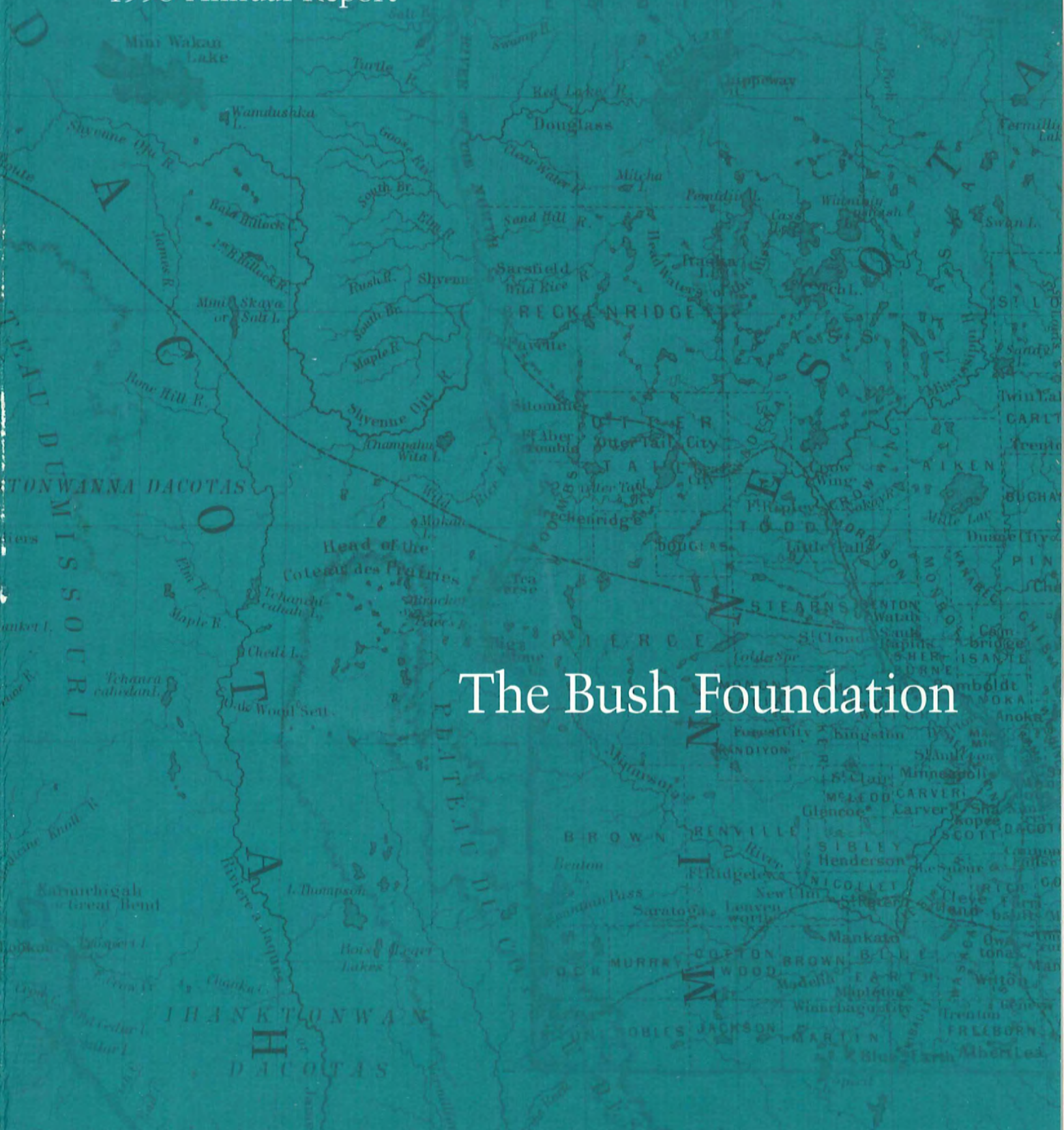


1995 Annual Report



The Bush Foundation

1995 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 fifty-seven year career at 3M was mainly in sales and general management. He was Chairman of the corporation's Executive Committee at the time of his death in 1966. Bush also was active in Saint Paul civic affairs, and was a trustee of Hamline University.

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

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

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

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

matching capital grants and faculty development grants to historically black private undergraduate colleges, mostly located in the southeastern United States. The second non-regional program provides grants to accredited tribally controlled Indian colleges. Additional discussion of the Foundation's regional emphasis is in the "Report of the Chairman," immediately following this section.

In a 1995 list of United States' foundations classified by the market value of assets, The Bush Foundation ranked 47th. Within the same list, it was one of the 25 largest regional or predominantly regional foundations. The income available to The Bush Foundation is the investment yield from assets given by Archibald and Edyth Bush. The Foundation is the residuary legatee of the estate of Archibald Bush, from which it received distributions of property and cash. When most of these assets were received by the Foundation in the early 1970's, they were in the form of 3M stock, with a market value of about \$200 million. Since then, the Board has hired professional managers, sold the original 3M stock, and diversified the investment portfolio. At the end of 1995 the portfolio market value was about \$526.2 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 description of grantmaking policies and procedures, a list of 1995 grants, and a financial review.

Report of the Chairman

The Bush Foundation bylaws permit five consecutive annual terms for a Board chairman. This report completes my fifth and final term in that office. A new chairman will be elected in February 1996. My report will review briefly the highlights of those five years, 1991 through 1995, as well as giving attention to 1995.

Highlights: 1991 to 1995 Within the last five years, virtually all of The Bush Foundation's grantmaking has undergone program review. The Board and staff also discussed administrative practices and the values underlying them. Biennial Board retreats in 1992 and 1994 assessed the changing context of our work, principally in human services and in the arts. As a result, almost every phase of the work has changed, although the pattern of change appears more nearly evolution than revolution.

Program review in the arts led to creation of a new regional program of operating support grants to carefully selected mid-sized and large performing arts organizations. Results of two program reviews of the Foundation's work in postsecondary education led to enlargement of our faculty development programs in tribally controlled colleges and to extension of a matching capital grant program for regional private colleges. As reported in the "Program Notes" section of this report, both The Bush Foundation and the William and Flora Hewlett Foundation, Menlo Park, California, decided to continue their cooperative program of grants in historically black private undergraduate colleges in the southeastern United States. The Bush Board will consider in 1996 the Foundation's faculty development grants in Minnesota, North Dakota and South Dakota. In the human services, the Foundation continues to respond on a case-by-case basis to proposals in the human services, rather than focusing sharply on particular purposes or programs. This sometimes has an untidy look, but permits our support to shift quickly in response to changing patterns of need.

During the past five years, the total number of completed proposals considered by the Bush Board increased 18 percent, from 1,277 (1986-1990) to 1,443 (1991-1995), while the percentage approved declined only slightly: from 55 percent to 53 percent. The total of payments to grantees during the past five years was \$99.9 million, compared with \$83.4 million for the comparable prior five years.

Meanwhile, the market value of the Foundation's assets grew from \$374 million as of November 30, 1990 to \$526.2 million as of November 30, 1995. This growth was due to favorable conditions in the nation's capital markets, to excellent performance by the Foundation's Investment Committee, and to the work of the financial managers who assist the Committee.

"During the past five years, the total number of completed proposals considered by the Bush Board increased 18 percent, from 1,277 (1986-1990) to 1,443 (1991-1995), while the percentage approved declined only slightly: from 55 percent to 53 percent."

Board and Staff Changes During the past year, Richard D. McFarland was elected First Vice Chairman of the Board, replacing Ellen Z. Green. Ann Wynia was elected Second Vice Chairman, replacing W. Richard West, Jr., C. Angus Wurtele was elected Treasurer, replacing Kennon V. Rothchild. Green, West, and Rothchild continued to serve as Directors of the Foundation.

Sara S. Whicher resigned as Program Assistant for the Bush Artist Fellowships Program. Her replacement is Kathi Polley.

Predominantly Regional Geographic Definition 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 American Indian colleges. Grants to these institutions result in grant payments outside of Minnesota and the Dakotas—the Foundation's 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.

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 grants funded projects which occur inside the region.

Thanks The Bush Foundation Board and staff could not possibly carry out their tasks in a thoughtful or fairminded way without the help of hundreds of informal advisors. These people, varied in experience and background, continue to be willing to volunteer their wisdom and perspective both to help judge individual grant proposals, and to design and evaluate larger programs. The Bush Board and I are more grateful than we can say for this great generosity which supports our work.

Within the Foundation, I am indebted to my Board colleagues, to our President, Humphrey Doermann, and to the staff for their support to my chairmanship during the past five years. Their friendship and hard work have made this an excellent experience for me. I hope my successor will have an equally stimulating and enjoyable term in office.

Thomas E. Holloran
Chairman of the Board

“The Bush Board continues to believe that the Foundation should remain predominantly a regional institution.”

Program Notes

Program Notes

This section highlights significant Bush Foundation program reviews which were completed during 1995 in the arts and, outside this region, in historically black private colleges. Along with the changes, this section outlines the principal programs which continue.

Arts and Humanities

During 1995, the Bush Board of Directors and staff completed a series of discussions about whether and in what ways the Foundation should change its long-standing patterns of arts grantmaking. Grants to organizations, and grants to individuals through the Bush Artist Fellowships Program, have both been affected by the course of these discussions. Later sections of this annual report contain more specific information about new programs, as well as revised guidelines.

The discussion began at the Board's biennial retreat in 1994, which included a panel presentation and Board discussion about the arts. Panelists were V. Kelley Lindquist, Executive Director, Artspace Projects, Minneapolis; Joseph E. Mellilo, Producing Director, Brooklyn Academy of Music, New York City; and Brenda Way, Artistic Director, ODC/San Francisco. These panelists responded to a staff background paper prepared for the retreat. The paper presented information about developments in the arts field since 1970, and recommended new ways for The Bush Foundation to respond. The staff's analysis showed that between 1970 and 1994 Bush arts grantmaking totaled about \$44 million, and that the Board granted roughly \$33 million, or 75 percent of that amount, to ten major cultural institutions. A large portion of the \$33 million had been awarded in a twenty-five year series of unrestricted annual operating grants to some of these institutions. During the same time period, the scope of organized arts activity in the Bush region expanded significantly. The programs and operating budgets of major institutions also grew, and some built substantial endowments. Within The Bush Foundation, grantmaking in education and human services became increasingly regional, while arts grantmaking remained more closely focused in the Twin Cities.

The major question the Bush Board asked was how the Foundation could balance both the opportunities presented by new arts activity throughout the region, and the desire to continue to recognize and support the quality and reach of major Twin Cities institutions. The Board reached a general consensus relatively early in favor of changing Bush arts grantmaking. Determining how to change required a more extensive conversation. For this, the Board and staff sought the opinions of arts administrators and artists, as well as community volunteers. The staff presented additional papers at subsequent Board meetings, as well as several revisions of proposed new guidelines.

A consensus on new grantmaking directions was reached in June 1995. The Foundation announced the new Regional Arts Development Program, and at the

same time, the Board voted to end, over a five-year period, the Foundation's annual operating grants to major Twin Cities arts organizations. These major organizations are eligible for the new program, on a competitive basis with other arts organizations that have annual budgets of at least \$200,000. Through this new program, the Board and staff hope to retain key elements of Bush arts grantmaking which we value and which others have cited as important. These elements include a relatively high degree of selectivity, with application review by both staff and outside consultants; openness to the full range of ideas that applicants themselves choose to bring forward; willingness to make long-term commitments, when appropriate; and an emphasis on organizational capacity development, with the goal of helping organizations meet their full potential for public participation and artistic quality. The new program will be open to applications for five years.

In retrospect, the extended process of reaching consensus on future Bush arts grantmaking has been unusually satisfying and invigorating for both Board and staff. Through discussion, listening, outside consultation, balloting, program redesign, and negotiation, the Bush Board eventually approved unanimously a program that many Directors considered flawed in its initial design. Community response to these guideline changes has thus far been favorable. The following sections explain the Foundation's current arts grantmaking activity.

Short-Term Organizational Support The Bush Foundation Board of Directors approves grants of one or more years for proposals aimed to strengthen the capacity of organizations to produce or present high-quality arts and humanities programs, to increase the size and broaden the composition of audiences for these activities, and to enhance the interaction between arts and humanities programs and their audiences. Successful applicants typically propose activities which are part of a plan to achieve long-term organizational goals.

The range of successful proposals for short-term support is broad: the Bush Board wishes applicants to determine their own highest priorities when applying for Bush support. Recently approved grants have included proposals whose goals were artistic advancement; expanded public participation; or, less frequently, the development of administrative capacity in marketing, fund-raising, or other administrative functions, or planning and other consultant assistance. These grants have been for one year or several, and are intended to support particular activities for a finite period of time. As is the case in other program areas, the Bush Board is especially interested in arts and humanities proposals that originate with or serve racial minorities. Increasingly, the Foundation Board has shown interest in assisting the development of arts and humanities organizations outside the Twin Cities metropolitan region.

During 1995, \$2,518,542 or 14.3 percent of the Foundation's total grants appropriated were made to arts and humanities organizations. This continued the Foundation's past pattern of relatively high selectivity in the arts and humanities:

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only fifteen or twenty requests have been approved each year during the past five years. Characteristics of successful proposals usually have included these:

- The applicant can demonstrate a consistent history of artistic (or scholarly) distinction within its field of work and within the Bush grantmaking region;
- The applicant can show a record of public service through evidence of audience or participant support, enhanced programs of education and interpretation, or other community service;
- The artistic, administrative, and voluntary leadership of the organization seems prepared to perform the proposed activities well;
- The applicant has presented reasonable financial and program plans that show how proposed activities might be continued at the end of a period of Bush support (where applicable); and
- For proposals which aim to establish programs in the Bush region that already exist in other cities or regions, the applicant has investigated these existing programs to determine what lessons can be learned from them.

The Bush Board usually does not approve short-term grants for newly established arts and humanities organizations, or for arts organizations that do not pay artistic personnel. The Foundation is unlikely to support individual concerts or concert series, exhibitions, festivals, conferences, performances, or other one-time cultural events. The Foundation does not support individual media projects such as films, television shows, documentaries, or video projects. The Foundation does not generally make grants for historic preservation projects or county historical societies.

Regional Arts Development Program At its June 1995 meeting, the Bush Board approved the guidelines for the Regional Arts Development Program. This new program resulted from a Board review and discussion that, in part, considered the pattern of Bush operating grants to several large Twin Cities arts organizations that began in 1970. The Board concluded that the Foundation's grants to these organizations could, in retrospect, be viewed as an experiment in the persistent application of operating support toward general organizational development. Without claiming pure cause and effect, this persistent Bush Foundation experiment in continuing support could be seen as one aspect of a general improvement since 1970 in the health and accomplishment of these major organizations.

The Bush Board decided to extend this experiment more broadly and, of necessity, in a more structured way. Through the new Regional Arts Development Program, the Bush Board will spend about \$750,000 to \$1,500,000 per year to make multiple-year unrestricted operating grants to selected arts organizations in Minnesota, North Dakota, and South Dakota. These grants, it is hoped, will help

improve the quality, financial strength, or audience reach of participating organizations. In order to participate, organizations must describe their long-range plans, and what extra difference can be anticipated by the presence of multi-year Bush operating support.

While there is no precise formula for how long a participating organization might expect unrestricted operating support in this program, it is not likely to last less than six years, nor more than ten years.

The Bush Board began reviewing applications to this program in September 1995. The program will remain open to new applications for a five-year period, when its shape and progress will be reviewed and its next steps determined.

Definition of Eligible Applicants Organizations based in Minnesota, North Dakota, and South Dakota whose primary purpose is the creation or presentation of performing, visual, media, or literary arts, and the development or sponsorship of related activities, are eligible for the Regional Arts Development Program. Applicants should have at least a five-year programming history and average annual operating expenses of at least \$200,000 during the three most recently completed fiscal years. Government agencies and educational institutions are not eligible, nor are public broadcasting entities such as non-profit radio or television stations. The Bush program is directed toward:

- (a) organizations that operate year-round programs, as opposed to organizations that sponsor one-time events such as festivals or which operate only in the summer months;
- (b) organizations that pay artists a reasonable salary or fee, as opposed to organizations that primarily involve volunteers in artistic activity; and
- (c) organizations that produce, present, or develop arts programs for the public, as opposed to organizations that primarily provide services for other arts organizations.

These eligibility criteria describe the general emphasis of the Bush program. The Foundation staff welcomes telephone inquiries from organizations that have questions about their eligibility.

Organizations that are current recipients of Bush program or operating grants, but which otherwise meet eligibility criteria, should wait until their current Bush grant period is ending before applying to the Regional Arts Development Program.

Further Information Applicants interested in the Regional Arts Development Program should call or write the Foundation's office and request a copy of the program guidelines. These guidelines describe the grant review process in more detail, and list the items to include in preliminary and final proposals. The Bush Board established two deadlines each year for preliminary proposals: the first day of March and the Tuesday following Labor Day in September.

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Capital Grants The Bush Foundation has approved a limited number of capital grants each year to arts and humanities organizations. These grants typically are made as part of a comprehensive capital campaign for new or renovated buildings for existing organizations. The Foundation rarely provides early grants to these campaigns. In most cases, project plans and fund-raising are underway before the Foundation Board considers a capital request. The Foundation does not make endowment grants in the arts or in the humanities. Applicants who would like further information about Bush capital grants are strongly encouraged to speak with a member of the Bush staff prior to submitting a proposal.

Education

In October 1995, the Boards of The Bush Foundation and The William and Flora Hewlett Foundation, Menlo Park, California, voted to renew a program of grants to help strengthen historically black private undergraduate colleges that has operated in different forms since 1978. The new agreement continues the two present programs: matching capital grants and faculty development grants. The agreement also creates a new administrative leadership program: senior administrators will attend one of two major summer institutes, which draw leaders from colleges and universities throughout the United States. The programs take effect in 1997, when current Bush-Hewlett programs are scheduled to end. The matching capital grants program and the administrative leadership program will last five years; the faculty development program will run for nine years. All parts of the program together are projected at a total cost of \$16,850,000, with Bush expecting to pay 64 percent of the cost and Hewlett 36 percent. The Bush Foundation will again administer the program. Its staff will advise prospective applicants and will arrange for proposal review. The Bush Board will decide which proposals are approved. Eligible applicants are four-year accredited historically black undergraduate colleges which are present or former members of The College Fund/UNCF.

Historically black private colleges train a significant fraction of the nation's African American leadership, and also continue to provide an educational second chance for ill-prepared high school students — in ways which often are not matched by predominantly white colleges and universities. These colleges have achieved excellent results. Their enrollment is increasing, and by most objective and subjective measures they are growing in strength. Bush-Hewlett support, along with similar support from seven or eight national foundations, has contributed noticeably to this growth.

The Bush Foundation staff will be pleased to discuss the new program with interested persons, and has available new program guidelines for matching capital grants and for faculty development grants.

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Mathematics and Science Program for Girls and Minority Students

The Bush Foundation began in 1987 to approve grants to encourage elementary and junior high school girls 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 preparation that women have not had. In 1990, the Bush Board approved the first of several grants that provide math and science programs for minority students. In 1995, the Bush Board approved two grants totaling \$541,323 for mathematics and science programs for girls and minority students.

The Foundation concentrates its support on specific intervention programs designed to encourage girls and minority students in mathematics and science. These programs may operate in elementary or junior high schools, or may be run by agencies which operate out-of-school programs. The Foundation Board and staff review several elements in the design of a program before a grant is approved. The program should reflect an understanding of the national research on the causes of differential mathematics and science performance. It should either derive from intervention programs developed successfully elsewhere, or build on the experience of those successful programs. The applicant should have a plan by which the program can be supported beyond the proposed Bush grant period. Finally, it is important that the program plan include a careful evaluation of the project and its effect on participating girls and minority students. Possible effects might include changes in the attitude of girls or other participants about mathematics and science; improvements in their performance in mathematics and science courses; or selection of college majors or careers using mathematics and science.

In addition to grants that support direct program costs, the Foundation is interested in encouraging collaborative efforts among members of the network of intervention programs in the three-state Bush grantmaking region.

Tribal Colleges

During 1995 the Foundation continued its support for accredited tribally controlled colleges serving American Indian students in the western United States. These grants usually are targeted for faculty development, but some have been for construction projects on campuses in North Dakota and South Dakota. During 1995, nine Bush grants to tribal colleges totaled \$415,772.

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The Foundation began its faculty development program in the tribal colleges in 1983. According to current guidelines, approved by the Foundation Board in February 1995, first-time applications from newly accredited tribal colleges are no longer permitted. At the time these guidelines were voted, the Foundation was providing financial support to nineteen fully accredited tribal colleges in the U.S. In addition, a final deadline of July 1, 1999, has been established for all renewal grant applications in this program.

In 1993, the Bush Foundation staff asked three external consultants to evaluate the Foundation's faculty development grantmaking in the tribal colleges. The evaluators were Dr. William G. Tierney, Director of the Center for Higher Education Policy Studies at the University of Southern California; Dr. Clara Sue Kidwell, Assistant Director of Cultural Resources at the National Museum of the American Indian, Washington, D.C.; and Dr. Wilbert H. Ahern, Professor of History at the University of Minnesota, Morris. Between November 1993 and May 1994, these consultants made site visits to twelve tribally controlled colleges which had received Bush Foundation grants for faculty development. The colleges were located in North and South Dakota, Montana, Arizona, and California. The consultants interviewed faculty members and administrators, and conducted written surveys of all faculty at each institution. Professors Tierney, Kidwell, and Ahern presented their findings to The Bush Foundation Board of Directors at its February 1995 meeting.

The consultants' report included these observations:

- Workshops and seminars which were focused on pedagogy and student characteristics have improved teaching effectiveness.
- Attendance at professional conferences has been influential in helping faculty members to upgrade their skills and increase their knowledge.
- The opportunity for faculty members to pursue graduate study has helped these individuals to strengthen instructional programs at many colleges.

In sum, the consultants reported that as a result of Bush-financed faculty development activities at tribal colleges, “students have gained access to a faculty with more advanced training, less isolated from the broader higher education community, more attuned to students' distinctive learning characteristics, and more united in their focus on student learning. Improving faculty retention and morale, as these programs generally have done, has inevitably enhanced the quality of instructional programs.”

The consultants offered several recommendations for improving the programs. As a result of these recommendations, the Foundation staff and Board extended the program's duration until 1999; each college is encouraged to give graduate study awards primarily to those faculty members most likely to continue working at the college after finishing their graduate programs; colleges are also encouraged to require each recipient of Bush grant money to submit a final report specifying

how the grant activity improved that faculty member's teaching effectiveness and/or the college curriculum, and a planning grant has been awarded to Salish Kootenai College, Pablo, Montana, to investigate the feasibility of organizing an annual conference on the improvement of teaching exclusively for the faculty of tribal colleges.

Summary

Approximately 90 percent of Bush Foundation expenditures in the field of education is restricted to specific programs which operate either with published guidelines or have defined purposes and predictable criteria for approving grants. These programs are summarized in the table below. The only types of Bush education grants which are not included in the table are those at the University of Minnesota, which follows a semi-annual pre-screening process that precedes normal proposal review, and a very small number of one-of-a-kind proposals which are approved outside the programs listed in the table.

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Summary of Current Bush Programs in Education

Program Title (Asterisk indicates guidelines are available from the Bush Foundation office.)	First Year of Operation	Scheduled Final Year for Payments	Is the Program Open for New Participants?	1993-95 Average Annual Grant Authorizations
*Matching capital grants in four-year private undergraduate colleges in Minnesota and the Dakotas	1976	2000	Open through October 1998	\$1,405,000
*Faculty development in private and public colleges in Minnesota and the Dakotas	1980	1999	Renewals only	\$2,236,315
*Historically black private colleges, in cooperation with The William and Flora Hewlett Foundation				
1 Matching capital grants	1981	2004	New applicants through October 2002	—
2 Faculty development grants	1986	2005	Letters of intent to submit planning grants will be considered in May 1996, May 1997, and May 1998	—

Program Title (Asterisk indicates guidelines are available from the Bush Foundation office.)	First Year of Operation	Scheduled Final Year for Payments	Is the Program Open for New Participants?	1993-95 Average Annual Grant Authorizations
*Faculty development in accredited tribally controlled colleges on Indian reservations in the United States	1986	2002	Closed to first-time applicants after January 1, 1995 and to renewal applicants after July 1, 1999	\$ 380,104
Encouragement of girls and minority students in mathematics and science	1987	Open	Open	\$ 886,939
Bush Educators Program	1995	Open	Open	—

Human Services

The Bush Foundation has few predetermined human service guidelines. Proposals are reviewed on a case-by-case basis. This practice lets the Foundation Board and staff respond to a variety of human service programs. In 1995 the Foundation reviewed one hundred and twenty-one human service proposals, and approved seventy-nine grants totaling \$7,208,784. This is a 14 percent increase over the previous highest human service figure of \$6,328,173 awarded in 1993. The Foundation wishes to support projects that promote the positive development and self-sufficiency of individuals, families, and communities. We are also interested in projects that enhance the long-term program and financial capacity of applicant organizations. This open approach in human service grantmaking enables applicants to set their own agendas in identifying needs and developing solutions.

In this grantmaking area, no year follows the precise pattern of any other. The following clusters of human service grants reflect our principal patterns of support in 1995. It is possible to look at these human service grantmaking patterns by grouping them into three categories: by program areas (which include such areas as domestic violence or law and correctional programs); by how the recipients use the grants (for example, in a capital or demonstration project); and by the geographical distribution of grants. The first two categories do not include all grants made, and there is some overlap between categories.

Program Areas Programs that strengthen families and youth received forty-one of the seventy-nine approved grants; these totaled \$3,015,204. One grant is helping an informal volunteer, foster care program for teenage mothers develop into a staffed transitional program serving African American teen mothers and their children. A grant for Hispanos En Minnesota's Youth at Risk Program helps bilingual college social work students work with elementary aged children.

The Foundation awarded three grants totaling \$1,583,373 to child development projects. In the largest of these, the Department of North Dakota Human Services and the Minnesota Child Care Resource and Referral Network each received grants for statewide programs to train persons who care for infants and toddlers in groups.

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How Recipients Use the Grants A total of \$2,786,750 went to thirty-two capital projects. Some of these grants are helping to renovate Ain Dah Yung, an emergency shelter for Native American youth in Saint Paul; to construct a therapeutic recreation building for Children's Home Society of South Dakota; and to renovate a group home for girls operated by The City Inc. in Minneapolis.

Fourteen demonstration grants that total \$2,364,737 were awarded. Examples include a grant to Family and Children's Service's PRIDE program to help women leave prostitution; this program also involves collaboration among different criminal justice, law enforcement, and correction systems. Other demonstration grants were made to the YWCA of Minneapolis (to prevent girls from entering the juvenile justice system); to Twin Cities RISE (to test an employment training program for unemployed men of color); and to West Hennepin Human Services Planning Board (for a community voice mail program for the homeless).

Geographic Location In 1995 forty-nine grants (\$3,983,213) were made to projects in Minneapolis, Saint Paul, and surrounding communities. Fourteen (\$1,676,298) were allocated to projects in other parts of Minnesota. Eleven projects (\$1,060,667) were approved in North Dakota and five (\$488,606) in South Dakota.

The Bush staff and consultants reviewed recently approved health and human services proposals and observed that most of these approved applications have most of the following characteristics:

1. Support from a local community or constituency.
2. Close involvement of agency staff in the development of the proposal.
3. Reference to the current thinking in a particular field.
4. Detailed implementation plans.
5. Plans to document and evaluate the results of the grant.
6. Evidence that the plan has a reasonable chance of working.
7. Description of how a Bush grant would strengthen the applicant organization's capacity to obtain additional resources or deliver services more effectively.

Proposals are usually reviewed in the following manner. A Foundation staff member or consultant (or sometimes both) discusses each completed proposal with the applicant. The Bush staff member or consultant will gather information from observers or consultants with experience in the proposed program. The staff then prepares an analysis of each completed proposal for Board action. During the proposal review process, The Bush Foundation staff and consultants attempt to answer the following questions.

- How important is the purpose for which the grant is sought?
- Is the planning sufficient to obtain the proposal's objectives?

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- If the proposed project is scheduled to continue at the end of a Bush grant period, 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?

Capital requests should list other sources of support for the requested project. The Foundation usually considers making capital grants within the range of five to fifteen percent of the total project. Five percent is often considered appropriate for large organizations with broad support and a strong fund-raising capacity. Small projects with relatively few other prospective donors may be considered for a larger percent of the total. The Foundation does not approve endowment grants for human service agencies. The Foundation staff is available to answer questions about capital and other proposal concerns.

Health

Major purposes of recent Bush health grants include stimulating research and public understanding about the cost and efficiency of health services, promoting minority opportunity in health careers, and improving people's access to high-quality health care. The Bush Medical Fellows Program is The Bush Foundation's largest and most significant health program. Bush Foundation support for other health projects outside the Bush Medical Fellows Program totaled between \$225,000 and \$1,500,000 in each of the past ten years. In 1995, the Foundation approved four grants totaling \$224,455 for a variety of service programs and to the University of Minnesota to begin a center for the Study of Managed Care that will improve people's access to high-quality health care.

The Foundation also appropriated \$611,500 to continue the Bush Medical Fellows Program, which began in 1979. Initially the goal of this regional program was to improve rural health care by offering rural physicians new training opportunities 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 health care, evaluation reports concerning the personal and community impact of this program cite impressive results. Sixteen participant classes with a total of 163 fellows have been selected since the beginning of the program. The Fellowship section of this report describes this program in more detail.

“Major purposes of recent Bush health grants include stimulating research and public understanding about the cost and efficiency of health services, promoting minority opportunity in health careers, and improving people's access to high-quality health care.”

In 1995 Ilene B. Harris completed a fifteen-year review of the Bush Medical Fellows program. Harris is a professor in the Medical School and in the College of Education at the University of Minnesota. She combined systematic demographic analysis of case histories of the 119 fellows who had completed the program as of July 1995 with an expert panel's assessment of selected case histories. The resulting document, *Evaluation of the Bush Medical Fellows Program: Community Health Care Benefits Through Physicians' Professional Development*, was completed in July 1995. The majority of fellows reported that their fellowship activities did result in professional and personal development and enhanced their confidence and leadership abilities. Some suggested it added years to their careers by updating skills and renewing their enthusiasm for their work. A majority of the recipients put their newly developed leadership and administrative skills to use soon after returning to their communities. Among fellows' contributions:

- Sixty fellows have taken on significant positions in medical administration;
- Fifty-five fellows developed education programs for health care professions; and
- Thirty-six fellows have developed preventive medicine and patient education programs.

Bush Leadership Fellows Program

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

The Bush Leadership Fellows Program was started in 1965 by Archibald Granville Bush. He envisioned 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 northwestern Wisconsin which are part of the Ninth Federal Reserve District.* Applicants must be between the ages of 28 and 54 years, with at least five years of work experience. The Foundation provides financial support to Bush Leadership Fellows for full-time midcareer study and development — sometimes involving a policy level internship experience and often leading to an academic degree. Fellows receive stipends of \$3,400 per month for four to eighteen months, plus partial reimbursement of tuition up to a maximum of \$17,000, and a travel allowance of up to \$3,000.

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

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

“Diversity in the career paths of fellowship recipients has characterized this program since its inception. The recipients list is also diverse as to race, gender, and geographic origin.”

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. Other successful applicants pursue self-designed internship programs. Applicants for short fellowships face the same geographic and age eligibility requirements but must have had seven years of prior work experience. Stipends of \$700 per week are awarded for three to ten weeks, plus partial reimbursement of tuition up to \$9,000, and a \$3,000 transportation allowance.

Criteria for selection for both types of awards have emphasized demonstrated competence in past work coupled with clear career goals, as well as personal strengths, intellectual ability, and some involvement in community activities. The selection panels and interviewers try to evaluate all applicants on their individual merits, while keeping in mind that leadership or leadership potential is a critical quality. For the last several years, a 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 five- 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 1995, The Bush Foundation awarded eighteen long Bush Leadership Fellowships, and sixteen short fellowships. Recipients represented the fields of large and small business, state and local government, education, health care administration, religion, and social services.

This diversity in the career paths of fellowship recipients has characterized this program since its inception. The recipients list is also diverse as to race, gender, and geographic origin. In 1995, seven recipients were from racial minority groups, twenty were women, and fourteen lived outside of the Twin Cities metropolitan area.

The names, residences, and occupations of the selection committee members follow. A list of the 1995 Fellows can be found beginning on page 67.

In June 1995, The Bush Foundation Board authorized expenditures of \$1,204,900 in stipends and tuition for fellowships to be awarded in 1996.

Inquiries about this program should be directed to John Archabal, Director, or to Martha Lee, 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

John Archabal
Director
Bush Leadership Fellows Program
Saint Paul, Minnesota

Terri D. Barreiro¹
Senior Director
Community Services Division
United Way
Minneapolis, Minnesota

Nancy Latimer
Senior Program Officer
The McKnight Foundation
Minneapolis, Minnesota

Donald E. Lemire
Personnel Consultant
Danbury, Wisconsin

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

Elizabeth A. Pegues¹
Chair
Minnesota State University System Board
Saint Paul, Minnesota

Mary Thornton Phillips²
Vice Chancellor for Development
and Student Affairs
Minnesota Community College System
Saint Paul, Minnesota

¹ BSF (short fellowships) only
² BLF (long fellowships) only

Bush Leadership Fellows Program Final Selection Committee for Long Fellowships

Wilfred Antell
Manager, Indian Education
Retired
Minnesota Department of Education
Saint Paul, Minnesota

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

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

Donald E. Lemire
Personnel Consultant
Danbury, Wisconsin

Monica M. Manning
Executive Director
The Nova Group
Saint Paul, Minnesota

Anita M. Pampusch
President
College of Saint Catherine
Saint Paul, Minnesota

Nancy C. Parlin
Professor of Sociology
University of Wisconsin-River Falls
River Falls, Wisconsin

Bush Leadership Fellows Program Final Selection Committee for Short Fellowships

Wendy L. Andberg
President
Andberg & Associates
Coon Rapids, Minnesota

Nancy Latimer
Senior Program Officer
The McKnight Foundation
Minneapolis, Minnesota

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

Donald E. Lemire
Personnel Consultant
Danbury, Wisconsin

James Day
Principal
Hardwick Day Higher Education
Management
Minneapolis, Minnesota

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

Ruth Harris
President
Northwest Reading Clinic
Eau Claire, Wisconsin

Gary R. Viken
Deputy Secretary
Chief Financial Officer
Department of Social Services
State of South Dakota
Pierre, South Dakota

Bush Artist Fellowships Program

Bush Artist Fellowships provide artists with significant financial support that enables them to advance their work and further their contributions to their communities. The program supports artists whose work reflects any of the region's diverse geographic, racial, and aesthetic communities. Artists may be at any stage of their life's work from early to mature. Among the qualities sought in a fellow are strong vision, creative energy, importance to a local culture, and perseverance.

Since the program began in 1976, a total of 252 Artist Fellowships have been awarded. In March 1995, the twentieth group of Bush Artist Fellows was selected from 488 applicants. The artists selected are listed on pages 69-70. The panelists who chose them are listed below.

Fellowships applicants must be at least twenty-five years old and residents of Minnesota, North Dakota, South Dakota, or one of twenty-six counties in western Wisconsin,* and must have been residents for twelve of the thirty-six months preceding the application deadline. Panelists consider the artist's past endeavors and current work, the impact a Bush Artist Fellowship may have on the applicant's life work and future directions, and the difference the artist may make in the region as a result of the Fellowships.

Bush Artist Fellows are selected through a two-part process involving preliminary and final selection panels. The panels are composed primarily of working artists

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

“The program supports artists whose work reflects any of the region’s diverse geographic, racial, and aesthetic communities. Artists may be at any stage of their life’s work from early to mature.”

and some arts professionals such as curators, editors, and critics. New panelists are named each year: none are residents of Minnesota, North Dakota, South Dakota, or Wisconsin. Names of panelists are announced following the final selection of Fellows each year.

Bush Artist Fellows receive a grant of \$36,000 paid generally in equal monthly payments. The Foundation expects fellows to devote themselves full-time to their fellowship activities. If necessary, fellows may continue unrelated employment up to one-quarter time (10 hours per week) during their fellowship year.

A review of the Bush Artist Fellowships program was completed in June 1995 and has resulted in changes in the program's purpose statement, budget, timing, and selection process. The review was conducted by independent consultant Anne Focke, who interviewed artists and people who work with artists both within and outside the Bush Artist Fellowships geographic region. Among other questions, she asked how a foundation could make a difference in the lives of artists, and how The Bush Foundation's support might mirror the characteristics of their most satisfying work situations. A copy of Focke's report to the Bush Board is available on request.

Requests for information about this program, such as guidelines, application forms, and deadlines, should be directed to Sally F. Dixon, Program Director, Bush Artist Fellowships Program, 332 Minnesota Street, Saint Paul, Minnesota 55101, (800) 605-7315.

Bush Artist Fellowships Panelists—1995

Preliminary Literature

Alice Adams, San Francisco, California, *fiction writer*
Phillip Lopate, Brooklyn, New York, *fiction and non-fiction writer*
Charles Wright, Charlottesville, Virginia, *poet*

Preliminary Music Composition

Jane Ira Bloom, New York, New York, *saxophonist/composer/producer*
David Mahler, Seattle, Washington, *composer*
Chinary Ung, Phoenix, Arizona, *composer*

Preliminary Scriptworks

Olivia Kim, Washington, D.C., *public television program director*
Susan Mosakowski, New York, New York, *playwright/director*
Michael Roemer, New Haven, Connecticut, *filmmaker*

Preliminary Visual Arts I

Robert Gober, New York, New York, *sculptor*
Jim Nutt, Wilmette, Illinois, *painter*
Ann Philbin, New York, New York, *art center director*
Sandra Phillips, San Francisco, California, *curator*

Final Panel

Phillip Lopate
David Mahler
Susan Mosakowski
John Perrault, Brooklyn, New York, *art center director/critic*
Sandra Phillips

“The Bush Medical Fellows 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.”

Bush Medical Fellows Program

Since 1979, 163 Bush Medical Fellowships have been awarded to physicians in Minnesota, North Dakota, South Dakota and 26 counties in western Wisconsin.* The Bush Medical Fellows 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. The program provides selected physicians with opportunities to pursue individually designed plans of study which take into account explicit health care needs in their communities. 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 \$4,000 and tuition and travel allowances totaling \$4,500 over the term of their fellowship. They may receive up to an additional \$10,000 for tuition and \$3,000 for travel on a 50 percent basis. Stipends are intended to cover the Fellow’s living expenses for the period of study during which his or her income from medical practice will be reduced or non-existent.

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 also 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 1995 can be found on page 70.

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, Minnesota 55387.

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

Bush Medical Fellows Program Selection Committee—1995

Jerome M. Blake, M.D.
Developmental Pediatrician
University of South Dakota
School of Medicine
Sioux Falls, South Dakota

Mark P. Butterbrodt, M.D.
Pediatrician
Hennepin County Medical Center
Minneapolis, Minnesota

Charles H. Duckett, M.D.
Professor, Department of Physical
Medicine and Rehabilitation
East Carolina University
School of Medicine
Greenville, North Carolina

Patrick J. Greenwood, M.D.
Family Physician
Owatonna, Minnesota

Sister Jean Juenemann
Chief Executive Officer
Queen of Peace Hospital
New Prague, Minnesota

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

John C. Ottenbacher, M.D.
Family Physician
Selby, South Dakota

Barbara P. Yawn, M.D.
Director
Department of Clinical Research
Olmsted Medical Group
Rochester, Minnesota

Bush Medical Fellows Program Policy Board—1995

Jerome M. Blake, M.D.
Developmental Pediatrician
University of South Dakota
School of Medicine
Sioux Falls, South Dakota

Mark P. Butterbrodt, M.D.
Pediatrician
Hennepin County Medical Center
Minneapolis, Minnesota

Brian C. Champion, M.D.
President
Franciscan Health Care System
La Crosse, Wisconsin

Michael J. Evers, Ph.D.
Professor
Graduate School of Business
University of St. Thomas
Minneapolis, Minnesota

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

Sister Jean Juenemann
Chief Executive Officer
Queen of Peace Hospital
New Prague, Minnesota

Rhonda L. Ketterling, M.D.
President
Johnson Clinic
Rugby, North Dakota

Donald E. Klassen
President
Performance Solutions, Inc.
Lake City, Minnesota

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

Clayton R. Peterson
Health Care Consultant
Minneapolis, Minnesota

“Begun in 1995, the Bush Educators Program is a modification and expansion of the Bush Principals Program which had operated since 1984.”

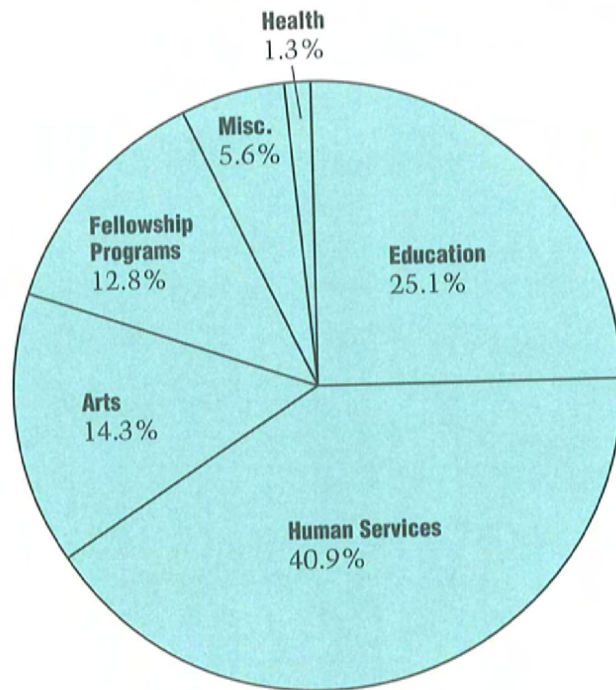
Bush Educators Program

Begun in 1995, this program is a modification and expansion of the Bush Principals Program which had operated since 1984. The Principals Program enrolled its last class of participants in 1994. The new activity, entitled the Bush Educators Program, is a training project whose objective is the improvement of instruction in Minnesota’s elementary and secondary schools. It attempts to reach this objective by providing management training to teams of educators from individual public school districts in Minnesota. Program faculty attempt to improve participants’ skills in areas such as teacher supervision, curriculum design, community-school planning, and program evaluation.

Twenty-four participants are selected each year and engage in thirty days of formal instruction spread over a two-year period. The core group consists of fourteen principals and assistant principals, four teacher-leaders, and six district superintendents. In the second year, each participant works on a “change project” in his or her school or district. As these projects are planned and undertaken, program faculty help to train an additional six “team members” from each core participant’s school district on collaborative leadership in managing school change. These additional team members may be school personnel, health professionals, or social service agency staff from the local communities. The case method of instruction is used extensively in this program.

A list of the individuals selected in 1995 to receive Bush Educators Program awards can be found beginning on page 71.

Inquiries about the program should be addressed to Professor John J. Mauriel, Strategic Management Research Center, Carlson School of Management, University of Minnesota, 271 19th Avenue South, Minneapolis, Minnesota 55455. The telephone number is (612) 624-5845.



Distribution of 1995 Grants

This chart shows the distribution of 1995 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	1993	1994	1995	3-year Total
Arts & Humanities	\$ 1,973,920 (16) 9.2%	\$ 2,151,900 (19) 9.9%	\$ 2,518,542 (26) 14.3%	\$ 6,644,362 (61) 11.0%
Education	\$ 8,751,786 (37) 40.8%	\$ 10,946,626 (49) 50.6%	\$ 4,419,830 (23) 25.1%	\$ 24,118,242 (109) 39.7%
Health	\$ 629,674 (6) 2.9%	\$ 769,390 (10) 3.6%	\$ 224,455 (4) 1.3%	\$ 1,623,519 (20) 2.7%
Human Services	\$ 6,328,173 (83) 29.5%	\$ 4,351,581 (54) 20.1%	\$ 7,208,784 (79) 40.9%	\$ 17,888,538 (216) 29.5%
Miscellaneous	\$ 1,510,538 (14) 7.1%	\$ 1,102,486 (10) 5.1%	\$ 992,553 (13) 5.6%	\$ 3,605,577 (37) 5.9%
Fellowship Program Stipends	\$ 2,252,700 (3) 10.5%	\$ 2,311,400 (3) 10.7%	\$ 2,248,400 (3) 12.8%	\$ 6,812,500 (9) 11.2%
Total	\$21,446,791 (159) 100.0%	\$21,633,383 (145) 100.0%	\$17,612,564 (148) 100.0%	\$60,692,738 (452) 100.0%

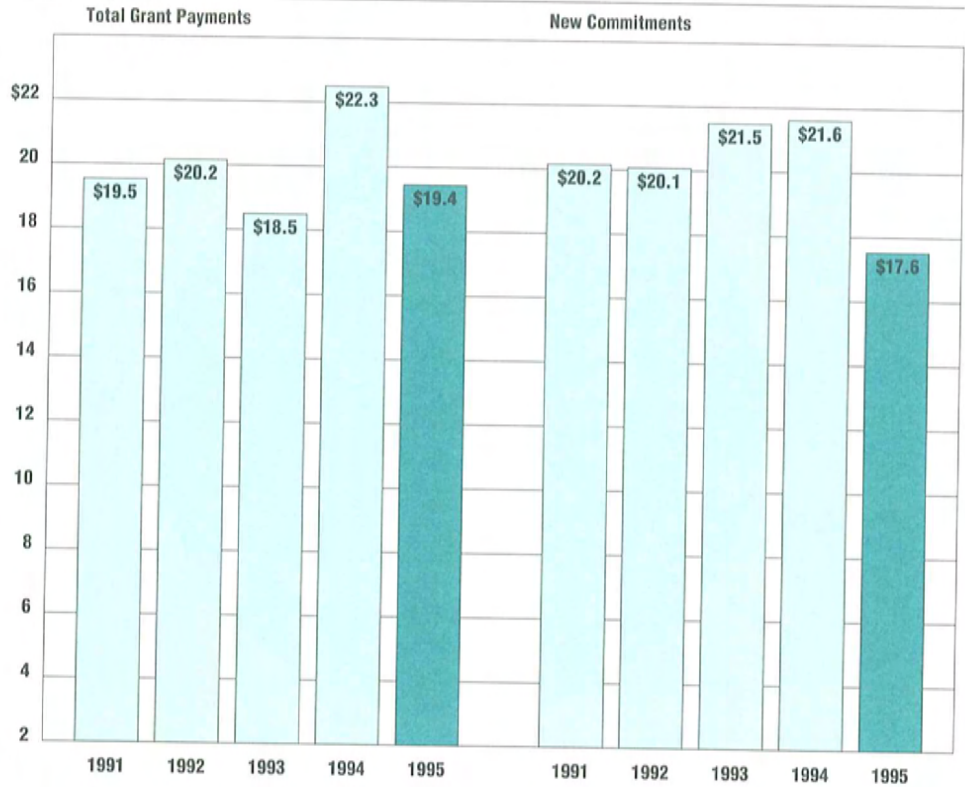
Grants Classified by Purpose 1993-95

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 period.

Grants Payments and New Commitments 1991-95

(\$'s in millions)

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



Classification of 1995 Grants

These tables show summaries of 1995 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 of Grants		Number of Grants Approved
Size		
\$	0- 9,999	3
	10,000- 24,999	27
	25,000- 49,999	32
	50,000- 99,999	35
	100,000- 199,999	30
	200,000- 499,999	15
	500,000- 999,999	4
	1,000,000-2,000,000	2
Total		148
Duration		
	1 year	67
	2 years	47
	3 years	34
	4 years	0
Total		148
Geographic Location		
	Twin Cities	83
	Other Minnesota	27
	Total Minnesota	110
	North Dakota	17
	South Dakota	12
	Other	9
Total		148

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 arts and humanities, education, health, human services, and in the development of leadership.

Arts and Humanities Within its geographic region, the Foundation supports the arts and humanities, including music, theater, dance, visual arts, and literature. The Foundation also provides fellowships for individual artists in the region.

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. These include assisting private colleges with matching grants to complete capital fund drives and grants to public and private colleges for faculty development.

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.

Human Services The Foundation wishes to support projects which promote the positive development and self-sufficiency of individuals, families, and communities. The Foundation seeks proposals which are thoroughly planned, and which enhance the long-term program and financial capacity of applicant organizations.

Leadership Leadership development 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 midcareer fellowship programs.

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 to women and girls.

Equal Opportunity In several of the program areas discussed above, the Foundation has sought to promote opportunities for ethnic and racial minorities. This also represents a continuing interest of the Directors and staff.

Geographic Emphasis

- 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.

Grantmaking Restrictions

- 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.
- The Foundation is reluctant to provide funds for basic research within established academic disciplines. The Board does not grant funds for research in the biomedical and health sciences.
- Although the Foundation seeks to appraise each grant proposal on its merits, proposals for the following purposes are unlikely to be approved.

Building construction for medical facilities, church sanctuaries, individual daycare centers, municipal buildings, and for buildings and endowments in public colleges and universities.

Past operating deficits, or to retire mortgages or other debts.

General and continuing operating support.

Individual conferences, seminars, publications, media projects, or festivals.

Efforts to increase public awareness of a social problem without suggesting an approach to prevent, solve, or reduce it.

Endowment of health and human service agencies.

Small scale remodeling projects, or the purchase of office furnishings, computers, vehicles, and other equipment.

Capital requests for housing construction, small group homes, charter schools, and community centers.

Proposals from individual agencies for the following purposes are unlikely to be approved:

Daycare centers for children and for handicapped adults.

Youth recreation and camping programs.

Senior citizen centers.

Nursing homes.

Nature centers.

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 completed proposals 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. 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.

Following is a list of proposal deadlines. These are dates by which completed proposals must be received at the Foundation office, in order to be scheduled for Board action at the meetings indicated.

Proposal Deadlines	For Action at These Board Meetings
November 1st	February
January 1st	April
March 1st	June
July 1st	October

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 acknowledge receipt of the proposal, 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.

In some instances, 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.

Often, a Bush Foundation program associate or program consultant will arrange to visit an applicant institution to discuss its proposal. Sometimes the Foundation staff or program consultant will ask someone who is a specialist in the subject of the proposal to be present also. Such a visit, with or without specialists, is part of the Foundation's normal review process and does not, of itself, indicate unusual interest by the Foundation in the proposal. At these visits, applicants often wonder whether the Bush Board will eventually approve the proposal being discussed. Usually the Foundation staff or program consultant cannot predict the answer with any useful clarity. One reason may be that site visits often come near the beginning of proposal reviews by staff, not at the very end. Also, the Bush Board's approach to its final responsibility of approving and denying grant proposals is not a rubber stamp approach. The Board prefers that the proposal review process will supply the Board with information and analysis, but not pre-commit Board action either by promise or by implication. The Board is then free to debate either side of a case before making a final judgment.

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 strongly encourages 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.

If an applicant notes that other proposals have been submitted elsewhere and are awaiting final action, The Bush Foundation staff review may include a telephone call to those potential sources of funds to inquire about the prospects of later favorable action. If a Bush applicant prefers that such inquiry elsewhere should not take place, he or she should inform the Bush staff or program consultant who is assigned to review the proposal.

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

A copy of the organizations'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 organizations's previous fiscal year, and an operating budget for the organization's current fiscal year, including projected expenses and income sources.

- 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 or Activity*

- A clear, concise description of the project or activity, what it may be expected to achieve, and why it is important to undertake.
- A detailed income and expense budget for the project or activity. (This should show how the requested funds would be spent and during what time periods, and should show where the income is expected to come from. The budget should make clear how the major elements of income and expense were estimated.)
- If the project or activity 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 or activity through one year beyond the last year for which Bush support is requested.)
- The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.
- A statement of other possible sources of support, public or private, that have been or will be solicited for support of the project or activity. (Include any grants or pledges already received. Specify significant financial or in-kind support given to the project by the applicant organization.)
- 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.
- The Foundation has been extremely selective in approving grants for research of all kinds. Proposals for research should be written so that the project and its importance may be understood by nonspecialists, and also so that the specific work plan may be understood and reviewed by consultants in the specific discipline involved.
- Applicants should specify the date 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.
- When a grant is made, the recipient is expected to accept the terms and conditions specified in The Bush Foundation's Agreement of Donee (see adjacent sample Agreement). The Foundation may require that interim and final reports be certified by a certified public accountant.

SAMPLE AGREEMENT OF DONEE

As a condition of a total grant of \$_____ from The Bush Foundation to

the undersigned agrees:

1. To submit annually a brief, narrative progress report on what has been accomplished under the grant, and a brief report of expenditures of grant funds.
2. Upon completion of the period for which funds were granted, to submit a detailed narrative progress report of the activities carried on under the grant, an evaluation of what it accomplished, and a complete financial report of the use of the grant funds. If in addition to Bush Foundation funds, funds from other sources were used for the project, a report that includes a summary of the sources and allocations of Bush and all other funds is desired.
3. To submit required reports according to the following schedule:

Report Types	Due Dates
Interim Progress & Financial Reports	
Final Progress & Financial Reports	

4. To use the funds only for the designated purpose and not to use the funds for any purpose prohibited by law, including those purposes specified in Section 4945 of the Internal Revenue Code.
5. To repay any portion of the grant which is not used for that purpose.
6. To permit The Bush Foundation, at its request, to have complete access to the grantee's files and records for the purpose of making such financial audits, verifications, and investigations as it deems necessary concerning the grant.
7. That the total amount of this grant, or of any payment thereof, may be discontinued, modified or withheld at any time when, in the judgment of The Bush Foundation, such action is necessary to comply with requirements of the law.

NAME OF GRANTEE

By _____

Title _____

* Please contact The Bush Foundation before or after the agreement is signed with any questions you may have about the period covered by the grant, the schedule of grant payments, the schedule of reports required or the desired format for progress and financial reports. Adjustments to grant periods and uses of Bush Foundation funds are possible but may require approval by The Bush Foundation Board of Directors. One signed copy of this Agreement of Donee must be returned to The Bush Foundation before payment can be made. The second copy is for your files.

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 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 1995	Amount Paid 1995	Unpaid Balance 1995
ARTS AND HUMANITIES				
Literature				
The Loft, Inc. Minneapolis <i>To expand staff at this literary center</i>	\$ 45,000	\$ 45,000	\$ 30,000	\$ 15,000
Milkweed Editions Minneapolis <i>To expand the editorial staff</i>	25,000	25,000	15,000	10,000
New Rivers Press Minneapolis <i>To hire an executive director</i>	35,000	—	15,000	—
Music				
Friends of the Minnesota Sinfonia Minneapolis <i>Toward staff development for this orchestra that gives free concerts</i>	17,500	17,500	10,000	7,500
MacPhail Center for the Arts Minneapolis <i>To support a plan to restructure MacPhail's staff</i>	200,000	200,000	100,000	100,000
Minnesota Composers Forum Saint Paul <i>To explore the feasibility of establishing a music publishing program</i>	37,000	37,000	37,000	—
Minnesota Opera Company Minneapolis <i>For operating support of the 1993-94 and 1994-95 seasons</i>	200,000	—	100,000	—
<i>For operating support of the 1995-96 and 1996-97 seasons</i>	200,000	200,000	100,000	100,000
Minnesota Orchestral Association Minneapolis <i>For operating support for the 1994-95 season</i>	150,000	150,000	150,000	—
New Music Theater Ensemble Saint Paul <i>For operating support of the 1994-95 and 1995-96 seasons</i>	35,000	—	15,000	—
Saint Paul Chamber Orchestra Society Saint Paul <i>To support the 1994-95 season</i>	215,000	—	215,000	—
<i>Toward operating support of the 1995-96 season</i>	215,000	215,000	215,000	—

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Schubert Club Saint Paul <i>Toward establishing a gamelan program in Minnesota</i>	\$ 45,000	\$ 45,000	\$ 20,000	\$ 25,000
Theater				
Dakota Stage Limited Bismarck, North Dakota <i>Toward a program to encourage theaters in North Dakota to produce works by North Dakota playwrights</i>	14,000	14,000	5,850	8,150
Guthrie Theater Foundation Minneapolis <i>Toward operating support for the 1995-96 and 1996-97 seasons</i>	480,000	480,000	240,000	240,000
Heart of the Beast Theatre, Inc. Minneapolis <i>For organizational development</i>	100,000	—	45,000	—
Illusion Theater and School, Inc. Minneapolis <i>To develop a play for teenaged audiences about the prevention of sexual harrassment</i>	50,000	—	20,000	—
Jungle Theater Minneapolis <i>For operating support during this company's development of a new theater building</i>	75,000	75,000	45,000	30,000
Lewis and Clark Theatre Company Yankton, South Dakota <i>For program development</i>	20,000	20,000	12,500	7,500
Mixed Blood Theatre Company Minneapolis <i>To expand a program that brings specialized theater productions to work places</i>	135,000	135,000	50,000	85,000
Penumbra Theatre Saint Paul <i>Toward long-range planning</i>	20,000	20,000	20,000	—
Playwrights' Center, Inc. Minneapolis <i>To provide consultant assistance with planning</i>	20,000	—	20,000	—
Pom Siab Hmoob Theatre Minneapolis <i>Toward organizational development</i>	17,500	17,500	10,000	7,500

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Red Eye Collaboration Minneapolis <i>To support a new marketing plan</i>	\$ 25,000	\$ —	\$ 10,000	\$ —
Southern Theater Foundation Minneapolis <i>For program support</i>	25,000	25,000	25,000	—
Theater Mu, Incorporated Minneapolis <i>To increase staff salaries</i>	35,000	35,000	20,000	15,000
Theatre de la Jeune Lune Minneapolis <i>To expand the artistic staff of this theater company</i>	100,000	—	65,000	—
Visual Arts				
FORECAST Public Artworks Saint Paul <i>To expand staff</i>	12,500	—	5,000	—
Intermedia Arts of Minnesota, Inc. Minneapolis <i>Toward a capital campaign</i>	55,000	55,000	—	55,000
Minneapolis Society of Fine Arts Minneapolis <i>To support exhibitions and related public programs</i>	300,000	—	100,000	75,000
Upper Midwest Conservation Association Minneapolis <i>To support a regional consulting program for small museums, historical societies, and archives</i>	79,400	—	35,000	—
Walker Art Center Minneapolis <i>To support the Center's exhibitions, performing arts, and media programs</i>	500,000	—	167,000	—
Humanities				
Metronet Saint Paul <i>Toward establishing the Minnesota Center for the Book as a separate nonprofit organization</i>	50,000	50,000	30,000	20,000

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Other				
Artspace Projects, Inc. Minneapolis <i>To assist arts groups in Minnesota, North and South Dakota with cultural facilities development</i>	\$ 256,000	\$ —	\$ 86,000	\$ 70,000
Fergus Falls Center for the Arts, Inc. Fergus Falls, Minnesota <i>Toward a capital campaign</i>	98,500	98,500	98,500	—
Hennepin Center for the Arts Minneapolis <i>Toward a capital campaign</i>	125,000	(125,000)	—	—
The Minneapolis Foundation Minneapolis <i>To support the PASS arts education program in public high schools in the Twin Cities metropolitan area</i>	30,000	30,000	30,000	—
Minnesota Film Center Minneapolis <i>To expand staff</i>	41,950	41,950	26,000	15,950
Native Arts Circle, Inc. Minneapolis <i>For program development</i>	75,000	—	35,000	—
Rapid City Fine Arts Council, Inc. Rapid City, South Dakota <i>Toward program expansion</i>	37,092	37,092	22,092	15,000
Saint Louis County Heritage and Arts Center Duluth, Minnesota <i>Toward a capital campaign</i>	250,000	—	—	250,000
Sioux Falls Area Foundation Sioux Falls, South Dakota <i>Toward a capital campaign for the Washington Pavilion of Arts and Sciences</i>	400,000	400,000	—	400,000
United Arts Services Saint Paul <i>To develop a youth guide to Twin Cities arts programs</i>	50,000	50,000	30,000	20,000
TOTAL ARTS AND HUMANITIES	\$4,896,442	\$2,393,542	\$2,274,942	\$1,571,600

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
EDUCATION				
Elementary and Secondary Education				
The Saint Paul Foundation Saint Paul <i>To support the Bicultural Training Project</i>	\$ 55,680	\$ —	\$ 20,000	\$ —
University of Minnesota Minneapolis <i>Continued support for a midcareer management training program for school principals, assistant principals, and teacher-leaders</i>	634,900	—	210,000	—
<i>Additional support for a program to recruit minority students into graduate teacher preparation programs</i>	236,897	—	100,369	136,528
<i>To support the Bush Educators Program for school principals and special project teams from public school districts in Minnesota</i>	1,525,446	—	171,376	1,354,070
Mathematics and Science Programs for Girls and Minorities				
American Indian Science and Engineering Society Boulder, Colorado <i>To improve math and science education in elementary schools with large Indian populations in Minnesota, North Dakota, and South Dakota</i>	413,510	—	121,170	—
College of Saint Scholastica, Inc. Duluth, Minnesota <i>For a math and science program for teachers and for female and minority students</i>	325,106	—	93,838	—
Girls, Incorporated New York, New York <i>To expand Operation SMART in Minnesota, North Dakota, and South Dakota</i>	428,562	—	145,082	—
North Valley Vocational and Technology Center Grafton, North Dakota <i>To establish the Institute for Inclusive Science and Math Education</i>	620,318	—	205,798	209,680
Science Museum of Minnesota Saint Paul <i>To support a summer science camp for minority girls</i>	100,000	100,000	45,000	55,000
Young Women's Christian Association of Saint Paul Saint Paul <i>To begin Operation SMART at the Saint Paul YWCA</i>	75,000	—	20,000	—
Youth and Family Services, Inc. Rapid City, South Dakota <i>For continued expansion and evaluation of a school-based Operation SMART program</i>	441,323	441,323	235,654	205,669

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Higher Education				
<i>Capital Challenge Grants to Historically Black Private Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
Morehouse College Atlanta, Georgia	\$1,000,000	\$ —	\$ 500,000	\$ —
Saint Paul's College Lawrenceville, Virginia	375,000	—	—	375,000
<i>Capital Challenge Grants to Private Colleges in Minnesota, North Dakota, and South Dakota</i>				
Bethany Lutheran College Mankato, Minnesota	425,000	—	425,000	—
College of Saint Benedict Saint Joseph, Minnesota	525,000	525,000	—	525,000
Gustavus Adolphus College Saint Peter, Minnesota	1,000,000	1,000,000	—	1,000,000
Mount Marty College Yankton, South Dakota	170,000	—	170,000	—
Saint Mary's College Winona, Minnesota	600,000	—	600,000	—
<i>Faculty Development Program Grants to Historically Black Private Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
Claflin College Orangeburg, South Carolina	102,000	—	34,700	—
Dillard University New Orleans, Louisiana	140,000	—	45,700	48,600
LeMoyné-Owen College Memphis, Tennessee	105,600	—	35,200	35,200
Morris College Sumter, South Carolina	105,000	—	35,000	—
Saint Augustine's College Raleigh, North Carolina	210,000	—	70,000	—
Tougaloo College Tougaloo, Mississippi	105,000	—	35,000	—
<i>Faculty Development Planning Grants in Colleges and Universities in Minnesota, North Dakota, and South Dakota</i>				
Saint Olaf College Northfield, Minnesota	9,244	9,244	9,244	—
<i>Faculty Development Program Grants in Colleges and Universities in Minnesota, North Dakota, and South Dakota</i>				
Augsburg College Minneapolis	180,000	—	61,500	—
Augustana College Association Sioux Falls, South Dakota	180,000	—	60,000	60,000
Bethany Lutheran College Mankato, Minnesota	75,000	—	25,000	25,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Black Hills State University Spearfish, South Dakota	\$ 180,000	\$ —	\$ 60,000	\$ —
Carleton College Northfield, Minnesota	180,000	180,000	60,000	120,000
College of Saint Catherine Saint Paul	300,000	—	100,915	104,150
College of Saint Scholastica, Inc. Duluth, Minnesota	180,000	—	36,334	—
Concordia College (Moorhead) Moorhead, Minnesota	180,000	180,000	60,000	120,000
Concordia College (Saint Paul) Saint Paul	180,000	180,000	75,850	104,150
Dakota State University Madison, South Dakota	178,436	—	60,766	—
Dakota Wesleyan University Mitchell, South Dakota	75,000	—	25,000	25,000
Gustavus Adolphus College Saint Peter, Minnesota	240,000	—	26,990	—
Hamline University Saint Paul	180,000	—	65,400	65,500
Jamestown College Jamestown, North Dakota	111,000	—	37,000	37,000
Macalester College Saint Paul	179,000	—	70,000	—
Minnesota State Colleges and Universities Saint Paul	709,925	—	234,064	207,682
Minot State University Minot, North Dakota	300,000	—	100,000	—
Mount Marty College Yankton, South Dakota	75,000	—	25,000	25,000
North Dakota State Board of Higher Education Bismarck, North Dakota	306,200	306,200	109,643	196,557
North Dakota State University Fargo, North Dakota	299,510	—	99,970	99,570
Presentation College Aberdeen, South Dakota	75,000	—	25,000	25,000
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>	283,913	—	88,544	—
Saint Mary's College Winona, Minnesota	240,000	—	60,000	—
Sioux Falls College Sioux Falls, South Dakota	72,768	—	23,750	21,900
South Dakota School of Mines and Technology Rapid City, South Dakota	180,000	—	60,000	60,000
South Dakota State University Brookings, South Dakota	300,000	—	100,000	100,000
University of Mary Bismarck, North Dakota	180,900	180,900	60,300	120,600

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
University of Minnesota Minneapolis	\$ 638,950	\$ —	\$ 215,050	\$ 213,850
University of North Dakota Grand Forks, North Dakota	300,000	—	100,000	100,000
University of Saint Thomas Saint Paul	300,000	300,000	100,000	200,000
University of South Dakota Vermillion, South Dakota	300,000	—	100,000	100,000
<i>Grants to Tribally Controlled Indian Colleges</i>				
Blackfeet Community College Browning, Montana <i>Faculty development planning</i>	10,000	10,000	10,000	—
Deganawidah-Quetzalcoatl University Davis, California <i>Faculty development program</i>	75,000	—	25,000	25,000
Fort Belknap College, Inc. Harlem, Montana <i>Faculty development planning</i>	10,000	10,000	10,000	—
<i>Faculty development program</i>	75,000	75,000	25,000	50,000
Fort Berthold Community College New Town, North Dakota <i>Faculty development program</i>	75,000	—	25,000	25,000
Fort Peck Community College Poplar, Montana <i>Faculty development program</i>	50,000	—	25,000	—
Lac Courte Oreilles Ojibwa Community College, Inc. Hayward, Wisconsin <i>Faculty development program</i>	25,000	25,000	25,000	—
Little Big Horn College Crow Agency, Montana <i>Faculty development program</i>	75,000	—	25,000	25,000
Little Hoop Community College Fort Totten, North Dakota <i>Faculty development program</i>	75,000	75,000	25,000	50,000
Nebraska Indian Community College Winnebago, Nebraska <i>Faculty development program</i>	75,000	—	25,000	25,000
Northwest Indian College Foundation Bellingham, Washington <i>Faculty development planning</i>	10,000	10,000	10,000	—
<i>Faculty development program</i>	75,000	75,000	25,000	50,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Oglala Lakota College Kyle, South Dakota <i>Faculty development program</i>	\$ 90,000	\$ —	\$ 30,000	\$ —
Salish Kootenai College, Inc. Pablo, Montana <i>Faculty development planning</i>	15,772	15,772	15,772	—
Sinte Gleska University Rosebud, South Dakota <i>Toward a library automation project</i>	83,980	—	13,340	—
<i>Faculty development program</i>	120,000	120,000	40,000	80,000
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	25,000
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	—	300	132,762
<i>To evaluate Bush Foundation grants to tribally controlled Indian colleges</i>	75,800	—	1,900	34,200
Institute for Education and Advocacy Minneapolis <i>Toward an education program for adult refugees and immigrants</i>	50,000	—	25,000	—
Minnesota Private College Research Foundation Saint Paul <i>To support a regional Collaboration for the Advancement of College Teaching and Learning</i>	965,300	—	325,800	288,600
South Dakota State University Brookings, South Dakota <i>To begin a training program for Indian school principals in reservation schools</i>	242,159	—	89,043	75,478
Tougaloo College Tougaloo, Mississippi <i>To help establish a faculty development regional collaboration among historically black colleges and universities</i>	75,000	75,000	30,000	45,000
United Negro College Fund, Inc. Fairfax, Virginia <i>To support annual fund drives in 1995, 1996, and 1997</i>	360,000	—	120,000	240,000

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
University of Minnesota Minneapolis <i>To complete development of a community interpreter training program for non-English-speaking populations</i>	\$ 124,950	\$ —	\$ 47,349	\$ —
<i>Toward a program to provide increased teaching experience and training for doctoral students</i>	441,391	441,391	182,303	259,088
University of North Dakota Grand Forks, North Dakota <i>Training program for tribal court personnel in Minnesota, North Dakota, and South Dakota</i>	471,688	—	161,626	86,201
Other Education				
American Indian OIC, Inc. Minneapolis <i>Program to improve student recruitment and retention</i>	85,000	85,000	50,000	35,000
MELD Minneapolis <i>To develop a peer support program for young fathers</i>	172,000	—	43,150	—
Northwest Technical College Bemidji Bemidji, Minnesota <i>To provide technical and program support to Bemidji Indian Opportunities Industrialization Center</i>	281,405	—	49,700	—
The Saint Paul Foundation Saint Paul <i>Toward an evaluation of its program to improve the school success of minority children</i>	75,000	—	25,000	—
TOTAL EDUCATION	\$21,590,673	\$4,419,830	\$7,209,490	\$7,627,035
HEALTH				
Block Nurse Program Saint Paul <i>Toward program support</i>	149,841	—	149,841	—
Earthstar Project, Inc. Saint Paul <i>To expand mental health services for American Indians</i>	60,000	—	20,000	15,000
Face to Face Health and Counseling Service, Inc. Saint Paul <i>To expand mental health services for at-risk youth</i>	120,000	120,000	75,000	45,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Melpomene Institute for Women's Health Research Saint Paul <i>For program expansion</i>	\$ 18,955	\$ 18,955	\$ 12,345	\$ 6,610
Minnesota AIDS Project Minneapolis <i>To expand statewide case management services for persons living with AIDS</i>	120,000	—	40,000	30,000
Minnesota Senior Federation Saint Paul <i>For program expansion in the federation's north central region</i>	25,000	25,000	17,000	8,000
Porcupine Clinic Health Board, Inc. Porcupine, South Dakota <i>To expand services in a primary health care clinic on the Pine Ridge Indian Reservation</i>	238,329	—	59,582	—
Ramsey County Job Training Maplewood, Minnesota <i>To support the "New Americans Nursing Education Program"</i>	28,549	—	28,549	—
Range Respite Project Virginia, Minnesota <i>For program expansion</i>	45,000	—	15,000	10,000
University of Minnesota Minneapolis <i>Establish a managed health care research and education center within the Institute for Health Services Research</i>	60,500	60,500	60,500	—
University of Minnesota Foundation Minneapolis <i>To support development of nutritional programs on Indian reservations in Minnesota</i>	180,000	—	60,000	30,000
TOTAL HEALTH	\$1,046,174	\$ 224,455	\$ 537,817	\$ 144,610
HUMAN SERVICES				
Youth and Family				
A Chance to Grow, Inc. Minneapolis <i>To support a program for brain injured and other children with developmental delays</i>	25,000	25,000	25,000	—
Ain Dah Yung Saint Paul <i>Toward building repairs for an emergency shelter for Native American youth</i>	80,000	80,000	80,000	—

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Association for the Advancement of Hmong Women in Minnesota Minneapolis <i>For continued support of the First Steps for Women program</i>	\$ 45,000	\$ 45,000	\$ 25,000	\$ 20,000
Better Homes Foundation, Inc. Newton Center, Massachusetts <i>To begin a program with the Minnesota Indian Women's Resource Center for homeless preschoolers</i>	60,000	—	20,000	15,000
Big Brother and Big Sister, Inc. Bismarck, North Dakota <i>To expand a volunteer mentor program for American Indian youth</i>	70,000	—	25,000	15,000
Big Brothers/Big Sisters of Greater Minneapolis Minneapolis <i>Toward a plan to restructure the agency</i>	35,000	35,000	35,000	—
Big Brothers/Big Sisters of the Black Hills Rapid City, South Dakota <i>To expand volunteer mentor services to "Youth at Risk"</i>	60,000	—	20,000	10,000
Boys and Girls Club of Saint Paul Saint Paul <i>Toward construction of a new building on the east side of Saint Paul</i>	140,000	—	140,000	—
Boys and Girls Club of Minneapolis Minneapolis <i>To expand services to Southeast Asian youth</i> <i>To expand a building</i>	64,770 200,000	— 200,000	22,000 200,000	— —
Charles Hall Youth Services Bismarck, North Dakota <i>To hire additional staff in two group homes for runaway youth</i>	19,800	19,800	19,800	—
Children's Home Society of Minnesota Saint Paul <i>To support the cost of relocating and expanding the Ramsey County Crisis Nursery</i>	125,000	125,000	75,000	50,000
Children's Home Society of South Dakota Sioux Falls, South Dakota <i>A capital campaign for a school and therapeutic recreation building</i>	125,000	125,000	—	125,000
The City, Inc. Minneapolis <i>To renovate a group home for girls</i>	21,000	21,000	21,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Common Ground Foundation Golden Valley, Minnesota <i>For an educational and employment training program using a summer market garden at the Minnesota Zoo</i>	\$ 30,000	\$ 30,000	\$ 30,000	\$ —
Community Counseling Services Huron, South Dakota <i>For renovations to establish a juvenile shelter and diagnostic center</i>	100,000	(100,000)	—	—
Community Design Center of Minnesota Saint Paul <i>To assist micro businesses owned by women in southeast Minnesota</i>	110,000	—	35,000	25,000
CornerHouse Interagency Child Abuse Evaluation Center Minneapolis <i>To support a training center</i>	29,800	29,800	29,800	—
Dakota Boys Ranch Association Minot, North Dakota <i>To construct a residential school building</i>	80,000	80,000	80,000	—
District 202 Minneapolis <i>For a youth center for gay and lesbian youth</i>	25,000	—	10,000	—
Elaine M. Stately Peacemaker Center Minneapolis <i>For building repairs to a center that provides programs for Native American and other neighborhood youth</i>	10,000	10,000	10,000	—
Episcopal Community Services, Inc. Minneapolis <i>To remodel a group home for boys</i>	20,000	—	20,000	—
Family Service Sioux Falls, South Dakota <i>To establish a free walk-in counseling service</i>	106,884	106,884	80,184	26,700
Family and Children's Service Minneapolis <i>For a prostitution intervention project</i>	125,000	125,000	75,000	50,000
Fraser Community Services Minneapolis <i>Toward a capital campaign to expand a school for children with disabilities</i>	85,000	85,000	85,000	—
Garrison Area Resource Center Garrison, North Dakota <i>To buy and renovate a building to serve low-income persons</i>	20,000	20,000	20,000	—

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Greater Minneapolis Day Care Association Minneapolis <i>To continue support for a child care referral service for area employers</i>	\$ 52,830	\$ 52,830	\$ 37,930	\$ 14,900
Hispanos en Minnesota Saint Paul <i>For a drug prevention program for at-risk youth</i>	86,112	86,112	43,056	43,056
Independent School District #786 Bertha, Minnesota <i>To support a multi-county collaboration to prevent teenage pregnancy</i>	22,313	22,313	22,313	—
Infinity Systems for Nonprofits, Inc. Minneapolis <i>To expand a motivation program for high school underachievers</i>	25,000	25,000	25,000	—
Institute on Black Chemical Abuse (Minnesota) Minneapolis <i>To plan a capital campaign</i>	20,000	20,000	20,000	—
Jendayi Place, Inc. Saint Paul <i>To staff a transition program serving teenage mothers</i>	90,000	90,000	35,000	55,000
Just Say No International Jamestown, North Dakota <i>To help community youth organizations adopt programs to prevent substance abuse</i>	24,000	24,000	24,000	—
Lao Assistance Center of Minnesota Minneapolis <i>To implement the Juvenile Delinquency Recovery project</i>	60,512	60,512	60,512	—
Mediation Services for Anoka County Coon Rapids, Minnesota <i>To support a family conflict resolution project</i>	55,000	55,000	30,000	25,000
Minneapolis Youth Diversion Program Minneapolis <i>Toward a treatment program for sexually aggressive children</i>	45,000	—	15,000	—
Model Cities of Saint Paul, Inc. Saint Paul <i>To renovate the Family First Learning Center</i>	29,950	29,950	29,950	—
North Dakota Scottish Rite Childhood Language Disorder Center Fargo, North Dakota <i>For program support</i>	40,000	—	7,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Northland Foundation Duluth, Minnesota <i>To support a collaboration project for children and families</i>	\$ 120,000	\$ —	\$ 40,000	\$ —
Northwest Youth and Family Services New Brighton, Minnesota <i>Toward a new building to serve at-risk youth and their families</i>	200,000	200,000	200,000	—
Pacer Center, Inc. Minneapolis <i>To expand services to American Indian families with disabled children</i>	145,000	145,000	75,000	70,000
Parents Anonymous of Minnesota Saint Paul <i>To support a new program for Spanish-speaking parents</i>	63,904	—	40,538	—
Parshall Resource Center, Inc. Parshall, North Dakota <i>Toward a fetal alcohol syndrome prevention program</i>	25,333	25,333	14,800	10,533
Perspectives, Inc. Saint Louis Park, Minnesota <i>For capital needs of a social service agency</i>	64,000	64,000	64,000	—
Phyllis Wheatley Community Center Minneapolis <i>To expand the family violence treatment program for African American families</i>	140,000	140,000	70,000	70,000
Pillsbury Neighborhood Services, Inc. Minneapolis <i>Toward start-up costs of a community-based education center for inner-city adults</i>	90,000	90,000	60,000	30,000
Prairie Learning Center, Inc. Raleigh, North Dakota <i>To complete a capital project</i>	15,000	15,000	15,000	—
Resource, Inc. Minneapolis <i>To expand a community service learning program for at-risk adolescents</i>	60,000	—	25,000	—
Saint James Home of Duluth, Inc. Duluth, Minnesota <i>Toward a capital campaign for a youth residential treatment program</i>	100,000	100,000	100,000	—
Saint Joseph's HOPE Community Minneapolis <i>To help staff an education program for parents and children</i>	110,000	110,000	65,000	45,000

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
The Salvation Army Fargo, North Dakota <i>Toward costs of a new addition to headquarters building in Fargo</i>	\$ 100,000	\$ —	\$ —	\$ 100,000
<i>For a new building in Mankato, Minnesota</i>	127,000	127,000	127,000	—
South Dakota Coalition for Children, Inc. Sioux Falls, South Dakota <i>To develop a plan for improved children's services in South Dakota</i>	65,670	65,670	65,670	—
State of Minnesota, State Planning Agency Saint Paul <i>Toward a teen pregnancy prevention program</i>	115,000	—	35,000	—
Threshold Sioux Falls, South Dakota <i>To help to staff an independent living program for young women</i>	86,900	—	15,882	—
Tri-Valley Opportunity Council, Inc. Crookston, Minnesota <i>To develop a case management program</i>	15,000	15,000	15,000	—
University of Minnesota Minneapolis <i>For continued support of the Center for Advanced Studies in Child Welfare</i>	599,229	—	199,119	149,820
Upper Midwest American Indian Center Minneapolis <i>For a capital campaign</i>	200,000	200,000	—	200,000
West Seventh Community Center, Inc. Saint Paul <i>For a family support project</i>	35,000	—	15,000	—
Young Women's Christian Association Minneapolis <i>For a program for girls in the juvenile justice system</i>	90,000	90,000	—	90,000
Child Development				
Anew Dimension Child Enrichment Center Minneapolis <i>For a new building to serve infants and children with developmental delays</i>	100,000	100,000	100,000	—
Minnesota Child Care Resource and Referral Network Rochester, Minnesota <i>For continued implementation of a statewide training program for caregivers of infants and toddlers</i>	795,480	795,480	703,366	92,114

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Resources for Child Caring, Inc. Saint Paul <i>To continue a child care agency accreditation program</i>	\$ 100,000	\$ —	\$ 40,000	\$ —
State of North Dakota, Department of Human Services Bismarck, North Dakota <i>To implement a training program for caregivers of infants and toddlers</i>	462,915	—	100,000	—
<i>For continued implementation of a statewide training program for caregivers of infants and toddlers</i>	687,893	687,893	467,653	220,240
Domestic Violence				
Abused Adult Resource Center Bismarck, North Dakota <i>For employment programs to assist battered women</i>	71,078	71,078	50,906	20,172
Central Minnesota Task Force on Battered Women Saint Cloud, Minnesota <i>To staff a transitional housing program for battered women and their children</i>	22,500	22,500	10,000	12,500
Chrysalis, A Center for Women Minneapolis <i>Toward capital improvements for a women's shelter</i>	14,000	14,000	14,000	—
Domestic Violence Program of Walsh County Grafton, North Dakota <i>To hire two advocates for a domestic violence shelter</i>	28,800	28,800	14,400	14,400
Fall River Crisis Intervention Team, Inc. Hot Springs, South Dakota <i>To begin a treatment program for perpetrators of domestic abuse</i>	11,052	11,052	7,368	3,684
First Witness Child Abuse Resource Center Duluth, Minnesota <i>To staff a center for the investigation of child abuse cases</i>	60,000	—	25,000	—
Link Management, Inc. Saint Paul <i>Toward a building renovation project</i>	50,000	50,000	—	50,000
North Dakota Council on Abused Women's Services Bismarck, North Dakota <i>To support workshops to prevent violence against women at colleges in North Dakota</i>	47,000	—	15,000	7,000

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Southern Minnesota Regional Legal Services, Inc. Saint Paul <i>For a program to improve legal services for battered women in rural Minnesota</i>	\$ 151,205	\$ 151,205	\$ 59,985	\$ 91,220
Southern Valley Alliance for Battered Women Belle Plaine, Minnesota <i>To expand space for offices and a child visitation center</i>	90,000	90,000	—	90,000
Volunteers of America, Inc. Minneapolis <i>Toward a transitional housing project for battered women and their children in north central Minnesota</i>	65,000	65,000	65,000	—
Health and Rehabilitation for Adults				
ARC Duluth Duluth, Minnesota <i>To promote integration of disabled persons into community life</i>	39,000	—	9,000	—
AccessAbility, Inc. Minneapolis <i>Toward costs of new equipment for an employment program for disabled adults</i>	100,000	100,000	50,000	50,000
Accessible Space, Inc. Saint Paul <i>Toward capital funds to expand services in additional Minnesota cities</i>	120,000	—	20,000	—
Advocating Change Together, Inc. Saint Paul <i>To develop training materials in advocacy for mentally retarded persons</i>	21,500	—	10,250	—
DRAGnet Minneapolis <i>For a program that provides refurbished computers to low-income and disabled persons</i>	40,000	40,000	40,000	—
Family Housing Fund of Minneapolis and Saint Paul Minneapolis <i>Toward long-term housing for chronic alcoholics</i>	50,000	—	50,000	—
Friendship Ventures Annandale, Minnesota <i>For capital construction and renovation at Camp Friendship</i>	100,000	—	—	50,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Goodwill Industries, Inc./Easter Seal Society of Minnesota Saint Paul <i>Toward start-up costs of a training program for adults with learning problems</i>	\$ 21,400	\$ 21,400	\$ 21,400	\$ —
Minnesota Foundation for Better Hearing and Speech Saint Paul <i>For program expansion</i>	80,000	—	25,000	—
Minnesota Indian Primary Residential Treatment Center, Inc. Sawyer, Minnesota <i>Toward renovation of a halfway house for Native American men and women</i>	35,000	—	—	35,000
National Head Injury Foundation, Minnesota Association Saint Paul <i>Temporary program support</i>	45,000	—	10,000	—
Peta Wakan Tipi Saint Paul <i>To support the transition from volunteer to staff in a transitional program for chemically dependent adults</i>	40,000	—	—	15,000
Planned Parenthood of Minnesota Saint Paul <i>Toward a \$3.2 million capital campaign</i>	140,000	140,000	—	140,000
Prairie Harvest Human Services Foundation Grand Forks, North Dakota <i>To construct an education center for persons living with mental illness</i>	25,000	25,000	25,000	—
Rehab Services, Inc. Minot, South Dakota <i>To staff a residential treatment program for pregnant women and women with children</i>	40,000	40,000	40,000	—
Resource, Inc. Minneapolis <i>For a computer training program for Native Americans with disabilities</i>	166,737	166,737	78,355	88,382
Southern Minnesota Independent Living Enterprises and Services Mankato, Minnesota <i>For program support</i>	57,700	—	19,200	9,600
Turning Point, Inc. Minneapolis <i>Construct a new headquarters for a chemical dependency program serving African Americans</i>	200,000	200,000	—	200,000

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
Union Gospel Mission Association of Saint Paul Saint Paul <i>Toward a capital campaign for an emergency shelter for women and children</i>	\$ 185,000	\$ 185,000	\$ 185,000	\$ —
United Way of the Saint Paul Area Saint Paul <i>Toward support for a community development fund</i>	45,000	—	15,000	—
Wilderness Inquiry, Inc. Minneapolis <i>Toward a training program for people with disabilities</i>	30,000	30,000	15,000	15,000
Law and Corrections				
Centro Legal, Inc. Minneapolis <i>To help permanent residents become citizens</i>	180,000	180,000	60,000	120,000
Family Service, Inc. Saint Paul <i>To support the Victim Intervention Project</i>	90,000	90,000	36,975	53,025
Indian Child Welfare Law Center Minneapolis <i>To help establish a program of legal and social services for Indian clients in Hennepin County</i>	100,000	—	30,000	—
Legal Assistance of North Dakota, Inc. Bismarck, North Dakota <i>To support a program to expand legal services for poor people</i>	100,000	—	15,000	—
Legal Rights Center, Inc. Minneapolis <i>To renovate a building for offices</i>	36,000	—	36,000	—
Mediation Center for Dispute Resolution Saint Paul <i>To support mediation training and other services</i>	95,000	—	20,000	—
Opportunity Center Saint Paul <i>To staff the Hispanic Leadership Program for ex-offenders</i>	45,000	45,000	35,000	10,000
Ramsey County Opportunities Industrialization Center, Inc. Saint Paul <i>Vocational training programs for inmates of Minnesota prisons</i>	650,445	—	109,736	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
United Cambodian Association of Minnesota, Inc. Saint Paul <i>Toward the Cambodian legal services project</i>	\$ 55,000	\$ —	\$ 25,000	\$ —
Valley-Lake Boys Home, Inc. Breckenridge, Minnesota <i>To reconstruct a recreational center for disturbed adolescents</i>	20,000	20,000	—	20,000
Other Human Services				
American Indian Housing Corporation Minneapolis <i>To support a Native American housing program</i>	163,873	—	26,395	—
Bois Forte Reservation Tribal Council Nett Lake, Minnesota <i>Toward construction of a food distribution building</i>	40,800	40,800	—	40,800
Dakota Area Resources and Transportation for Seniors West Saint Paul, Minnesota <i>Toward a program to link social and health services for senior citizens</i>	85,000	85,000	—	85,000
Gay and Lesbian Community Action Council Minneapolis <i>For agency support</i>	60,000	60,000	35,000	25,000
Guadalupe Area Project, Inc. Saint Paul <i>To help construct an addition for a program that serves inner-city youth and families</i>	50,000	50,000	50,000	—
Home of the Good Shepherd Saint Paul <i>To expand a transitional housing program for homeless women</i>	32,915	32,915	32,915	—
Lady Slipper Designs, Inc. Bemidji, Minnesota <i>To expand product development capabilities</i>	72,000	72,000	49,000	23,000
Lakota Fund, Incorporated Kyle, South Dakota <i>Toward construction of a business center on the Pine Ridge Indian Reservation</i>	180,000	180,000	180,000	—
Minneapolis American Indian Center Minneapolis <i>For a comprehensive needs assessment project</i>	28,957	28,957	28,957	—

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
The Minneapolis Foundation Minneapolis <i>Toward the Minnesota Lesbian and Gay Community Funding Partnership</i>	\$ 35,000	\$ 35,000	\$ 20,000	\$ 15,000
North Dakota Silver-Haired Education Association, Inc. Bismarck, North Dakota <i>To document the need for adult protection services</i>	38,763	38,763	38,763	—
Person to Person, Inc. Minneapolis <i>For services to low-income families living in subsidized housing</i>	45,000	—	15,000	10,000
Project for Pride in Living, Inc. Minneapolis <i>To help buy and renovate a building for an economic development project</i>	83,000	—	83,000	—
Senior Housing, Inc. Saint Paul <i>For continued support of the Reverse Equity Mortgage program</i>	45,000	—	15,000	10,000
Twin Cities Opportunities Industrialization Center Minneapolis <i>To renovate a building for vocational training programs</i>	40,000	(40,000)	—	—
Twin Cities RISE Minneapolis <i>To pilot test an employment training program for unemployed men of color</i>	175,000	175,000	100,000	75,000
West Hennepin Human Services Planning Board Saint Louis Park, Minnesota <i>To support a study of underemployment in Minnesota by JOBS NOW, Saint Paul</i>	60,000	—	20,000	10,000
<i>To support community voice mail for homeless and low-income people</i>	25,000	25,000	15,000	10,000
WomenVenture Saint Paul <i>To expand a program for women seeking non-traditional jobs</i>	190,000	—	85,000	40,000
TOTAL HUMAN SERVICES	\$12,090,020	\$7,068,784	\$6,222,178	\$2,991,146

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
MISCELLANEOUS				
Public Broadcasting				
Alaska Public Radio Network Anchorage, Alaska <i>To support a radio production training program for tribal radio stations in the Dakotas</i>	\$ 120,000	\$ —	\$ 60,000	\$ —
Fresh Air, Inc. Minneapolis <i>To expand Fresh Air's broadcasting area</i>	25,000	—	25,000	—
Independent School District #492 Austin, Minnesota <i>To assist with marketing for KSMQ-TV Toward an audience development plan for public radio station KSMQ-TV</i>	6,800 16,853	6,800 16,853	6,800 11,635	— 5,218
Minnesota Public Radio Saint Paul <i>Toward a plan to convert MPR's broadcast operations from analog to digital technology</i>	300,000	—	—	300,000
Northern Minnesota Public Television Bemidji, Minnesota <i>To expand locally produced programming</i>	140,000	—	50,000	—
Seventh Generation Media Services, Inc. Little Eagle, South Dakota <i>Toward the cost of constructing a new radio station on the Standing Rock Sioux Reservation</i>	175,050	175,050	175,050	—
Twin Cities Public Television, Inc. Saint Paul <i>Toward expanded news and public affairs programming</i>	200,000	200,000	200,000	—
University of North Dakota Grand Forks, North Dakota <i>Toward a membership development program for Northern Lights Public Radio</i>	8,500	8,500	—	8,500
Environment				
Dakota Rural Action, Inc. Brookings, South Dakota <i>To support a waste management project in South Dakota</i>	17,500	17,500	17,500	—
Land Stewardship Project White Bear Lake, Minnesota <i>To help develop membership support</i>	85,000	85,000	45,000	40,000
Minnesota Landscape Arboretum Foundation Chanhassen, Minnesota <i>Land purchase to protect the Arboretum's watershed</i>	135,000	135,000	135,000	—

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
National Audubon Society Saint Paul <i>To support the wetlands program of the Minnesota Audubon office</i>	\$ 60,000	\$ —	\$ 20,000	\$ —
Community Foundations				
Rochester Area Foundation Rochester, Minnesota <i>To match new contributions for endowment</i>	500,000	—	248,916	251,084
Other Miscellaneous Grants				
Energy CENTS Minneapolis <i>To help establish a statewide privately financed fuel fund for low-income people</i>	35,000	35,000	25,000	10,000
The Foundation Center New York, New York <i>Toward operating support</i>	180,000	180,000	60,000	120,000
Independent Sector Washington, District of Columbia <i>To support Independent Sector's programs</i>	45,000	—	15,000	—
Lambda Justice Center Minneapolis <i>To staff a Workplace Diversity Training Program</i>	57,000	57,000	30,000	27,000
The Minneapolis Foundation Saint Paul <i>For the Minnesota Nonprofits Assistance Fund</i>	25,000	—	10,000	—
Minnesota Council of Nonprofits, Inc. Saint Paul <i>To study the effects of federal budget cuts on nonprofit agencies</i>	55,100	55,100	55,100	—
Minnesota Food Association Saint Paul <i>To support membership forum activities</i>	20,750	20,750	11,750	9,000
Northern Plains Intertribal Court of Appeals Aberdeen, South Dakota <i>To develop a computerized library system for tribal court decisions and other tribal actions</i>	174,410	—	54,083	—
Urban Coalition Saint Paul <i>Supplementary support for census analysis project</i>	120,900	—	50,000	70,900
TOTAL MISCELLANEOUS	\$2,502,863	\$ 992,553	\$1,305,834	\$ 841,702

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1995	Amount Paid 1995	Unpaid Balance 1995
FELLOWSHIP PROGRAMS				
Bush Leadership Fellows Program				
<i>To provide midcareer study and internship opportunities for selected residents of Minnesota, North Dakota, South Dakota, and Western Wisconsin</i>				
1992 Program	1,043,000	(79,838)	1,712	—
1993 Program	1,146,200	—	134,607	167,816
1994 Program	1,146,200	—	495,325	305,387
1995 Program	1,204,900	—	404,768	800,132
1996 Program	1,204,900	1,204,900	—	1,204,900
TOTAL BUSH LEADERSHIP FELLOWS PROGRAM		\$ 1,125,062	\$ 1,036,412	\$ 2,478,235
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>				
1993 Program	495,000	—	85,396	24,824
1994 Program	495,000	—	260,015	34,343
1995 Program	495,000	—	169,813	325,187
1996 Program	432,000	432,000	—	432,000
TOTAL BUSH ARTIST FELLOWSHIPS PROGRAM		\$ 432,000	\$ 515,224	\$ 816,354
Bush Medical Fellows Program				
<i>To provide midcareer opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and western Wisconsin</i>				
1990 Program	538,000	(1,750)	4,250	—
1991 Program	538,000	(76,704)	8,296	15,000
1992 Program	552,000	—	47,960	150,975
1993 Program	611,500	—	65,583	335,121
1994 Program	611,500	—	126,287	459,845
1995 Program	611,500	—	49,060	562,440
1996 Program	611,500	611,500	—	611,500
TOTAL BUSH MEDICAL FELLOWS PROGRAM		\$ 533,046	\$ 301,436	\$ 2,134,881
TOTAL FELLOWSHIP PROGRAMS		\$ 2,090,108	\$ 1,853,072	\$ 5,429,470
GRAND TOTAL		\$ 17,189,272 *	\$ 19,403,333	\$ 18,605,563

*This figure is the net total appropriated during the 1995 fiscal year. It represents net new appropriations of \$17,612,564 less net cancellations and reductions of \$423,292.

Grants to Individuals

Bush Leadership Fellows Program—Long Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship <i>1995-96 Study Site in Italic</i>
William D. Allen Eagan, Minnesota	Family Therapist, Family and Children's Service of Minneapolis (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Carol L. Balek Couderay, Wisconsin	Adolescent Pregnancy Prevention Coordinator, Hayward Community Schools (<i>Hazelden Chemical Dependency Training Program, Center City, Minnesota</i>)
Kathryn L. Clark Fargo, North Dakota	Assistant Vice President, Business Banker, First Bank-Fargo (<i>University of Saint Thomas, Saint Paul, Minnesota</i>)
Steven L. Couture Champlain, Minnesota	Principal, South High School, Minneapolis Public Schools (<i>University of Saint Thomas, Saint Paul, Minnesota</i>)
Paul F. Emmons Minneapolis, Minnesota	Architect, Ellerbe Becket and Adjunct Assistant Professor, Department of Architecture, University of Minnesota (<i>University of Pennsylvania, Philadelphia, Pennsylvania</i>)
Mary L. Haywood Burnsville, Minnesota	Director of Upward Bound, St. Olaf College (<i>Stanford University, Palo Alto, California</i>)
Jill B. Jacoby Duluth, Minnesota	River Watch Program Manager, Minnesota Pollution Control Agency (<i>Vermont Law School, South Royalton, Vermont</i>)
Alice M. Johnson Spring Lake Park, Minnesota	State Representative, State of Minnesota (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
Philip T. Kanning Shakopee, Minnesota	District Judge, State of Minnesota (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
Stephen F. McCarthy Rapid City, South Dakota	President, MAC Construction Company, Inc. (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
Mary Jo McGuire Falcon Heights, Minnesota	State Representative, State of Minnesota (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
William R. Sevold Pierre, South Dakota	Assistant Secretary, Department of Human Resources, State of South Dakota (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Linda S. Taylor Minneapolis, Minnesota	Legislative Analyst/Attorney, Minnesota House of Representatives (<i>Northwestern Law School of Lewis and Clark College, Portland, Oregon</i>)
Noriyas Un Golden Valley, Minnesota	School Nurse, Minneapolis Public Schools (<i>University of Minnesota School of Nursing, Minneapolis, Minnesota</i>)
Laura J. Unold Hayward, Wisconsin	Public Health Coordinator, Sawyer County Public Health Department (<i>Planned Parenthood of Wisconsin, Milwaukee, Wisconsin</i>)
Sandra L. Vargas Minneapolis, Minnesota	Division Director of Administration, Minnesota Department of Transportation (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)

Grants to Individuals

Bush Leadership Fellows Program—Long Fellowships (continued)

Name and Residence	Employment at the Time of Selection for Fellowship 1995-96 Study Site in Italic
Mike D. Wagner Baltic, South Dakota	Executive Director, Habitat for Humanity (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
Judy A. Winniecki White Bear Lake, Minnesota	Principal Land Surveyor, Minnesota Department of Natural Resources (<i>University of Maine, Orono, Maine</i>)

Bush Leadership Fellows Program—Short Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship 1995-96 Study Site in Italic
Maureen R. Bruce Shorewood, Minnesota	Project Coordinator, Metropolitan Healthcare Council (<i>Graduate School of Business Administration at the University of Virginia, Charlottesville, Virginia</i>)
Suzanne L. Bunkers Mankato, Minnesota	Professor of English, Chair of the Center for Faculty Development, Mankato State University (<i>Bryn Mawr College Summer Institute for Women, Bryn Mawr, Pennsylvania</i>)
Hector T. Cruz Menomonie, Wisconsin	Assistant Professor, University of Wisconsin-Stout (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Michael D. Flynn Arden Hills, Minnesota	Vice President for College Development, Concordia College-Saint Paul (<i>Institute for Educational Management at Harvard University, Cambridge, Massachusetts</i>)
Sandra K. Hewitt Stillwater, Minnesota	Licensed Psychologist, self-employed (<i>Institute of Child Development, University of Minnesota, Minneapolis, Minnesota</i>)
Lin L. Holder Saint Cloud, Minnesota	Assistant Dean, College of Fine Arts & Humanities, Saint Cloud State University (<i>Bryn Mawr College Summer Institute for Women, Bryn Mawr, Pennsylvania</i>)
Earl L. Johnson Minnetonka, Minnesota	Chief of Police, Hopkins Police Department (<i>Senior Management Institute for Police offered by the Police Executive Research Forum held at Merrimack College, North Andover, Massachusetts</i>)
Margit J. Kegel Moorhead, Minnesota	Physical Therapist, PT-OT Associates (<i>Bobath Center, London, England</i>)
Lydia D. Lagerquist Northfield, Minnesota	Associate Professor, Saint Olaf College (<i>Bryn Mawr College Summer Institute for Women, Bryn Mawr, Pennsylvania</i>)
Linda Mack Ross Saint Louis Park, Minnesota	Independent Consultant, self-employed (<i>Hamline University Law School, Saint Paul, Minnesota</i>)
Steven R. Sarkozy Roseville, Minnesota	City Manager, City of Roseville
Thomas H. Selinski Duluth, Minnesota	Electrician, Local 242 I.B.E.W. (<i>Harvard University, Cambridge, Massachusetts</i>)

Bush Leadership Fellows Program—Short Fellowships (continued)

Name and Residence	Employment at the Time of Selection for Fellowship 1995-96 Study Site in <i>Italic</i>
Elizabeth Starbuck Lakeville, Minnesota	Associate Director, Technology Transfer, CIE, University of Minnesota (<i>J.L. Kellogg Graduate School of Management at Northwestern University, Evanston, Illinois</i>)
James R. Thomas Minneapolis, Minnesota	Assistant to the Bishop, Minneapolis Area Synod (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Henry P. Toutain Saint Peter, Minnesota	Dean of Students, Gustavus Adolphus College (<i>Institute for Educational Management at Harvard University, Cambridge, Massachusetts</i>)
Elizabeth L. Wigley Eden Prairie, Minnesota	Manager/Reengineer, Fairview Hospital (<i>Management Program at Smith College, Northampton, Massachusetts</i>)

Bush Artist Fellowships Program

Name and Residence	Discipline
Patricia Weaver Francisco Minneapolis, Minnesota	<i>Literature</i>
William Jon Holm Minneapolis, Minnesota	<i>Literature</i>
Deborah Anne Keenan Saint Paul, Minnesota	<i>Literature</i>
Mary Rose O'Reilly Saint Paul, Minnesota	<i>Literature</i>
Richard L. Solly Saint Paul, Minnesota	<i>Literature</i>
Marie Sheppard Williams Minneapolis, Minnesota	<i>Literature</i>
Susan Kay Yuzna Albert Lea, Minnesota	<i>Literature</i>
Larry Keith Long Minneapolis, Minnesota	<i>Music Composition</i>
Billy Golfus Minneapolis, Minnesota	<i>Scriptworks</i>
Jeffrey Scott Williams Minneapolis, Minnesota	<i>Scriptworks</i>
Ricardo Adrian Bloch Saint Paul, Minnesota	<i>Visual Arts I</i>
Christopher Chad Faust Saint Paul, Minnesota	<i>Visual Arts I</i>
Rafala Green Saint Paul, Minnesota	<i>Visual Arts I</i>

Grants to Individuals

Bush Artists Fellows Program (continued)

Name and Residence	Discipline
Stuart D. Klipper Minneapolis, Minnesota	<i>Visual Arts I</i>
Katherine M. Turczan Minneapolis, Minnesota	<i>Visual Arts I</i>

Bush Medical Fellows Program

Name and Residence	Fellowship Program	Program Activity
Kathleen C. Antolak, M.D. Minneapolis, Minnesota	To study topics in family medicine, especially gynecology, rheumatology, sports medicine, domestic abuse, community medicine, infectious disease, and geriatrics.	Family Medicine
James R. Beix, M.D. River Falls, Wisconsin	To study topics in family medicine, especially pulmonary disease, allergy, immunology and Lyme disease.	Family Medicine
Kathleen D. Brooks, M.D. Edina, Minnesota	To study medical management and public policy for an integrated health care system.	Medical Management and Public Policy
James D. Brosseau, M.D. Grand Forks, North Dakota	To develop skills in medical practice analysis, clinical research, and curriculum development.	Medical Management
Keith E. Folkert, M.D. Minot, North Dakota	To develop administrative skills to be medical director of a primary care group.	Medical Administration
Carol J. Grimm, M.D. Fargo, North Dakota	To learn to develop cancer prevention programs for medical clinics.	Cancer Prevention
A. Gale Murty, M.D. Spring Valley, Wisconsin	To study topics in family medicine, especially geriatrics and emergency medicine.	Family Medicine
George E. Schoephoerster, M.D. St. Joseph, Minnesota	To study topics in family medicine and teaching techniques to prepare physicians for rural practice.	Family Medicine
Sandra L. Van Gerpen, M.D. Pierre, South Dakota	To prepare to establish a wellness retreat center for health professionals and patients.	Health Promotion
Patricia F. Walker, M.D. Marina on St. Croix, Minnesota	To develop clinical and administrative skills.	Travel Medicine

Bush Educators Program

Name	Title	District/Location
John Beal	Elementary Principal	McKinley Elementary School Owatonna, Minnesota
Sally Borgen	Media Specialist	Dowling Urban Environmental School Minneapolis, Minnesota
Sliv Carlson	Director of Government Relations	Minnesota Department of Education Saint Paul, Minnesota
Judy Chambers	Principal	Central Kindergarten Center Eden Prairie, Minnesota
Peter Christensen	Assistant Principal	Humboldt High School Saint Paul, Minnesota
Gloria Coltrain	Assistant Principal	Mounds Park All Nations Saint Paul, Minnesota
Melissa Doerr	Assistant Principal	Roosevelt Middle School (Anoka-Hennepin) Blaine, Minnesota
Brenda Greene	Assistant Principal	Anderson Elementary Minneapolis, Minnesota
Randy Grupe	Superintendent	Martin County West (District #2448) Welcome, Minnesota
Marlowe Halbur	Superintendent	Lac qui Parle School District Madison, Minnesota
Carolyn Hartwigsen	Assistant Principal	Moreland Elementary West Saint Paul, Minnesota
Lea Iverson	Elementary Teacher	Lincoln Elementary Elk River, Minnesota
Kathy Johnson	Elementary Principal	Minnehaha Academy Minneapolis, Minnesota
Marsha Kinlund	Elementary Principal	Kasson-Mantorville Public School Kasson, Minnesota
Mary Loberg	Assistant Principal	Buffalo Senior High School Buffalo, Minnesota
W. Bruce Locklear	Assistant Principal	Blaine Senior High School Anoka, Minnesota
Richard Nicoli	Principal	Shirley Hills Primary (Westonka District) Mound, Minnesota

Grants to Individuals

Bush Educators Program (continued)

Name	Title	District/Location
Gregory Ohl	Superintendent	Foley Public Schools Foley, Minnesota
Susan Powell	Elementary Teacher	Highland Elementary Columbia Heights, Minnesota
Claudia Risnes	Director of Curriculum and Instruction	Central Services Building Stillwater, Minnesota
Jane Schostag	Secondary Teacher	Mankato West High School Mankato, Minnesota
Lloyd Styrwoll	Principal	Grand Rapids Senior High Grand Rapids, Minnesota
Dan Walker	Assistant Superintendent	Alexandria School District Alexandria, Minnesota

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 LLP.

Investment and other income for the year ended November 30, 1995 was \$19,673,000, an increase of \$5,330,000 from 1993-94. Total expenses were \$6,771,000 for the year.

The market value of the Foundation's assets increased from \$448,196,000 at November 30, 1994 to \$529,187,000 at November 30, 1995. As of November 30, 1995, the cash and investments portfolio of the Foundation consisted of:

	Percent
Cash and interest-bearing deposits	0.0
Money market trusts and short-term investment funds	13.5
Corporate, foreign and U.S. government and government agency bonds and notes	15.9
Common stocks and equity-related preferred stocks	51.9
Foreign stocks	7.8
Real estate	5.2
Guaranteed investment contracts	0.2
Venture capital investments	5.5
TOTAL	100.0

The Foundation staff will provide a schedule of investments held as of November 30, 1995 for any reader who wishes it.

New grant appropriations, net of cancellations, were \$17,189,000 in the year, a decrease of \$3,931,000 from 1993-94. Grant payments of \$19,403,000 were down from \$22,348,000, and grant commitments payable were down from \$20,820,000 at November 30, 1994 to \$18,606,000 at November 30, 1995.

The investment managers employed by the Board of Directors as of November 30, 1995 are:

The Boston Company, Boston, Massachusetts
Boston Safe Deposit and Trust Company, Boston, Massachusetts (Master Custodian)
Cigna Capital Advisors, Inc., Hartford, Connecticut
City of London Investment Management Company, Ltd., London, England
Coral Venture Capital, Minneapolis, Minnesota
Deitche and Field, New York, New York

Driehaus Capital Management, Inc., Chicago, Illinois
John Hancock Venture Capital Management, Inc., Boston, Massachusetts
JMB Institutional Realty Corporation, Chicago, Illinois
Jundt Associates, Inc., Minneapolis, Minnesota
Kennedy Capital Management, St. Louis, Missouri
R. Meeder & Associates, Inc., Columbus, Ohio
Oechsle International Advisors, Boston, Massachusetts
PanAgora Asset Management, Boston, Massachusetts
Sequoia Capital, Menlo Park, California
STW Fixed Income Management, Inc., Hamilton, Bermuda

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.

C. Angus Wurtele
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, 1995 and 1994 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, 1995 and 1994 and the results of its operations and the changes in its financial position for the years then ended, in conformity with generally accepted accounting principles.

Deloitte + Touche LLP

January 5, 1996

The Bush Foundation Balance Sheets, November 30, 1995 and 1994

Assets	Notes	1995 (In thousands of dollars)	1994
CASH AND INTEREST-BEARING DEPOSITS		\$ 162	\$ 107
INVESTMENTS, at quoted market value:	1		
Money market trusts and short-term investment funds		71,161	69,681
Corporate, foreign, and U.S. government and government agency bonds and notes, amortized cost of \$79,919 in 1995 and \$78,001 in 1994		83,605	71,811
Common stocks and equity-related preferred stocks, cost of \$223,971 in 1995 and \$211,526 in 1994		273,163	221,477
Foreign stocks, cost of \$36,396 in 1995 and \$24,723 in 1994		40,878	28,758
Real estate, cost of \$30,716 in 1995 and \$31,651 in 1994		27,457	27,891
Insurance contracts		1,100	7,500
Venture capital investments, cost of \$24,962 in 1995 and \$15,241 in 1994		28,863	16,601
TOTAL INVESTMENTS		526,227	443,719
DIVIDENDS AND INTEREST RECEIVABLE		2,615	3,799
RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING		100	279
FEDERAL EXCISE TAX RECEIVABLE			210
FURNITURE, EQUIPMENT, AND OTHER ASSETS		83	82
		<u>\$529,187</u>	<u>\$448,196</u>
Liabilities and Fund Balance			
ACCOUNTS PAYABLE		\$ 855	\$ 641
ACCRUED AND OTHER LIABILITIES		63	60
ACCRUED FEDERAL EXCISE TAXES—DEFERRED	2		
Current		1	
Deferred		1,184	154
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:	1		
1995			
1996		11,318	12,665
1997		5,740	6,770
1998		895	1,070
1999		653	315
Total unpaid grants		18,606	20,820
FUND BALANCE		508,478	426,521
		<u>\$529,187</u>	<u>\$448,196</u>

See notes to financial statements

**Statements of Revenues, Expenses, and Changes in Fund Balance
For the Years Ended November 30, 1995 and 1994**

	Notes	1995 <i>(In thousands of dollars)</i>	1994
INVESTMENT INCOME:			
Dividends		\$ 3,540	\$ 3,632
Interest		10,725	7,836
Other		5,408	2,875
Total investment income		19,673	14,343
EXPENSES:			
Investment expenses	3	(3,230)	(3,017)
Administrative expenses	3	(2,588)	(2,575)
Federal excise tax—current	2	(953)	(258)
Total expenses		(6,771)	(5,850)
Net		12,902	8,493
INVESTMENT GAINS (LOSSES), net:			
Net realized gains on investment transactions		34,927	12,014
Unrealized appreciation (depreciation) in market value of investments, net of deferred federal excise tax benefit of \$1,030 and \$347 in 1995 and 1994, respectively		51,317	(18,074)
Total investment gains (losses)		86,244	(6,060)
GRANTS APPROPRIATED, net of cancellations		(17,189)	(21,120)
INCREASE (DECREASE) IN FUND BALANCE		81,957	(18,687)
FUND BALANCE AT BEGINNING OF YEAR		426,521	445,208
FUND BALANCE AT END OF YEAR		<u>\$508,478</u>	<u>\$426,521</u>

See notes to financial statements

**Statements of Changes in Financial Position
For the Years Ended November 30, 1995 and 1994**

Assets	1995	1994
	<i>(In thousands of dollars)</i>	
FUNDS (APPLIED) PROVIDED:		
Total investment income	\$ 19,673	\$ 14,343
Total expenses	(6,771)	(5,850)
Total investment gains (losses)	86,244	(6,060)
Grants appropriated, net of cancellations	(17,189)	(21,120)
Increase (decrease) in fund balance	81,957	(18,687)
Decrease in grants payable	(2,214)	(1,228)
Increase in accounts payable and accrued and other liabilities	217	92
Net change in securities settlements pending	179	(913)
Decrease in dividends and interest receivable	1,184	1,548
Increase (decrease) in federal excise taxes, net	1,241	(565)
Other	(1)	22
INCREASE (DECREASE) IN CASH AND INVESTMENTS	82,563	(19,713)
CASH AND INVESTMENTS AT BEGINNING OF YEAR	443,826	463,557
CASH AND INVESTMENTS AT END OF YEAR	<u>\$526,389</u>	<u>\$443,826</u>

See notes to financial statements

Notes to Financial Statements
 For the Years Ended November 30, 1995 and 1994
 (in thousands of dollars)

1 Significant Accounting Policies

The financial statements of The Bush Foundation (the Foundation) 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. 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 \$423,000 in 1995 and \$513,000 in 1994.

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(e).

The Foundation did meet these requirements in 1995, and the current-year tax is based upon the 2% tax rate. The Foundation did not meet such requirements in 1994, and the tax is based on the 1% tax rate. Deferred federal excise taxes are based on the 2% tax rate and arise from unrealized appreciation in the market value of investments, as well as from differences in the recognition of income from certain investments.

Distribution Requirements The Foundation is subject to the distribution requirements of the Internal Revenue Code. Accordingly, within one year after the end of each fiscal year, it must distribute 5% of the average market value of its assets, as defined. The Foundation has complied with distribution requirements through November 30, 1995.

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 1995 and 1994 are as follows (in thousands of dollars):

1995	Investment	Administrative	Total
Salaries and staff benefits	\$ 209	\$ 997	\$1,206
Investment management	2,880		2,880
Program management		493	493
Consulting fees	16	563	579
Other administrative expenses	125	535	660
Total	<u>\$3,230</u>	<u>\$2,588</u>	<u>\$5,818</u>
1994	Investment	Administrative	Total
Salaries and staff benefits	\$ 212	\$ 932	\$1,144
Investment management	2,670		2,670
Program management		484	484
Consulting fees	14	650	664
Other administrative expenses	121	509	630
Total	<u>\$3,017</u>	<u>\$2,575</u>	<u>\$5,592</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 amount of the contribution is equal to 10% of the employee's salary up to the social security income limit and then 15% of the employee's salary up to a maximum of \$150,000. The expense of the plan for 1995 and 1994 was \$100,000 and \$98,000, respectively.

5 Grants Payable Activity

The following table provides the activity within the unpaid grants account (in thousands of dollars):

	1995	1994
Unpaid grants as of beginning of the year	\$20,820	\$22,048
Grants appropriated, net of cancellations	17,189	21,120
Grants paid	<u>(19,403)</u>	<u>(22,348)</u>
Unpaid grants as of end of the year	\$18,606	\$20,820

Board of Directors

Thomas E. Holloran, *Chairman of the Board*
Minneapolis, Minnesota

Richard D. McFarland, *First Vice Chairman*
Minneapolis, Minnesota

Ann Wynia, *Second Vice Chairman*
Saint Paul, Minnesota

Phyllis B. France, *Secretary*
Duluth, Minnesota

C. Angus Wurtele, *Treasurer*
Minneapolis, Minnesota

Sharon Sayles Belton
Minneapolis, Minnesota

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Eugene, Oregon

Merlin E. Dewing
New York, New York

Ellen Z. Green
Minneapolis, Minnesota

John A. McHugh
Edina, Minnesota

Diana E. Murphy
Minneapolis, Minnesota

Anita M. Pampusch
Saint Paul, Minnesota

Kenyon V. Rothchild
Saint Paul, Minnesota

W. Richard West, Jr.
Washington, District of Columbia

Frank B. Wilderson, Jr.
Minneapolis, Minnesota

Staff

Humphrey Doermann, *President*

Grant Program Activity

John Archabal, *Program Associate, and
Director, Bush Leadership Fellows Program*

Charlene Edwards, *Program Associate*

Jane Kretzmann, *Program Associate*

Sarah Lutman, *Program Associate*

Grant Program Consultants

Maggie Arzdorf-Schubbe

Margaret J. Bringewatt

Reynold Feldman

Karen Humphrey

John H. Kohring

Stanley Shepard

Susan E. Showalter

Kathleen A. Speltz

Fellowship Programs

Sally F. Dixon, *Director,
Bush Artist Fellowships*

Jon D. Wempner, *Director,
Bush Medical Fellowships*

Martha A. Lee, *Program Assistant,
Bush Leadership Fellows Program*

Sara S. Whicher, *Program Assistant,
Bush Artist Fellowships*¹

Linda L. Roebke, *Program Assistant,
Bush Medical Fellowships*

Business Management and Staff Services

Gerald M. Skogley, *Chief Financial Officer*

Connie S. Thompson, *Controller*

Linda M. Kollasch, *Executive Secretary*

Vicki L. Bohn, *Secretary*

Judith A. Fritzingler, *Secretary*

Janice M. Halver, *Secretary*

Dianne J. Maki, *Secretary*

General Counsel

Frank Hammond
Briggs & Morgan
Saint Paul, Minnesota

¹ Resigned in 1995

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