cigna Capital Advisors, Inc., Hartford, Connecticut
John Hancock Venture Capital Management, Inc., Boston, Massachusetts
Investment Advisers, Inc., Minneapolis, Minnesota
JMB Institutional Realty Corporation, Chicago, Illinois

Jundt Associates, Inc., Minneapolis, Minnesota
R. Meeder & Associates, Inc., Columbus, Ohio
Oechsle International Advisors, Boston, Massachusetts
PanAgora Asset Management, Boston, Massachusetts
Sequoia Capital Co-Investment Fund, Menlo Park, California
STW Fixed Income Management, Inc., Carpinteria, California
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.

Richard D. McFarland
Treasurer

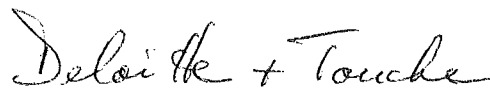
Independent Auditors' Report

The Board of Directors of
The Bush Foundation:

We have audited the accompanying balance sheets of The Bush Foundation (the Foundation) as of November 30, 1991 and 1990 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, 1991 and 1990 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.



Saint Paul, Minnesota
January 10, 1992

The Bush Foundation Balance Sheets, November 30, 1991 and 1990

Assets	Notes	1991 (In thousands of dollars)	1990
CASH AND INTERESTBEARING DEPOSITS		\$ 3,433	\$ 923
INVESTMENTS, principally at quoted market value:	1		
Money market trusts and short-term investment funds		44,387	22,249
Corporate, foreign, and U.S. government and government agency bonds and notes, amortized cost of \$59,489,000 in 1991 and \$34,521,000 in 1990		61,625	34,344
Common stocks and equity-related preferred stocks, cost of \$210,733,000 in 1991 and \$235,860,000 in 1990		225,286	218,324
Foreign stocks, cost of \$19,966,000 in 1991 and \$14,338,000 in 1990		19,216	12,188
Real estate, cost of \$35,176,000 in 1991 and \$35,413,000 in 1990		35,865	38,410
Insurance contracts		22,300	26,300
Venture capital investments, cost of \$8,652,000 in 1991 and \$7,555,000 in 1990		9,217	7,643
TOTAL INVESTMENTS		417,896	359,458
DIVIDENDS AND INTEREST RECEIVABLE		6,859	7,960
RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING			5,168
FEDERAL EXCISE TAX RECEIVABLE		32	604
FURNITURE, EQUIPMENT, AND OTHER ASSETS		113	117
TOTAL ASSETS		<u>\$428,333</u>	<u>\$374,239</u>
Liabilities and Fund Balances			
ACCOUNTS PAYABLE		\$ 541	\$ 417
PAYABLE FOR SECURITIES WITH SETTLEMENTS PENDING		2,552	
ACCRUED AND OTHER LIABILITIES		77	72
DEFERRED FEDERAL EXCISE TAXES	2	365	
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:	1		
1991			14,058
1992		13,058	4,538
1993		5,168	648
1994		1,815	480
1995		41	—
Total unpaid grants		20,082	19,724
FUND BALANCES		404,716	354,026
TOTAL LIABILITIES AND FUND BALANCES		<u>\$428,333</u>	<u>\$374,239</u>

See notes to financial statements

Financial Statements

**Statements of Revenues, Expenses, and Changes in Fund Balances
For The Years Ended November 30, 1991 and 1990**

	Notes	1991	1990 <i>(In thousands of dollars)</i>
INVESTMENT INCOME:			
Dividends		\$ 6,373	\$ 8,192
Interest		10,079	8,189
Other		3,018	2,321
Total investment income		19,470	18,702
EXPENSES:			
Investment expenses	3	(2,335)	(2,310)
Administrative expenses	3	(2,117)	(2,023)
Federal excise tax - current	2	(768)	(416)
Total expenses		(5,220)	(4,749)
Net		14,250	13,953
INVESTMENT GAINS (LOSSES) - NET:			
Net realized gains on investment transactions		22,667	26,138
Unrealized appreciation (depreciation) in market value of investments, net of deferred federal excise tax provision (benefit) of \$365,000 and (\$979,000) in 1991 and 1990, respectively		33,628	(63,830)
Net		56,295	(37,692)
GRANTS APPROPRIATED - NET OF CANCELLATIONS		(19,855)	(16,884)
INCREASE (DECREASE) IN FUND BALANCE		50,690	(40,623)
FUND BALANCE AT BEGINNING OF YEAR		354,026	394,649
FUND BALANCE AT END OF YEAR		<u>\$404,716</u>	<u>\$354,026</u>

See notes to financial statements.

**Statements of Changes in Financial Position
For The Years Ended November 30, 1991 and 1990**

	1991	1990
	<i>(In thousands of dollars)</i>	
FUNDS PROVIDED (APPLIED):		
Net income from operations	\$ 14,250	\$ 13,692
Net investment gains (losses)	56,295	(37,692)
Grants appropriated - net of cancellations	(19,855)	(16,884)
Increase (decrease) in fund balance	50,690	(40,623)
Increase (decrease) in grants payable	358	(2,051)
Increase in accounts payable and accrued liabilities	129	72
Decrease (increase) in securities settlements pending	7,720	(3,084)
Decrease in dividends and interest receivable	1,101	905
Increase (decrease) in federal excise taxes	937	(1,731)
Other	4	9
INCREASE (DECREASE) IN CASH AND INVESTMENTS	60,939	(46,503)
CASH AND INVESTMENTS AT BEGINNING OF YEAR	360,390	406,893
CASH AND INVESTMENTS AT END OF YEAR	<u>\$421,329</u>	<u>\$360,390</u>

See notes to financial statements.

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 \$327,000 in 1991 and \$518,000 in 1990.

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). Tax on net investment income is reduced from 2% to 1% for any taxable year in which the Foundation's qualifying distributions meet certain requirements prescribed by Internal Revenue Code Section 4940(c)(2).

Accrued federal excise taxes at November 30, 1991 include \$365,000 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. No deferred federal excise taxes were recorded at November 30, 1990 due to the unrealized depreciation in the market value of 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, 1991.

3 Investment and Administrative Expenses

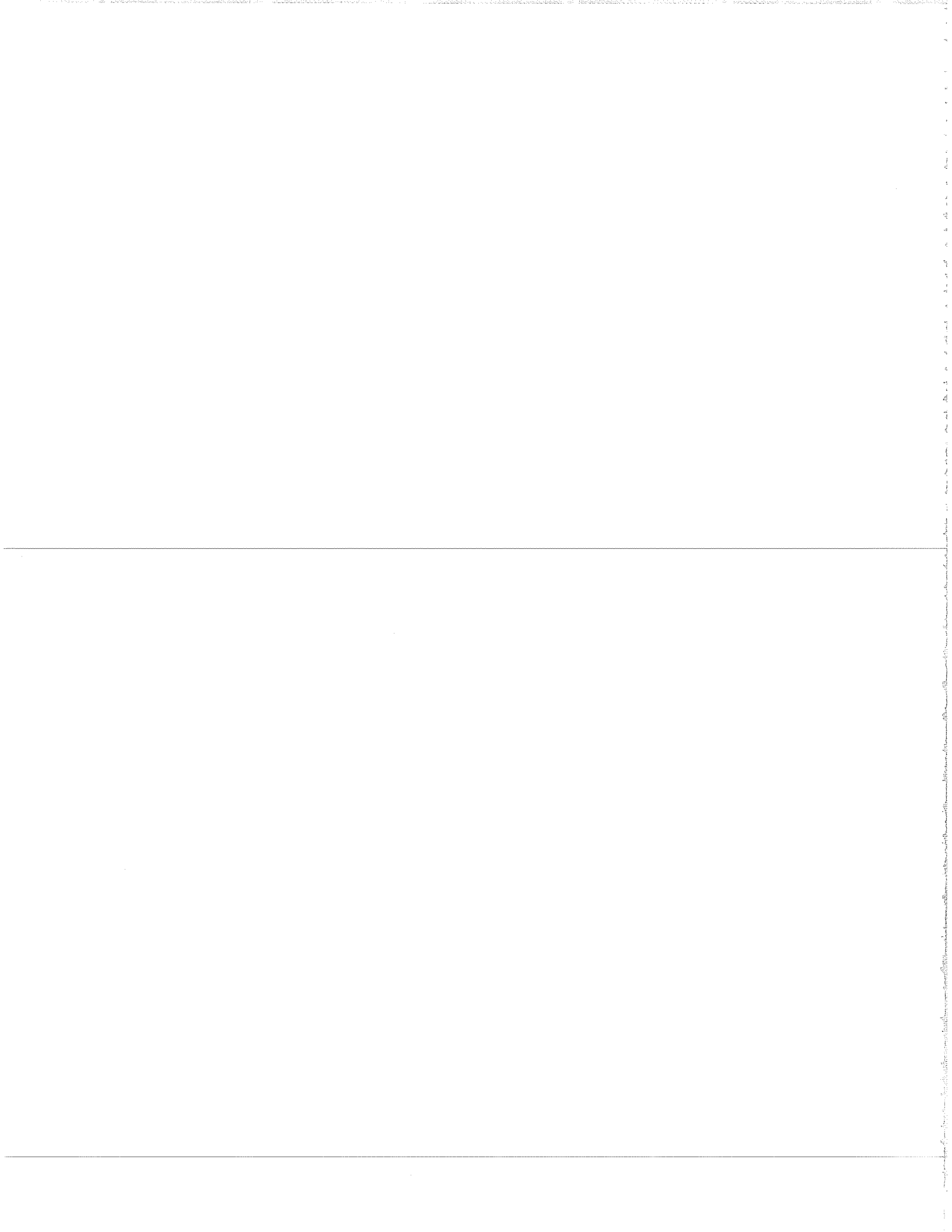
The classification of expenses between investment and administrative (grant-related) activities is determined by either specific identification of the expense or by an allocation based on management estimates. The classifications for 1991 and 1990 are as follows (in thousands of dollars):

1991	Investment	Administrative	Total
Salaries and staff benefits	\$ 193	\$ 903	\$1,096
Investment management	2,022	—	2,022
Program management	—	367	367
Consulting fees	3	338	341
Other administrative expenses	117	509	626
Total	<u>\$2,335</u>	<u>\$2,117</u>	<u>\$4,452</u>

1990	Investment	Administrative	Total
Salaries and staff benefits	\$ 148	\$ 856	\$1,004
Investment management	2,041	—	2,041
Program management	—	355	355
Consulting fees	4	264	268
Other administrative expenses	117	548	665
Total	<u>\$2,310</u>	<u>\$2,023</u>	<u>\$4,333</u>

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 1991 and 1990 was \$103,000 and \$90,000, respectively.



Board of Directors

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Minneapolis, Minnesota

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Minneapolis, Minnesota

Anita M. Pampusch, *Second Vice Chairman*
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Minneapolis, Minnesota

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C. Angus Wurtele
Minneapolis, Minnesota

Ann Wynia
Saint Paul, Minnesota

Staff

Humphrey Doermann, *President*

Grant Program Activity

Stanley Shepard, *Senior Program Associate*

John Archabal, *Program Associate*

Jane Kretzmann, *Program Associate*

Sarah Lutman, *Program Associate*

Elizabeth Pegues, *Program Associate*

Program Consultants

Margaret J. Bringewatt

John H. Kohring

Susan E. Showalter

Kathleen A. Speltz

Business Management and Staff Services

Gerald M. Skogley, *Chief Financial Officer*

Connie S. Thompson, *Accountant*

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Patricia L. Collis, *Secretary*²

Janice M. Halver, *Secretary*

Kim S. Johnson, *Secretary*

Dianne J. Maki, *Secretary*¹

Shirley A. Swenson, *Secretary*

General Counsel

Frank Hammond
Briggs & Morgan
Saint Paul, Minnesota

¹ Appointed in 1991

² Retired in 1991

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