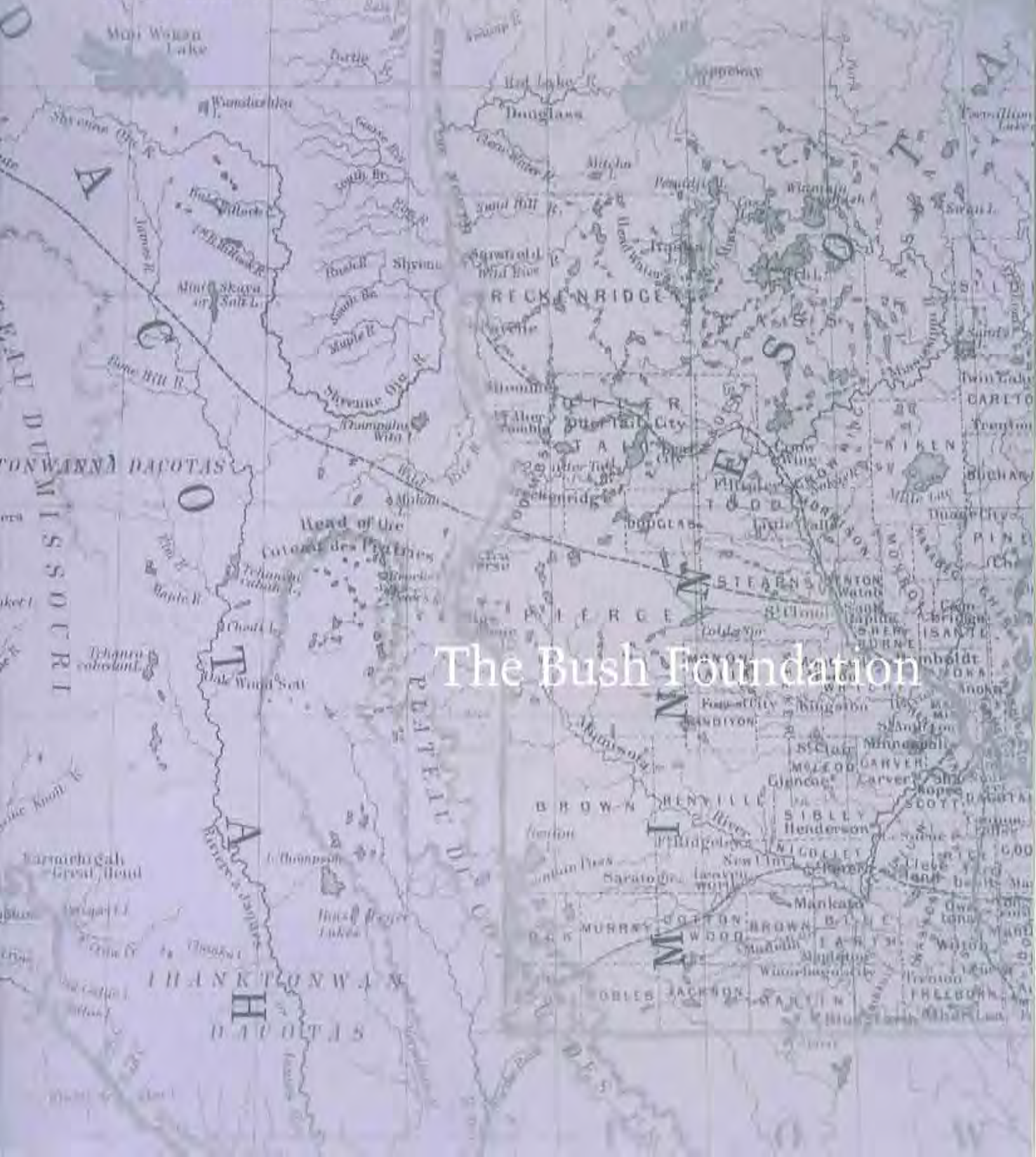


1996 Annual Report



The Bush Foundation

1996 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 retired from the stage, 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 President, immediately following this section.

In a 1996 list of United States foundations classified by the market value of assets, The Bush Foundation ranked 53rd. Within the same list, it was one of the 15 largest regional or predominantly regional foundations. The income available to The Bush Foundation is the investment yield from assets given by Archibald and Edyth Bush. The Foundation is the residuary legatee of the estate of Archibald Bush, from which it received distributions of property and cash. When most of these assets were received by the Foundation in the early 1970s, they were in the form of 3M stock, with a market value of about \$200 million. Since then, the Board has hired professional managers, sold the original 3M stock, and diversified the investment portfolio. At the end of 1996 the portfolio market value was about \$599 million.

The subsequent sections of this annual report include a Report of the President, a summary of principal features of the Foundation's program interests, a description of grantmaking policies and procedures, a list of 1996 grants, and a financial review.

Report of the President

Leadership Transitions The years 1996 and 1997, taken together, are a time of searching and change as to who shall lead The Bush Foundation at the end of this century. In February 1996, the Foundation's Board of Directors elected Anita M. Pampusch, President of the College of St. Catherine, St. Paul, as Chairman of the Bush Board. She had served as a Director of the Foundation since 1988 and as Chairman of its Grants Committee from 1993 to 1996. As Chairman of the Board, she replaced Thomas E. Holloran, Professor of Management at the University of Saint Thomas, Saint Paul, who was Chairman from 1991 through 1995.

Meanwhile, early in 1996 the Bush Board also was carrying out a search to identify a new president of the Foundation, since I had indicated that I would retire from the presidency during 1997. Kennon V. Rothchild chaired the Board's search committee. He was assisted by Directors Diana E. Murphy and C. Angus Wurtele, as well as Holloran and Pampusch. The search committee hired Spencer Stuart, Chicago, Illinois, as consultant for a national search. After considering responses from advertisements and informal inquiries, the search committee and consultant together identified and interviewed finalists in August and early September. At that time, Pampusch was asked by other members of the search committee to consider becoming a candidate for the presidency. She agreed to be a candidate, and resigned from the search committee. Although she was a late entrant to the process, Pampusch went through the same screening and interview sequence as other final candidates. On September 19, 1996, at a special Board meeting, she was unanimously elected to become the Foundation's next president, effective July 1, 1997.

Pampusch then resigned Board chairmanship and transferred that leadership responsibility to Richard D. McFarland, First Vice Chairman. McFarland serves as Acting Chairman until the Board's annual meeting in February, 1997. Pampusch also plans to resign as a Director of the Foundation as of May 1, 1997. This will create a fourth Director vacancy, in addition to three which occur due to retirement or resignation.

Finally, Gerald M. Skogley, Chief Financial Officer, indicated his wish to retire effective April 30, 1997. Prior to joining The Bush Foundation in 1983, Skogley was Vice President for Business and Finance at the University of North Dakota. At The Bush Foundation, Skogley was the principal staff officer to assist the Board's Investment Committee in reforming long range investment strategy during the mid 1980s. This reorganization, in turn, helped improve total return in the Foundation portfolio and increased the predictability of those results. Skogley also directed the installation of modern computer technology in the Foundation's internal data systems, and developed the staff training and external support for these changes. He also made important contributions as a part-time grants officer, and was a wise counselor to me, and to all of the Foundation staff.

"The years 1996 and 1997, taken together, are a time of searching and change as to who shall lead The Bush Foundation at the end of this century."

“One may reasonably speculate that The Bush Foundation will pass through this demanding two-year transition period with its people drawn together, with improved consensus as to what their future should be.”

When Skogley retires, the new Chief Financial Officer will be Connie Thompson, currently the Foundation’s Controller. Prior to joining The Bush Foundation in 1990, Thompson was Business Manager of The Little School in Bellevue, Washington. The search for her replacement as Controller will begin early next year.

As a close observer of these events, some of them unpredictable, I have a number of personal reactions — and all are favorable. First, as the remainder of this annual report will demonstrate, the regular work of the Foundation moved forward at a relatively fast pace. The processes of simultaneous change in Board and staff leadership did not cause a wait-and-see lull in activity. The Bush Board in 1996 approved new grant authorizations of \$22.4 million, a record high level, and also approved a new ten-year regional faculty development program for public and private colleges and universities in Minnesota and the Dakotas. The Board and staff held a biennial planning retreat in May, and carried out major program reviews.

My second observation is that the Board and staff cooperated effectively to assure that the various leadership transitions would occur as smoothly as possible. For example, in one of his final acts as Board Chairman, immediately prior to hiring a presidential search consultant, Thomas Holloran individually interviewed each Board and staff member. He sought an assessment of the Foundation’s present strengths and weaknesses, and an opinion as to what the Foundation should try to become during the next few years. The notes from these interviews then were discussed by Board and staff together. The discussion indicated, among other things, that the preferred presidential candidate probably would need the capacity to stimulate evolutionary change, but that there was no serious current internal challenge to the Foundation’s present general emphasis, self-definition, and style of doing business. That assessment, in turn, permitted a much more focused search process in 1996 than otherwise would have been possible.

In all this, I have particular gratitude to a large number of people who are not individually highlighted in this report but who, together, contributed assurance that the results of our transition process could be very good. For example, many extremely competent people were applicants in the presidential search, permitting confidence from the beginning that the process could fulfill our hopes. Also, Board and staff members gave extra time whenever the extra selection and internal adjustment processes seemed to require it, and indicated willingness to change their own plans whenever needed. Thanks to this combination of generosity and competence, one may reasonably speculate that The Bush Foundation will pass through this demanding two-year transition period with its people drawn together, with improved consensus as to what their future should be.

Finally, it is hard to find words which say adequately how pleased I am that Anita Pampusch will be the next president of The Bush Foundation. She knows and respects our people and our work. Her energy, clarity, and integrity are demonstrated repeatedly at The Bush Foundation and in her career in higher education. It is a marvelous privilege to be a close observer in a transition process which is having such a good result.

Director Changes Ellen Z. Green, former Deputy Commissioner, Minnesota Department of Health and Vice Chair of the Board at Northland College, Ashland, Wisconsin, resigned from the Bush Board in February 1996. She served twenty years as a Bush Director, from 1976 until 1996. She was the Foundation's first female Board member, and made clear from the start that gender diversity could increase Board effectiveness. She created occasional electricity which immediately and constructively altered the conversation patterns of a previously all-male Board. She served as Second Vice Chairman from 1985 to 1987. She was chairman of the Grants Committee from 1978 to 1981. She stimulated review of the Foundation's early grant programs in health, and successfully argued for a move away from support of biomedical research and towards rural health, health services research, and periodic grants in community health. She consistently supported opportunity for women and minorities, and was a member of the program review team which assessed and eventually recommended continuance of Bush and Hewlett matching capital grants for historically black private colleges.

Phyllis B. France, Co-owner of Canal Company Gift Shop, Duluth, Minnesota, and John A. McHugh, formerly President and Vice Chairman of Northwestern National Bank of Minneapolis, will retire from the Bush Board in 1997. Their contributions to The Bush Foundation are many, and will be summarized in the 1997 Bush Foundation annual report. A search to identify replacements for Directors Pampusch, Green, France, and McHugh approached completion by the end of 1996; the results are scheduled for final Board action in February 1997.

In February 1996, Shirley M. Clark was elected Secretary of the Board, replacing Phyllis France.

Bush Artist Fellowships Program Sally Foy Dixon, Program Director of the Bush Artist Fellowships Program, retired in November 1996. She had carried direct responsibility for developing and administering this program since 1980. Under her administration, the program expanded both its geographic scope and the number of artistic fields in which fellowships are awarded. Two hundred sixty-four artists received fellowships during Dixon's directorship. In 1997, Julie Gordon Dalgleish, an independent arts consultant, will serve as Program Director.

"It is hard to find words which say adequately how pleased I am that Anita Pampusch will be the next president of The Bush Foundation."

Biennial Program Review Every second year the Bush Board of Directors, staff and program consultants hold a two-day planning retreat to assess in strategic terms how the Foundation's work is going, and to discuss what changes in process and program emphasis should be explored or adopted. The 1996 biennial meeting was held May 8 and 9 at the Gainey Center, Owatonna, Minnesota. Major topics included a review of investment performance, a discussion of prevention as a human services strategy, and a scan of state and local public finance trends as the federal government prepares to shift responsibility in welfare and other programs away from Washington, D.C.

Richard D. McFarland led the investment review, assisted by Gerald M. Skogley. McFarland summarized investment performance since 1972, reviewed the present organization of Bush portfolio managers, and listed the major tasks performed for the Foundation by Carter Harrison of DeMarche Associates, Kansas City, Missouri. Skogley compared Bush asset growth with inflation in the national economy, and reviewed current projections of income, payout, and new grant authorizations for 1996 through 1998.

Consultants leading the discussion of prevention in human services were the following:

Barbara T. Bowman, President, Erikson Institute for
Advanced Study in Child Development, Chicago;

J. Ronald Lally, Director, Center for Family Studies,
WestED/Far West Laboratory, San Francisco; and

Karen Johnson Pittman, Director of Programs,
International Youth Foundation, Baltimore, Maryland.

Bowman and Lally favored prevention strategies which concentrated efforts on particular child or youth age groups, and particular geographic or other target "at risk" characteristics. Pittman cautioned that "If you think prevention, you think problems," and advocated grantmaking themes which concentrate on healthy development — even if such programs sometimes turn out to be more diffused and difficult to evaluate in quantitative terms than may be true for strictly targeted prevention programs.

John E. Brandl, Professor of Public Affairs at the Hubert H. Humphrey Institute of Public Affairs, University of Minnesota, Minneapolis, led discussion concerning the changing fiscal environment for grantmaking in Minnesota, North Dakota, and South Dakota. He urged advocacy of several general principles which, together, might make more efficient and more effective the funds we now spend. His financial projections show little new public money for basic services which, at present, grow steadily more expensive.

Finally, the Board heard Michael O’Keefe, Executive Vice President of the McKnight Foundation, Minneapolis, describe his work as Chairman of the Minnesota Council on Foundations Task Force on Principles and Practices for Minnesota Grantmakers. O’Keefe and the Bush Board and staff discussed a draft report of the Task Force, agreeing with its statement of principles and with most of the recommended specific practices. Formal notice of The Bush Foundation’s desire to subscribe to the recommended principles was forwarded to the Minnesota Council on Foundations Board in June 1996. This was the first such foundation subscription to the statement of principles among the membership of the Minnesota Council on Foundations.

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 This is the twenty-fifth and final full year of my own service as the Foundation’s chief staff officer. It is impossible for me to imagine a more stimulating or satisfying job. I was supported and guided by truly remarkable Directors, fellow staff members, and consultants. The Bush Foundation also has been wonderfully supported throughout its primary geographic region: Minnesota, North Dakota, and South Dakota. Non-profit and government officials continue to be willing to volunteer their wisdom and perspective — both to help judge individual grant proposals, and to help design and evaluate larger programs. Meanwhile, the combination of energy, inventiveness, and careful stewardship one finds repeatedly in Bush Foundation grant applicants and midcareer fellowship candidates cannot fail to command respect and optimism for the future.

Personally, I owe much to Minnesota’s former Governor, Elmer L. Andersen, who was Chairman of the Bush Foundation Board in 1971, and to his search committee, who offered me the chance to join the Foundation that year. For me, it was the start of a great run. I will end it soon, with my best wishes to Anita Pampusch, and with confidence that the Foundation’s best years are just beginning.

“The combination of energy, inventiveness, and careful stewardship one finds repeatedly in Bush Foundation grant applicants and midcareer fellowship candidates cannot fail to command respect and optimism for the future.”

Program Notes

Program Notes

This section highlights significant Bush Foundation program developments of 1996 and also describes the principal programs which continue.

Human Services

In 1996, the Bush Board approved grants to the Minnesota Child Care Resource and Referral Network (\$509,780) and the North Dakota Department of Human Services (\$929,601) to complete implementation of statewide projects that train persons who care for infants and toddlers in groups. The Bush Board initiated these programs in 1993 following an investigation of possible ways to reduce barriers to the healthy development of children in Minnesota, North Dakota, and South Dakota.

Due to the growing number of women in the workforce, an increasing number of infants and toddlers are being cared for outside the home. The 1990 National Child Care Survey found that 23 percent of children under age one, 33 percent of one-year olds, 38 percent of two-year olds, and half of three-year olds are cared for outside their home in regulated and unregulated family care and in infant/toddler centers. As a result, many young children spend long periods of time as part of a group. These group experiences have been found to influence the intellectual and emotional development of these children.

A 1994 Carnegie Foundation report, *Starting Points*, states that high-quality child care settings are scarce, and many infants and toddlers spend thirty-five or more hours per week in substandard child care. The Carnegie authors write, "An adverse environment can compromise a young child's brain function and overall development, placing him or her at greater risk of developing a variety of cognitive, behavioral, and physical difficulties. In some cases, these effects may be irreversible."

Training child care providers is one effective strategy for improving the quality of child care environments. In 1993, almost no training existed for caregivers of infants and toddlers in Minnesota, North Dakota, or South Dakota. The Bush Foundation provided planning grants to help each state develop strategies to fit local circumstances and to integrate infant and toddler caregiver training into long-range efforts to increase the availability of high-quality child care. The statewide training efforts are designed to continue beyond the Bush grant period (1999), and to strengthen existing child care professional training.

Far West Laboratory for Educational Research and Development/WestED of San Francisco has provided the curriculum and the training for the program. Far West's "Program for Infant/Toddler Caregivers," is a nationally recognized training system that covers early development and caregiving practices. The Program uses high-quality videos and written materials in a train-the-trainer format.

FarWest/WestED's curriculum recommends caregiving practices and ways to manage programs and policies based on developmental research and theory. The curriculum emphasizes infants' needs for supportive and warm relationships with their caregivers as the basis for healthy development of security, confidence, and identity in children. Each participant in the Program for Infant/Toddler Caregivers explores these topics and considers ways to improve the care they offer children.

- **Group Size and Quality of Environment:**

What is the size of my group? How is the environment structured?

Is it easy or difficult for a child to form intimate relationships with me and the children? Would a different group make this easier or harder?

Is the environment I offer safe and interesting? Do I notice conflicts in which biting or dazed wandering and the like take place?

- **Primary Caregiving Assignments:**

Are there primary care assignments? Without primary care infants often have no one person that they feel bonded with during long portions of the child care day.

- **Continuity of Care:**

Is there continuity of care? Having one caregiver over an extended period of time rather than switching every six to nine months is important to the expansion of a child's development. Without continuity of care, infants have to establish new primary relationships all over again.

- **Cultural and Familial Continuity:**

Is there cultural continuity between home and child care? If there is no one who speaks the child's home language or validates the childrearing values and beliefs of the family, the early development of self is threatened.

- **Meeting the Needs of the Individual within the Group Context:**

How are individual differences handled in the group? What is the temperamental mix of the group of children and caregivers? How does a particular infant's temperament relate to the temperamental traits of other children in the group? Is a child intimidated, ignored, or frustrated because of the mix of temperaments in her group? Are groups structured to honor and nurture the needs of each individual child?

"Many infants and toddlers spend thirty-five or more hours per week in substandard child care. Training child care providers is one effective strategy for improving the quality of child care environments."

Participants attend two weeks of residential training to complete the program. Trainers must write training papers to receive certification from Far West/WestED. Many trainers are drawn from child care provider networks, including family child care homes, day care centers, Head Start, and Migrant

Head Start. Other trainers are college teachers, county extension agents, public health workers, day care licensors, and operators of school-age parent programs.

In Minnesota, the Minnesota Child Care Resource and Referral Network established the Infant Toddler Training Intensive in 1994 following a year-long planning process. The program brings together a statewide network of twenty-three child care resource and referral agencies, Indian tribes, post-secondary institutions, and the Minnesota Departments of Human Services and Children, Families and Learning. Regional planning committees recruit groups of trainers to represent geographic locations, and who reflect the racial and ethnic composition of each region. The trainers also represent a range of experience and professional backgrounds. Roughly one-third of Minnesota's 150 trainers are persons of color. Between 1993 and 1996, The Bush Foundation has awarded \$1,361,461 to plan and implement Minnesota's program. The 1996 grant for \$509,780 will help complete implementation of the training system during the next two years.

"The Foundation has committed \$3.7 million to infant toddler caregiver training since 1993."

In North Dakota, the State of North Dakota Department of Human Services directs the Infant Toddler Caregiver Training Program through contracts with the Early Childhood Training Center of North Dakota State University, a primary trainer of child care professionals; four resource and referral agencies; as well as with Indian tribes in North Dakota (the Standing Rock Sioux, the Three Affiliated Tribes, the Turtle Mountain Chippewa, and the Spirit Lake Sioux). About one-third of North Dakota's 75 trainers are American Indians. The tribal community colleges (Little Hoop, Sitting Bull, Fort Berthold and Turtle Mountain) have become the "home" for the training project. The colleges have incorporated the Far West Laboratory/WestEd curriculum into their child development associate degree programs.

Between 1993 and 1995, the Foundation awarded North Dakota \$1,162,601 for infant/toddler program planning and implementation activities. The 1996 Bush grant to the North Dakota Department of Human Services for \$929,601 supports third, fourth, and fifth year training and coordination activities, including a three-state training for trainers from Minnesota, North Dakota, and South Dakota.

Midway through the implementation of the Infant Toddler Caregiver Training, the projects report the following:

In North Dakota:

About one-third of all licensed providers have received training in the Far West curriculum. In some areas of the state, one hundred percent of providers have completed 40 hours of training.

Infant toddler training is also reaching different groups (e.g., parents, unlicensed providers) in parent education programs, in high school classes, with crisis nursery staff, and in higher education settings.

The North Dakota Department of Human Services is modifying its licensing requirements to improve care for infants and toddlers.

North Dakota's Early Childhood Services division has become a member of the Governor's Workforce Development Council.

The North Dakota Department of Human Services has supplemented the Bush grant with approximately \$600,000 in training subsidies and incentives to providers to care for infants and toddlers.

In Minnesota:

Between 1994 and 1998, the Minnesota Department of Human Services is providing \$900,000 to recruit and train additional licensed caregivers for infants and toddlers.

Infant Toddler trainers are at work in many community sites. In hospitals, they help new parents. In neighborhood centers, they train nannies, as well as licensed and unlicensed child care providers. In addition, they are active in Early Childhood Family Education programs.

Over 5,000 individuals have attended workshops or training sessions led by Infant Toddler Project trainers.

The Foundation has committed \$3.7 million to infant toddler caregiver training since 1993. The Bush Board continues to believe in the importance of the early years of a child's development, and in the need for strong support systems that promote positive results for families.

In 1996, the Bush Board also approved requests for a range of other purposes. In all, the Foundation made 79 human services grants totaling \$6,187,216. A large geographic area, diverse populations, and differing social conditions in the Bush three-state region continue to influence the Foundation's preference for keeping its human services grantmaking relatively open to a variety of requests. Grants to Turning Point of South Dakota (\$150,480) and Twin Cities Opportunities Industrialization Center (\$50,000) provided money for non-profit agency mergers. A \$40,000 capital grant for District 202, a center for gay and lesbian teenagers, will help renovate new space for the agency's programs and administration. The Bridge for Runaway Youth in Minneapolis (\$45,000) and Charles Hall Youth Services of Bismarck, North Dakota (\$18,000) received support for programs serving homeless youth.

Proposals are reviewed individually, based on purposes defined by the applicants. In general, the Foundation wishes to support projects that promote the positive development and self-sufficiency of individuals, families, and communities, and which strengthen the program and financial capacity of applicant organizations. In addition to capital grants, the Foundation has made grants to start, expand, or restructure programs.

"The Bush Board continues to believe in the importance of the early years of a child's development, and in the need for strong support systems that promote positive results for families."

Successful applications for Bush human services funding tend to have the following characteristics:

Support from a local community or constituency.

Close involvement of agency staff in the development of the proposal.

Reflection of respected current thinking in a particular field.

Detailed implementation plans.

Strategies to document and evaluate program results.

Evidence that the plan has a reasonable chance of working.

Description of how a Bush grant would strengthen the applicant organization's capacity to obtain additional resources and/or deliver services more effectively.

“Capital grants are a regular and continuing portion of the Foundation's grantmaking in human services. New guidelines begin on page 50.”

In addition, in reviewing health and human services proposals, the Bush staff attempts to answer the following questions for Board consideration:

How important is the purpose for which the grant is sought?

Is planning as thorough as can reasonably be expected?

What happens to the proposed project activity once the Bush grant ends?

Are others helping to pay for this activity?

If the Board approves this request, can the Foundation afford to treat similar requests the same way?

In 1996, The Bush Foundation supported 21 human services building projects. Since capital grants are a regular and continuing portion of the Foundation's grantmaking in human services, we have developed new written guidelines as part of this annual report. The guidelines begin on page 50. For additional information or clarification about capital or program requests, interested applicants may contact a Bush Program Associate.

Arts and Humanities

During 1996, The Bush Foundation began operating the Regional Arts Development Program, a new program aimed to provide sustained general operating support to selected arts organizations over a number of years. The Foundation Board also continued to approve both capital grants and short-term, organizational support grants for arts organizations, and renewed and increased funds for the Bush Artist Fellowships program for individual artists. Information about each of these arts grantmaking areas follows.

During 1996, \$3,509,340 or 14.9 percent of the Foundation's total grants appropriated were made to 23 arts and humanities organizations. This continued

the Foundation's past pattern of relatively high selectivity in the arts and humanities: typically only fifteen or twenty requests have been approved each year during the past five years.

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 relatively 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, for 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. The Foundation Board also has approved grants in recent years to arts organizations whose principal purpose is artistic training for young people.

"The range of successful proposals for short-term support is relatively broad: the Bush Board wishes applicants to determine their own highest priorities when applying for Bush support."

Successful proposals for short-term support usually have had these characteristics:

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, individual 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.

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 read the General Guidelines for Capital Grants in Appendix III on page 50, and to speak with a member of the Bush staff prior to submitting a proposal.

“The Foundation does not make endowment grants in the arts or in the humanities.”

Regional Arts Development Program In 1996, the Bush Board began operating the Regional Arts Development Program, which provides sustained, unrestricted operating support to selected arts organizations over a number of years. 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. The program will remain open to new applications until the year 2000, when the Bush Board will review the program's shape and progress and determine next steps.

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 program has a two-step application process beginning with a preliminary proposal, which is read by the Bush staff and outside consultants. A selected number of preliminary proposals are accepted; from these applicants the Foundation invites full proposals. The Bush Foundation reviewed 48 preliminary proposals for this program since it began in September, 1995. Of these preliminary applicants, nineteen organizations were invited to submit full proposals. Thus far, thirteen organizations have applied. Among these, seven received grants totaling \$754,000. A grants list follows on page 33.

Definition of Eligible Applicants for the Regional Arts Development Program

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 public and private educational institutions are not eligible, nor are public broadcasting entities such as non-profit radio or television stations. The Bush program is directed toward:

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;

organizations that pay artists a reasonable salary or fee, as opposed to organizations that primarily involve volunteers in artistic activity; and

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 day following Labor Day in September.

Education

In February 1996, the Bush Board approved a third regional program to improve undergraduate student learning through faculty development and improvement of teaching. Eligible applicants are four-year and two-year undergraduate colleges or public college systems in Minnesota, North Dakota, and South Dakota. New entrants in this program will be selected at regular Board meetings beginning in 1997 and ending in 2001. Payments in this program are estimated to continue through 2006, and to total approximately \$24 million. This new regional program provides for larger planning and program grants than its two predecessors, reflecting the effects of inflation during the last ten years. The new program also gives greater attention to assessment and evaluation.

The similarity between the new program and its predecessors, however, is greater than the difference. Proposals, site visits, and network activities are to be handled

“The Regional Arts Development Program provides sustained, unrestricted operating support to selected arts organizations over a number of years.”

in the same way as before. Local design and significant faculty "ownership" continue to be important. The Foundation seeks proposals which seem related to important institutional goals of the eligible colleges and universities, which will improve student learning, and which seem cost-effective. The basic counsel to a college about the design of its proposal remains the same:

Identify the problems or opportunities to be worked on, and describe the analysis or evidence leading to these selections.

Identify the desired faculty development strategies. These should be related to the problems or opportunities identified above, and should be practical within the enrollment-based budget ceiling in the Bush program guidelines.

Provide a sensible way to evaluate the program, both to help make mid-course improvement and to indicate what is being accomplished.

While the new program guidelines do not require any particular faculty development strategy at any specific college, the guidelines do again offer illustrative examples of strategies which may merit consideration, even if the college finally elects to propose a different plan. The illustrative themes follow:

"In February 1996, the Bush Board approved a third regional program to improve undergraduate student learning through faculty development and improvement of teaching."

Establish centers to improve teaching and learning through approaches such as consultation, case discussions, and videotaping so as to help analyze and make more effective what teachers do in class.

Undertake curriculum analysis and revision much more comprehensively than the ordinary availability of funds and faculty time permits.

Understand with greater depth and sensitivity the learning patterns of students and thus improve capacity to meet the changing needs of an increasingly diverse student population.

Assist faculty to diversify teaching methods so as to promote active learning both inside and outside the classroom.

Encourage collaborative teaching and collaborative learning.

Develop ways to extend and improve the use of technology so as to make instruction more accessible and effective.

Design programs explicitly to increase student retention.

Improve assessment and evaluation of academic programs, with particular emphasis on undergraduate learning outcomes.

Program guidelines for the third regional faculty development program are available at The Bush Foundation office.

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 which 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.

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

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 which provide math and science programs for minority students. In 1996, the Bush Board approved four grants totaling \$443,874 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

“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.”

“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.”

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.

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.

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?
*Matching capital grants in four-year private undergraduate colleges in Minnesota and the Dakotas	1976	2000	Open through October 1998
*Faculty development in private and public colleges in Minnesota and the Dakotas	1980	2006	Open through October 2001
*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 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?
*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
Encouragement of girls and minority students in mathematics and science	1987	Open	Open
Bush Educators Program	1995	Open	Open

Health

Major purposes of recent Bush health grants include stimulating research and public understanding about the cost and efficiency of health services, 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 1996, the Foundation approved six grants totaling \$1,095,140 for a variety of service and health programs.

In 1996 the Foundation appropriated \$640,000 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. More information about the Bush Medical Fellows Program can be found beginning on page 30. A list of 1996 Bush Medical Fellows awards begins on page 87.

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.

“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.”

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 who have lived and worked there at least one year immediately prior to applying.* 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 \$3,500 per month for between four to eighteen months, plus partial reimbursement of tuition up to a maximum of \$17,000, and a travel allowance of up to \$3,500.

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 \$750 per week are awarded for three to ten weeks, plus partial reimbursement of tuition up to \$10,000, and a \$3,500 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 1996, The Bush Foundation awarded 16 long Bush Leadership Fellowships, and 13 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 also is diverse as to race, gender, and geographic origin. In 1996, nine recipients were from racial minority groups, seventeen were women, and ten lived outside of the Twin Cities metropolitan area.

* 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 names, residences, and occupations of the selection committee members follow. A list of the 1996 Fellows can be found beginning on page 85.

In June 1996, The Bush Foundation Board authorized expenditures of \$1,254,250 in stipends and tuition for fellowships to be awarded in 1997.

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

Wilfred Antell
President
Antell Companies
Bayport, Minnesota

John Archabal
Director
Bush Leadership Fellows Program
Saint Paul, Minnesota

Genie Dixon
Program Officer
Minneapolis Foundation
Minneapolis, Minnesota

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

Mary Thornton Phillips
Chair of the Board
Saint Paul Public Schools
Saint Paul, Minnesota

Bush Leadership Fellows Program Final Selection Committee for Long Fellowships

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

Dwight A. Gorneau
Corporate Vice President
Director, Technical Resources Division
Uniband, Inc.
Belcourt, North Dakota

Reatha Clark King
President and Executive Director
General Mills Foundation
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

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

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

Susan Kenny Stevens
President
Stevens Group
Saint Paul, Minnesota

Bush Leadership Fellows Program Final Selection Committee for Short Fellowships

Wendy L. Andberg
President
Andberg & Associates
Minneapolis, Minnesota

Wilfred Antell
President
Antell Companies
Bayport, Minnesota

Donald J. Brunnquell
Director, Office of Ethics
Childrens Health Care
Minneapolis, Minnesota

James Day
Principal, Hardwick/Day
Higher Education Management
Saint Paul, Minnesota

Shirley K. Halleen
Consultant
Evangelical Lutheran Good
Samaritan Society
Sioux Falls, South Dakota

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

Mary Thornton Phillips
Chair of the Board
Saint Paul Public Schools
Saint Paul, Minnesota

Kathleen A. Speltz
Consultant in Public Policy
on Criminal Justice
Madison, Wisconsin

Bush Artist Fellowships Program

Bush Artist Fellowships provide artists with significant financial support that enables them to further their work and their contribution to their communities. Artists may use a Bush Artist Fellowship in many ways — to explore new directions, continue work already in progress, or accomplish work not financially feasible otherwise. Fellows may decide to take time for solitary work or reflection, engage in collaborative or community projects, embark on travel or research, or pursue any other activity that contributes to their lives as artists.

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 264 Artist Fellowships have been granted. In April 1996, the twenty-first group of Bush Artist Fellows was selected from 302 applicants. The artists selected are listed on page 87. The panelists who chose them are listed on page 29.

Fellowship applicants must be at least twenty-five years old and residents of Minnesota, North Dakota, South Dakota, or one of 26 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

* 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 Artist Fellowships 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.”

applicant's life work and future directions, and the difference the artist may make in the region as a result of the fellowship.

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

In 1996, the program continued to make changes recommended in a review of the Bush Artist Fellowships program which was completed in June 1995. Copies of the review, completed by consultant Anne Focke, are available to interested readers. Among changes made in 1996, the program began the process of face-to-face meetings between fellowship finalists and local interviewers (mainly artists), with a written report of the conversation provided to members of the final selection panel. These interview reports, it is hoped, will help panelists learn more about the applicants' life work, working processes, and personal circumstances. These conversations are also intended to provide the opportunity for applicants to have a conversation about their work that is more extensive than what is generally included in the fellowship application form.

Requests for information about this program, such as guidelines, application forms and deadlines, should be directed to Bush Artist Fellowships Program, 332 Minnesota Street, Saint Paul, Minnesota 55101, 1-800-605-7315.

Bush Artist Fellowships Panelists—1996

Preliminary Visual Arts, Two Dimensional

Eric Avery, M.D., Galveston, Texas, *artist and physician*
Wendy Ewald, Red Hook, New York, *photographer*
Kay Miller, Boulder, Colorado, *artist*

Preliminary Visual Arts, Three-Dimensional

Dan Anderson, Edwardsville, Illinois, *artist and educator*
Italo Scanga, San Diego, California, *artist and educator*
Robert Whitman, Warwick, New York, *artist*
Lily Yeh, Philadelphia, Pennsylvania, *artist and educator*

Preliminary Choreography/Multimedia/Performance Art

Liz Lerman, Washington, D.C., *choreographer and artistic director*
Susan Marshall, New York, New York, *choreographer*
Thomas Mulready, Lakewood, Ohio, *artist and director*
Encarnacion Teruel, Chicago, Illinois, *artist and director*

Final Panel

Joe Fedderson, Shelton, Washington, *visual artist and educator*
Kay Miller, Boulder, Colorado, *artist*
Thomas Mulready, Lakewood, Ohio, *artist and director*
Lily Yeh, Philadelphia, Pennsylvania, *artist and educator*

“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, 180 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 \$4,500 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 their 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, and ten or more years out of medical or osteopathic school. 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 1996 can be found beginning on page 87.

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—1996

James M. Evans, M.D.
Family Physician
River Valley Clinic
Northfield, Minnesota

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

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

Marvin O. Kolb, M.D.
Pediatrician
Senior Vice President
Wisconsin Hospital Association
Madison, Wisconsin

Barbara C. LeTourneau, M.D.
Vice President of Medical Affairs
Mercy and Unity Hospitals
Saint Paul, Minnesota

C. Paul Martin, M.D.
Internist
Affiliated Community Medical Center
Marshall, Minnesota

Elizabeth A. Murphy
Vice President
Medical Education and Research
Allina Health System
Saint Paul, Minnesota

Helen M. Yates
Health Care Consultant
Minneapolis, Minnesota

Bush Medical Fellows Program Policy Board—1996

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. Campion, 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.
Internist
President, Johnson Clinic
Rugby, North Dakota

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

Marvin O. Kolb, M.D.
Pediatrician
Senior Vice President
Wisconsin Hospital Association
Madison, Wisconsin

Elizabeth A. Murphy
Vice President
Medical Education and Research
Allina Health System
Minneapolis, Minnesota

“The Bush Educators Program is a training project whose objective is the improvement of instruction in Minnesota’s elementary and secondary schools.”

Bush Educators Program

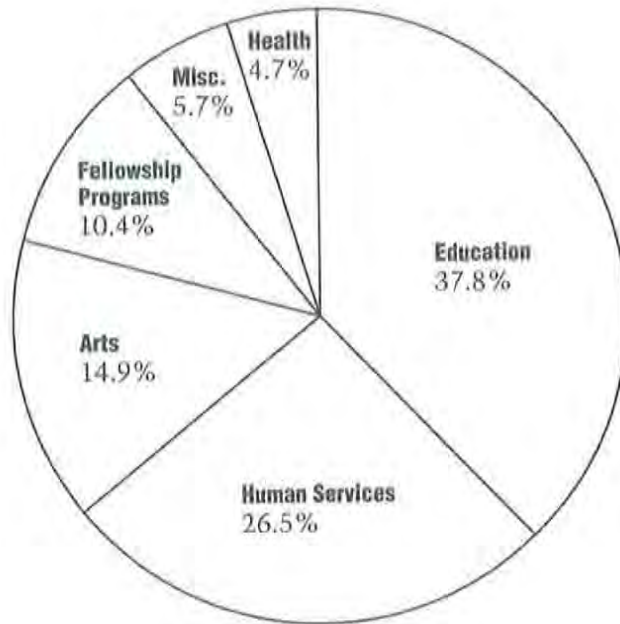
The Bush Educators Program is a training project whose objective is the improvement of instruction in Minnesota’s elementary and secondary schools. It attempts to reach this objective by providing management training to teams of educators from individual public school districts in Minnesota. Program 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 1996 to receive Bush Educators Program awards can be found beginning on page 88.

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.

Grants Statistics



Distribution of 1996 Grants

This chart shows the distribution of 1996 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.

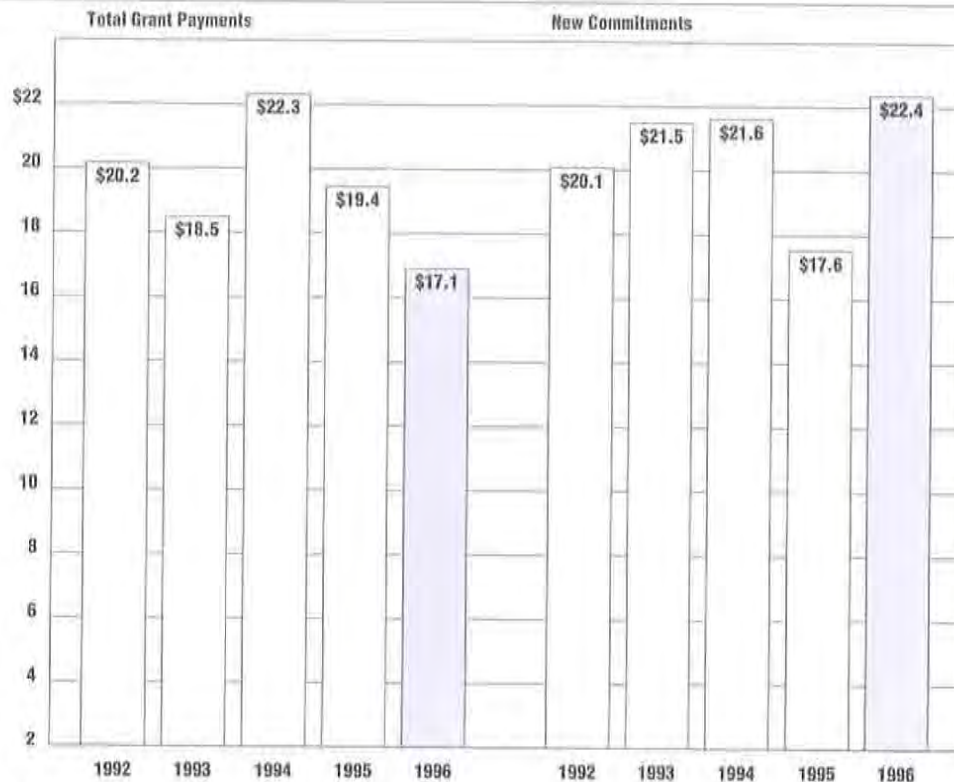
Program	1994	1995	1996	3-year Total
Arts & Humanities	\$ 2,151,900 (19) 9.9%	\$ 2,518,542 (26) 14.3%	\$ 3,509,340 (26) 14.9%	\$ 8,179,782 (71) 13.0%
Education	\$10,946,626 (49) 50.6%	\$ 4,419,830 (23) 25.1%	\$ 8,896,982 (29) 37.8%	\$24,263,438 (101) 38.7%
Health	\$ 769,390 (10) 3.6%	\$ 224,455 (4) 1.3%	\$ 1,095,140 (6) 4.7%	\$2,088,985 (20) 3.3%
Human Services	\$ 4,351,581 (54) 20.1%	\$ 7,208,784 (79) 40.9%	\$ 6,237,216 (79) 26.5%	\$17,797,581 (212) 28.4%
Miscellaneous	\$ 1,102,486 (10) 5.1%	\$ 992,553 (13) 5.6%	\$ 1,349,997 (10) 5.7%	\$ 3,445,036 (33) 5.5%
Fellowship Program Stipends	\$ 2,311,400 (3) 10.7%	\$ 2,248,400 (3) 12.8%	\$ 2,434,250 (3) 10.4%	\$ 6,994,050 (9) 11.1%
Total	\$21,633,383 (145) 100.0%	\$17,612,564 (148) 100.0%	\$23,522,925 (153) 100.0%	\$62,768,872 (446) 100.0%

Grants Classified by Program 1994-96

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 parentheses 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
1992-96**
(\$ in millions)

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



**Classification of
1996 Grants**

These tables show summaries of 1996 grant appropriations, classified by size, duration and program 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	2
	10,000- 24,999	18
	25,000- 49,999	34
	50,000- 99,999	48
	100,000- 199,999	25
	200,000- 499,999	13
	500,000- 999,999	7
	1,000,000-2,000,000	6
Total		153
Duration		
	1 year	60
	2 years	47
	3 years	45
	4 years	1
Total		153
Geographic Location		
	Twin Cities	84
	Other Minnesota	34
	Total Minnesota	118
	North Dakota	17
	South Dakota	11
	Other	7
Total		153

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. Its primary grantmaking region is Minnesota, North Dakota, and South Dakota.

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. *Separate, additional guidelines for the Foundation's Regional Arts Development Program, and application materials for Bush Artist Fellowships, are available from the Foundation.*

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 two predefined areas: (1) assisting private colleges in Minnesota, North Dakota, and South Dakota, and historically black private colleges throughout the United States with matching grants to complete comprehensive capital campaigns; and (2) grants for faculty development programs in public and private colleges in Minnesota, North Dakota, and South Dakota, in historically black private colleges throughout the United States, and in accredited tribal colleges throughout the United States. *Separate, additional guidelines are available from the Foundation for capital challenge grants in private colleges in Minnesota, North Dakota, and South Dakota, and in historically black private colleges. Separate faculty development guidelines are available for two- and four-year public and private colleges in Minnesota, North Dakota, and South Dakota; and for tribally controlled colleges; and for historically black private colleges.*

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. *Additional information and application materials for Bush Medical Fellowships are available from The Bush Foundation.*

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. The Foundation is open to a broad range of human services

proposals. Because there are relatively few defined areas of restriction in the Foundation's human services grantmaking, the following list is offered as additional guidance to applicants. Successful proposals tend to have the following characteristics:

- Support from a local community or constituency.
- Close involvement of agency staff in the development of the proposal.
- Reflection of respected current thinking in a particular field.
- Detailed implementation plans.
- Plans to document and evaluate program results.
- Evidence that the plan has a reasonable chance of success.
- Description of how a Bush grant would strengthen the applicant organization's capacity to deliver services more effectively and/or obtain additional resources to support the applicant's programs.

In recent years the largest proportions of grant dollars awarded to human services organizations have been for programs and projects serving children, youth, and families.

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, the Bush Leadership Fellows Program, the Bush Artist Fellowships Program, the Bush Medical Fellows Program and the Bush Educators Program. Application materials for these midcareer fellowships are available from The Bush Foundation.

Minority Opportunity In all 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.

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.

Bush Foundation Programs With Special Guidelines Applicants should request copies of separate application guidelines for proposals in the following separate programs: Regional Arts Development Program; faculty development in two- and four-year colleges and universities in Minnesota and the Dakotas; faculty development in tribally controlled colleges; faculty development in historically

black colleges; capital challenge grants in private colleges and universities in Minnesota and the Dakotas; and capital challenge grants in historically black private colleges.

General Guidelines for Capital Grants These guidelines follow in Appendix III on page 50.

Grantmaking Restrictions

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. The Bush Educators Program is limited to Minnesota residents. Application materials for these fellowship programs are available from The Bush Foundation.
- A limited number of non-regional programs have been approved, including those to support historically black private colleges and accredited tribal colleges on Indian reservations. In each such case, the program outlines are discussed and approved by the Foundation's Board prior to making the related initial grants.
- Proposals for projects outside the United States ordinarily will not be approved.

Program Restrictions

- Ordinarily, the Foundation's grants are made only to non-profit, tax-exempt organizations.
- 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.
- The Foundation does not grant funds for research in the biomedical and health sciences.
- The Foundation ordinarily will not contribute to other private foundations, but this shall not preclude its joining with other foundations in a common effort of special interest.

- Although the Foundation seeks to appraise each grant proposal on its merits, proposals of the kinds which follow are unlikely to be approved:

General and continuing operating support.

Past operating deficits, cash reserve funds, or to retire mortgages or other debts.

Basic research within established academic disciplines.

Endowment of arts, health and human service agencies, and of public colleges and universities.

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

Building purchase, construction or remodeling projects for charter schools, church sanctuaries, community centers, day care centers or group homes for children or senior citizens, municipal and other government entities, nature centers, public colleges, and universities.

Program proposals from individual day care centers for children or adults, nature and environmental studies centers, nursing homes, senior citizen centers, and youth recreation and camping programs.

Individual concerts or concert series, individual exhibitions, festivals, conferences, performances, or one-time cultural events; individual media projects such as films, television shows, documentaries, or video projects.

Historic preservation projects or county historical societies.

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

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.

Letters of Inquiry 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.

Time Required for Decisions Grant proposals should be submitted to the President of the Foundation at least four 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 1	February
January 1*	April*
March 1	June
July 1	October

* odd-numbered years only

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 the program consultant who is assigned to review the proposal.

Review Process for Complete Proposals 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 of the Board of Directors and to the full 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. Such a visit is part of the Foundation's normal review process and does not, of itself, indicate unusual interest by the Foundation in the 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. 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.

Grant Proposals

Form of Presentation Proposals vary widely as to purpose and, therefore, as to the documentation needed for fair consideration. Plans which have been worked out thoughtfully and described concisely are always welcomed. Expensive brochures and extra packaging generally seem wasteful. All applications for grants must be submitted in writing. *Two copies* of the proposal and all of its attachments are requested. There is no special form for applying for a grant.

Contents of Grant Proposals The basic required information needed to constitute a complete proposal and to evaluate every proposal is summarized below. Each of the following pieces of information is needed for all types of proposals 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. Brief comments on each of the items listed below is acceptable. The Bush staff is happy to answer questions about preparing an application.

The Applicant Organization

- Name and address of the tax-exempt organization which, if a grant is approved, 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. Organizations, such as governmental organizations, which are not required to have Internal Revenue Service determination letters should provide a copy of their statutory authorization. The declaration of no adverse Internal Revenue Service action must always be submitted by all applicants.

- 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 might be asked to support.
- 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.
- Financial information about the organization including: (a) if available, an audited balance sheet and income and expense statement for the organization's previous fiscal year, and (b) operating income and expense budgets in a multi-year format for the organization's immediate past year, current year, and for one or more future fiscal years. Income and expense budget projections should include line items for major expense categories and for sources of support. Include with the projections the main

assumptions (inflation rates, program growth, etc.) used to construct such a document. Appendix I on page 47 contains a sample multi-year income and expense projection which illustrates the kinds of information and format desired in proposal budgets.

Program Grant Proposals

- A clear, concise description of the project or activity, why it is important to undertake, and what it may be expected to achieve.
- 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.
- A statement of other possible sources of support, public or private, that have been or will be solicited for support of the project. (Include any grants or pledges already received, and significant financial or in-kind support to be provided by the applicant organization.)
- A detailed income and expense program or project budget showing where the income is expected to come from, how the requested funds would be spent, and during what time periods. The income projection should include income line items showing the amounts and timing of support sought from Bush and from other sources, and should make clear how the major elements of income and expense were estimated. The income projection also should distinguish between support already pledged or received and support which is being sought but is not yet committed. If the project or activity is to be continued after the period for which support has been requested, the budget should show how continuation of the project is to be financed. This explanation may be illustrated in a multi-year income and expense projection for the program or activity which extends one year beyond the last year for which Bush support is requested. Appendix II on page 48 is a sample grant proposal budget.
- The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.

Grants for Research and Demonstration Projects For demonstration projects and research studies, 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.

Capital Grant Proposals See Appendix III on page 50 for general guidelines for capital grants. These guidelines, however, are not the ones to use for capital grants to private colleges and universities. College and university applicants should request from the Foundation office special guidelines for matching capital grants for regional and for historically black private colleges.

Administrative Provisions for All Grants

Notification of the Board's Decision 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, and radio and television stations in Minnesota and the Dakotas 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.

When a grant is made, the recipient is expected to accept the terms and conditions specified in The Bush Foundation's Agreement of Donee. The funds may be spent only for the purposes granted, and uncommitted funds, if any, at the end of the grant period, must be returned to the Foundation. A copy of the Foundation's usual "AGREEMENT OF DONEE" follows.

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.

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. The Foundation may require that the interim and final reports be certified by a certified public accountant.

Post-Grant Review The Bush Foundation may ask either a member of its program staff or an outside reviewer to be in touch with grant recipients to inquire further about what impact the Bush grant appeared to have, and in what ways the Foundation ought to consider improvements in the administration of its grantmaking program. Post-grant reviews usually occur within two years of the end of a grant period.

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.

July 1, 1997
 (Date document was prepared)

APPENDIX I

Sample Applicant's Income and Expense Operating Budget Summary*

ABC SERVICES, INC. Annual Operating Income and Expense Summary

	1996 (Actual)	1997 (Budget)	1998 (Projected)
INCOME			
Public Support			
Federal	\$ 78,000	\$ 50,000	\$ 50,000
State and Local	122,000	150,000	150,000
Grants from Foundations & Corporations	135,300	180,000	180,000
Individual contributions	52,250	60,000	60,000
Fundraising Events	57,500	60,000	65,000
Earned Income (Ticket sales, client fees, touring workshops, memberships, etc.)	86,100	95,000	105,000
Other Income	3,000	3,000	4,000
TOTAL INCOME	<u>\$534,150</u>	<u>\$598,000</u>	<u>\$614,000</u>
EXPENSES			
Salaries and wages	\$225,530	\$272,466	\$280,640
Benefits	64,534	79,015	81,386
Contractual Services	75,692	76,451	77,232
Office Expenses	15,450	15,914	16,391
Postage and Shipping	21,321	21,961	22,619
Telephone	11,021	11,352	11,692
Printing	37,080	38,192	39,538
Advertising	27,810	28,644	29,504
Fees and Dues	3,090	3,182	3,278
Travel - staff	10,300	10,609	10,727
Occupancy	18,952	19,521	20,106
Equipment & computer service	5,150	5,305	5,464
Depreciation	8,755	9,018	9,288
Other Expenses	5,665	5,835	6,011
TOTAL EXPENSES	<u>\$530,350</u>	<u>\$597,465</u>	<u>\$613,876</u>
Excess (Deficiency)	\$3,800	\$535	\$124

* Provide explanations in a set of notes to the table for assumptions about major changes in income and expense categories over the projection period.

July 1, 1997
 (Date document was prepared)

APPENDIX II
 Sample Bush Foundation Program Grant Proposal Budget

ABC SERVICES, INC.
Bush Foundation Program Budget

SOURCES OF SUPPORT	1996-97	1997-98	1998-99¹
Foundations			
Foundation A	-0-	7,000*	15,000*
The Bush Foundation (proposal) ²	20,000	10,000	-0-
Foundation B	4,000	4,000	4,000
Foundation C	10,000	11,000	11,000
Corporations			
Company X	1,000	1,000	2,000
Corporation Y	1,000	1,000	2,500
Local Businesses & Fraternal Groups	19,000	9,000	9,000
Individual Contributions ³	13,000*	16,200	4,500
Government Grants	10,000*	20,500	23,350
Religious Organizations	3,000	3,000	4,000
Fees (Contract, professional)	14,550	16,000	24,700
Client Revenue	1,500	1,500	1,500
Total Sources of Support	<u>\$ 97,050</u>	<u>\$100,200</u>	<u>\$101,550</u>
 EXPENSES			
Staff Positions:	\$ 64,000	\$ 66,400	\$ 68,800
coordinator			
supervisor (part-time)			
assistant (part-time)			
Fringe Benefits for above	15,050	15,650	16,250
Rent	2,750	2,850	2,850
Telephone	1,000	1,000	1,000
Office Supplies & Equipment	1,750	1,850	1,400
Other:			
Printing, Speakers, Training	9,100	9,200	7,800
Postage	900	950	950
Travel	2,500	2,300	2,500
TOTAL	<u>\$ 97,050</u>	<u>\$100,200</u>	<u>\$101,550</u>

* Amounts pledged or paid as of 12/15/96. Notes explained on the following page.

Notes for Appendix II

1. If the proposed program or project is to continue after the end of the proposed Bush grant, include a column showing how the program will be continued in the year following the end of the proposed Bush grant. In this example, The Bush Foundation is asked to grant \$30,000 over two years in yearly payments (\$20,000, \$10,000). The amounts requested for each year are shown in Column I and Column II. Column III shows the income and expenses projected for the first year after Bush support would end. Use notes following the table to explain major changes in income and expense items.
2. If restrictions are proposed for the use of Bush funds, please indicate what those restrictions are. In this example no restrictions are proposed. In another example Bush funds might be sought to pay decreasing proportions of the salaries of additional program staff.
3. Using an asterisk or footnote beside the amounts in Columns I, II, and III, please show which amounts have been received or are pledged. In this example, individual donors have pledged \$13,000 for the project, and county government has paid \$10,000 to support this project in 1996-97.

APPENDIX III

General Guidelines for Capital Grants*

The Foundation is open to proposals for major building construction, renovation, and purchase projects. Such projects ordinarily follow an appraisal by the applicant's board and staff of the applicant's total capital needs and also follow an examination of an applicant's ability to raise capital funds. Capital projects which seem attractive to the Foundation generally include emphasis on relatively broad solicitation of funds from individuals, corporations, foundations, and governments, and may include mortgages or loans.

Ordinarily the Foundation does not support small scale single-purpose efforts (e.g., to repair roofs or to purchase computers or vehicles), or provide funds which then would be expended through the annual budget.

Size of Grants

Bush capital grants ordinarily will be between five and fifteen percent of the capital project goal. Higher percentages occasionally are approved for projects from geographic areas or organizations with extremely limited access to other sources of capital funds. Typically, lower percentages are awarded for larger projects. Ordinarily Bush Foundation capital grants do not exceed \$1 million. There is no specified minimum size.

Matching Requirements

Ordinarily The Bush Foundation does not attach dollar for dollar matching conditions to its capital grants. However, the Foundation often requires that before payment is made, grant recipients certify that, including any Bush Foundation funds, they have commitments of sufficient funds to complete the project as described in the proposal to The Bush Foundation. Usually such certification includes a restatement of the original income and expense budget for the project showing the itemized costs and the sources of support available including a list by source from all sources larger than \$5,000. Individual sources of amounts less than \$5,000 may be grouped in single line items. Other reporting elements may also be requested, depending on the particular circumstances involved.

Timing of Grants

The Bush Board usually prefers to wait to vote on a proposal until the applicant has completed at least one-third of its capital fundraising task (i.e., has received in cash or written pledges one-third of the publicly-announced total sought.) Among the purposes of this timing provision is the Foundation Board's desire to postpone its consideration of proposals until most of the needed planning is completed and reviewable, and until significant fundraising solicitation has occurred and those results are known.

* These guidelines are not applicable to capital challenge grant proposals from private colleges. Separate guidelines are available from The Bush Foundation office: one set for private colleges in Minnesota, North Dakota and South Dakota, and one for historically black private colleges.

General Selection Criteria for Capital Grants

The Bush Foundation seeks favorable answers to all five of the following questions.

1. Are the goals of the capital project clearly stated and based on a thorough assessment of the applicant's needs?
2. Does the applicant have a planning process which is reasonable and which links program and financial strategy for at least five years into the future?
3. How well planned and organized is fund raising for the project? What are its chances for achieving its announced dollar goal? On what past fundraising experience is this estimate based?
4. If major building remodeling or new construction is part of the capital project, how well planned is this work? How well does the applicant use and maintain its existing physical plant?
5. How important is The Bush Foundation's participation to the success of the capital project?

Additional Information Desired in Proposals for Capital Projects

If any of the requests for information seem unclear, inapplicable, or unduly burdensome, please do not hesitate to discuss the particular situation with a member of The Bush Foundation program staff (612-227-0891).

In addition to the basic information specified above, beginning on page 41 in the "Contents of Grant Proposals" section, the Foundation requests the following information in capital grant proposals.

1. What amount is requested from The Bush Foundation?
2. What Bush payment schedule is proposed?
3. What restrictions, if any, are proposed for the use of Bush funds within the stated purposes of the project?
4. Who owns the land on which the building project will take place? If the building is leased, what are the terms of the lease?
5. What are the designated purposes for the capital project (with amounts of dollar allocations for each purpose)?
6. How were these amounts and priorities set? What was the rationale? If successful, what principal gains will have been made for the applicant?
7. What will be the net dollar effect on the applicant's operating budget if the total project succeeds?
8. How is the fundraising drive organized: work plan, timing, and major assignments?
9. When was the capital fundraising project authorized by the applicant's Board of Trustees? When is the target completion date for the project?
10. Have all required construction and use permits been obtained?

Background Materials Desired if Available About Major Building Construction or Building Renovation Projects

The following information will assist The Bush Foundation and its consultants to evaluate the proposed capital project. To the extent possible, please include the following with the proposal.

1. Building Program and Plans:
 - a. A building program describing type, number and sizes of spaces, as well as the numbers of staff and clients expected to use the space.
 - b. Site plans and floor plans in sufficient detail to justify cost estimates.
2. Total project cost estimates including all major costs expected in connection with the project such as fees for architects, planning permits, utilities, temporary space, contingencies, and so on. (Table I which follows is an illustration of a sample total project cost budget.)
3. Construction costs per square foot at the bidding or contract signing date. (Construction cost divided by the gross square feet of the building to be constructed or renovated.)
4. Brief description of the applicant's plans to comply with the 1990 Federal Americans with Disabilities Act, other building codes, and results of site surveys for hazardous materials.
5. Estimated increase or decrease in building operating costs with construction of proposed new or renovated space.
6. Re-use proposals for any space vacated by new construction or renovation.
7. Brief description of applicant's energy conservation program.
8. Any other information that helps describe the project and its relationship to institutional missions and advancement.
9. Summary Tables: Please provide two tables, one which indicates the projected uses of funds and one which indicates the projected sources of funds. These tables may be reviewed by the Bush Board, along with Bush staff summary and comment on the contents of the proposal. The format of the tables also may be used for final reports on capital grants approved by the Foundation. Notes for the preparation of these tables and a sample format for each table follow.

Notes for Appendix III, Table I

1. This date is the anticipated end of the project.
2. This sample table illustrates the kinds of expense categories found in many capital budgets. Individual projects may require more or fewer or different categories.
3. In addition to illustrated expenditures, other project costs may include large expenditures for items such as computer and telephone equipment, security systems, and special equipment needed for program purposes. If so, such expenses should be included as line items in the "Other Project Costs" section of the budget.
4. In some large projects it may be advisable to subdivide construction costs into three subcategories: (1) General Construction, (2) Mechanical Construction and (3) Electrical Construction.
5. This amount should be the total projected cost of the project at completion and should equal the sum of the totals in Column I and Column II, Appendix III, Table II on the next page.

July 1, 1997
 (Date document was prepared)

TABLE II
Sample Applicant Capital Campaign
January 1, 1997 — June 30, 1999
Receipts and Projected Receipts
Classified by Source

Projected Sources of Support	Column 1 Actual Receipts and Pledges on July 1, 1997¹	Column 2 Projected Additional Receipts and Pledges needed to complete the project by June 30, 1999²
A. Foundations and Corporations		
ABC Corporation	\$ 10,000	\$ -0-
DEF Foundation	100,000	100,000
GHI Foundation	10,000	10,000
JKL Foundation	20,000	10,000
The Bush Foundation	-0-	50,000
Other Foundations	70,000	30,000
Subtotal	210,000	200,000
B. Government Grants		
State Department of A	10,000	-0-
B County Development	-0-	90,000
Federal Department of B	-0-	15,000
Other Government Grants	120,000	-0-
Subtotal	130,000	105,000
C. Individuals		
Contributors of amounts of \$5,000 or more		
Jane Jones	10,000	-0-
John Jones	5,000	-0-
Jane Smith	-0-	25,000
Total from contributors of less than \$5,000 each	100,000	113,000
Subtotal	115,000	138,000
D. Contribution from Applicant's Reserves	-0-	30,000
E. Mortgage³	100,000	-0-
Total⁴	<u>\$555,000</u>	<u>\$473,000</u>
% of total project cost	(54%)	(46%)

- 1 The date in this column should be at or relatively soon prior to the submission of the proposal to The Bush Foundation.
- 2 The date in this column is the anticipated end of the project.
- 3 Please describe the salient terms of the mortgage: issuer, interest rate, duration, timing of balloon payments, and so on.
- 4 The sum of the total amounts in Column 1 and in Column 2 in Table II should equal the Total Project Cost amount in Table I.

Grants to Institutions
Grants to Individuals

Foundation Grants

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
ARTS AND HUMANITIES				
Dance				
Ragamala Burnsville, Minnesota <i>To support marketing and to expand administrative staff</i>	\$ 9,840	\$ 9,840	\$ 9,840	—
Literature				
The Loft, Inc. Minneapolis <i>To expand staff at this literary center</i>	45,000	—	15,000	—
Milkweed Editions Minneapolis <i>To expand the editorial staff</i>	25,000	—	10,000	—
Music				
American Composers' Forum Saint Paul <i>For operating support over two years through the Regional Arts Development Program</i>	150,000	150,000	75,000	75,000
Fargo-Moorhead Orchestral Association Moorhead, Minnesota <i>For operating support over two years through the Regional Arts Development Program</i>	60,000	60,000	30,000	30,000
Friends of the Minnesota Sinfonia Minneapolis <i>Toward staff development for this orchestra that gives free concerts</i>	17,500	—	7,500	—
Greater Twin Cities Youth Symphonies Minneapolis <i>For one year of operating support through the Regional Arts Development Program</i>	50,000	50,000	50,000	—
MacPhail Center for the Arts Minneapolis <i>To support a plan to restructure MacPhail's staff</i>	200,000	—	65,000	35,000
Minnesota Opera Company Minneapolis <i>For operating support of the 1995-96 and 1996-97 seasons</i>	200,000	—	100,000	—
Minnesota Orchestral Association Minneapolis <i>For operating support over three years</i>	325,000	325,000	150,000	175,000
North Star Opera, Inc. Saint Paul <i>For organizational development</i>	24,000	24,000	12,000	12,000

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Saint Paul Chamber Orchestra Society Saint Paul <i>For general operating support of the 1996-97 and the 1997-98 seasons</i>	\$ 430,000	\$ 430,000	\$ —	\$ 430,000
Schubert Club Saint Paul <i>Toward establishing a gamelan program in Minnesota</i>	45,000	—	15,000	10,000
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	—	8,150	—
Guthrie Theater Foundation Minneapolis <i>Toward operating support for the 1995-96 and 1996-97 seasons</i>	480,000	—	240,000	—
Heart of the Beast Theatre, Inc. Minneapolis <i>Toward renovation of the Avalon Theater in Minneapolis</i>	60,000	60,000	—	60,000
Jungle Theatre Minneapolis <i>For operating support during this company's development of a new theater building</i>	75,000	—	30,000	—
Lewis and Clark Theatre Company Yankton, South Dakota <i>For program development</i>	20,000	—	7,500	—
Minnesota Association of Community Theatres Minneapolis <i>To expand staff of this organization that serves amateur theaters in Minnesota</i>	30,000	30,000	—	30,000
Mixed Blood Theatre Company Minneapolis <i>To expand a program that brings specialized theater productions to work places</i>	135,000	—	45,000	40,000
Penumbra Theatre Company, Inc. Saint Paul <i>For operating support through the Regional Arts Development Program</i>	200,000	200,000	100,000	100,000
Pom Siab Hmoob Theatre Minneapolis <i>Toward organizational development</i>	17,500	—	7,500	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Theater Mu, Incorporated Minneapolis To increase staff salaries	\$ 35,000	\$ —	\$ 15,000	\$ —
Visual Arts				
Duluth Art Institute Association Duluth, Minnesota <i>For transitional operating support</i>	52,500	52,500	25,000	27,500
Intermedia Arts of Minnesota, Inc. Minneapolis <i>Toward a capital campaign</i>	55,000	—	—	55,000
Minneapolis Society of Fine Arts Minneapolis <i>To support exhibitions and related public programs</i>	300,000	—	75,000	—
Minnesota Museum of Art Saint Paul <i>Toward planning for building renovation and for re-installation of the permanent collection</i>	15,000	15,000	15,000	—
Northern Clay Center Saint Paul <i>For operating support over three years through the Regional Arts Development Program</i>	60,000	60,000	—	60,000
Rochester Art Center Rochester, Minnesota <i>For operating support over three years through the Regional Arts Development Program</i>	84,000	84,000	28,000	56,000
Walker Art Center Minneapolis <i>To support the Walker's exhibitions, performing arts, and media arts programs</i>	334,000	334,000	167,000	167,000
Humanities				
Metronet Saint Paul <i>Toward establishing the Minnesota Center for the Book as a separate nonprofit organization</i>	50,000	—	20,000	—
Minnesota Humanities Commission Saint Paul <i>Toward a capital campaign to establish the Minnesota Humanities Education Center</i>	130,000	130,000	65,000	65,000
Young Men's Christian Association of Metropolitan Minneapolis Minneapolis <i>To establish the Writer's Voice in the metropolitan Minneapolis YMCAs</i>	60,000	60,000	30,000	30,000

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Other				
American Indian Services Sioux Falls, South Dakota <i>To expand staff for this organization that has an American Indian gallery and sponsors the annual Northern Plains Tribal Arts show and market</i>	\$ 40,000	\$ 40,000	\$ —	\$ 40,000
Artspace Projects, Inc. Minneapolis <i>To assist arts groups in Minnesota, and the Dakotas with cultural facilities development</i>	256,000	—	70,000	—
<i>Toward renovation of the Hennepin Center for the Arts in downtown Minneapolis</i>	120,000	120,000	—	120,000
Children's Museum, Inc. Saint Paul <i>For operating support over two years through the Regional Arts Development Program</i>	150,000	150,000	75,000	75,000
Fergus Falls Center for the Arts Fergus Falls, Minnesota <i>To help establish the Center's programs in the newly-renovated Fergus Theater</i>	30,000	30,000	15,000	15,000
Four Colors Productions, Inc. Minneapolis <i>To support the editorial staff of a journal of writings from four communities of color</i>	25,000	25,000	25,000	—
Lake Superior Museum of Transportation and Industry Duluth, Minnesota <i>To help support the new education director's salary</i>	20,000	20,000	12,500	7,500
The Minneapolis Foundation Minneapolis <i>Toward evaluation of the PASS arts education program in Twin Cities high schools</i>	25,000	25,000	—	25,000
Minnesota Film Center Minneapolis <i>To expand staff</i>	41,950	—	15,950	—
Native Arts Circle, Inc. Minneapolis <i>For long-range planning and for operating support</i>	25,000	25,000	25,000	—
Rapid City Fine Arts Council, Inc. Rapid City, South Dakota <i>Toward program expansion</i>	37,092	—	15,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Saint Louis County Heritage and Arts Center Duluth, Minnesota <i>Toward a capital campaign</i>	\$ 250,000	\$ —	\$ —	\$ 250,000
Science Museum of Minnesota Saint Paul <i>Toward a new building in downtown Saint Paul</i>	1,000,000	1,000,000	—	1,000,000
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
United Arts Services Saint Paul <i>To develop a youth guide to Twin Cities arts programs</i>	50,000	—	20,000	—
TOTAL ARTS AND HUMANITIES	\$6,258,382	\$3,509,340	\$1,690,940	\$3,390,000

EDUCATION

Elementary and Secondary Education

Minnesota Humanities Commission Saint Paul <i>To support the Minnesota Institute for the Advancement of Teaching</i>	50,000	50,000	40,000	10,000
North Dakota LEAD Center Bismarck, North Dakota <i>Toward a training program for new school principals in North Dakota</i>	193,000	193,000	102,800	90,200
University of Minnesota Minneapolis <i>Additional support for a program to recruit minority students into graduate teacher-preparation programs</i>	236,897	—	75,805	60,723
<i>To support the Bush Educators Program for school principals and special project teams from public school districts in Minnesota</i>				
1994 grant	1,525,446	—	673,101	680,969
1996 grant	1,607,000	1,607,000	—	1,607,000
University of North Dakota Grand Forks, North Dakota <i>To plan programs and financing for the North Dakota network of teacher training centers</i>	20,000	20,000	20,000	—

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Mathematics and Science Programs for Girls and Minorities				
American Indian Science and Engineering Society Boulder, Colorado <i>To support the Mathematics Equity Project for Native American girls</i>	\$ 282,900	\$ 282,900	\$ 99,400	\$ 183,500
North Valley Vocational and Technology Center Grafton, North Dakota <i>To establish the Institute for Inclusive Science and Math Education</i>	620,318	—	209,680	—
North Valley Vocational and Technology Center Grafton, North Dakota <i>Toward the cost of a meeting of Bush Foundation grant recipients in math and science education</i>	48,000	48,000	—	48,000
Science Museum of Minnesota Saint Paul <i>To support a summer science camp for minority girls</i>	100,000	—	35,000	20,000
University of Minnesota Minneapolis <i>To support girls' participation in the University Talented Youth Mathematics Program and for financial planning</i>	22,200	22,200	16,200	6,000
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	—	110,465	95,204
<i>Toward testing the school-based Operation SMART program on a nationwide basis</i>	90,774	90,774	90,774	—
Higher Education				
<i>Capital Challenge Grants to Historically Black Private Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
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>				
Carleton College Northfield, Minnesota	1,000,000	1,000,000	—	1,000,000
College of Saint Benedict Saint Joseph, Minnesota	525,000	—	525,000	—
Gustavus Adolphus College Saint Peter, Minnesota	1,000,000	—	1,000,000	—
Hamline University Saint Paul	1,000,000	1,000,000	—	1,000,000
Saint John's University Collegeville, Minnesota	977,500	977,500	—	977,500
University of Saint Thomas Saint Paul	1,000,000	1,000,000	—	1,000,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
<i>Faculty Development Program Grants to Historically Black Private Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
Dillard University New Orleans, Louisiana	\$ 140,000	\$ —	\$ 48,600	\$ —
LeMoyne-Owen College Memphis, Tennessee	105,600	—	35,200	—
<i>Faculty Development Program Grants in Colleges and Universities in Minnesota, North Dakota, and South Dakota</i>				
Augustana College Association Sioux Falls, South Dakota	180,000	—	60,000	—
Bethany Lutheran College Mankato, Minnesota	75,000	—	25,000	—
Carleton College Northfield, Minnesota	180,000	—	60,000	60,000
College of St. Catherine Saint Paul	300,000	—	104,150	—
Concordia College Moorhead, Minnesota	180,000	—	60,000	60,000
Concordia College Saint Paul	180,000	—	69,450	34,700
Dakota Wesleyan University Mitchell, South Dakota	75,000	—	25,000	—
Hamline University Saint Paul	180,000	—	65,500	—
Jamestown College Jamestown, North Dakota	111,000	—	37,000	—
Minnesota State Colleges and Universities Brooklyn Park, Minnesota	709,925	—	207,682	—
Mount Marty College Yankton, South Dakota	75,000	—	25,000	—
North Dakota State Board of Higher Education Bismarck, North Dakota	306,200	—	86,836	109,721
North Dakota State University Fargo, North Dakota	299,510	—	99,570	—
Northern State University Aberdeen, South Dakota	180,000	180,000	60,000	120,000
Presentation College Aberdeen, South Dakota	75,000	—	25,000	—
Saint Olaf College Northfield, Minnesota	180,000	180,000	60,000	120,000
Sioux Falls College Sioux Falls, South Dakota	72,768	—	21,900	—
South Dakota School of Mines and Technology Rapid City, South Dakota	180,000	—	60,000	—
South Dakota State University Brookings, South Dakota	300,000	—	100,000	—
University of Mary Bismarck, North Dakota	180,900	—	60,300	60,300
University of Minnesota Minneapolis	638,950	—	213,850	—
University of North Dakota Grand Forks, North Dakota	300,000	—	100,000	—

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
University of Saint Thomas Saint Paul	\$ 300,000	\$ —	\$ 100,000	\$ 100,000
University of South Dakota Vermillion, South Dakota	300,000	—	100,000	—
Valley City State University Valley City, North Dakota	180,000	180,000	60,000	120,000
<i>Grants to Tribally Controlled Indian Colleges</i>				
Blackfeet Community College Browning, Montana <i>Faculty development program</i>	75,000	75,000	25,000	50,000
Deganawidah-Quetzalcoatl University Davis, California <i>Faculty development program</i>	75,000	—	25,000	—
Fort Belknap College, Inc. Harlem, Montana <i>Faculty development program</i>	75,000	—	25,000	25,000
Fort Berthold Community College New Town, North Dakota <i>Faculty development program</i>	75,000	—	25,000	—
Fort Peck Community College Poplar, Montana <i>Faculty development program</i>	75,000	75,000	25,000	50,000
Little Big Horn College Crow Agency, Montana <i>Faculty development program</i>	75,000	—	25,000	—
Little Hoop Community College Fort Totten, North Dakota <i>Faculty development program</i>	75,000	—	25,000	25,000
Navajo Community College Tsaile, Arizona <i>Faculty development program</i>	120,000	120,000	40,000	80,000
Nebraska Indian Community College Macy, Nebraska <i>Faculty development program</i>	75,000	—	25,000	—
Northwest Indian College Foundation Bellingham, Washington <i>Faculty development program</i>	75,000	—	25,000	25,000
Oglala Lakota College Kyle, South Dakota <i>To help build and equip a new library</i>	250,000	250,000	250,000	—
<i>Faculty development program</i>	120,000	120,000	40,000	80,000
Salish Kootenai College, Inc. Pablo, Montana <i>Faculty development program</i>	120,000	120,000	40,000	80,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Sinte Gleska University Rosebud, South Dakota Faculty development program	\$ 120,000	\$ —	\$ 40,000	\$ 40,000
Standing Rock Community College Fort Yates, North Dakota Faculty development program	75,000	75,000	25,000	50,000
Turtle Mountain Community College Belcourt, North Dakota Faculty development program	75,000	—	25,000	—
United Tribes Technical College Bismarck, North Dakota Faculty development program	90,000	90,000	30,000	60,000
<i>Leadership Development Grants for Historically Black Private College Administrators (In cooperation with The William and Flora Hewlett Foundation)</i> Bryn Mawr College Bryn Mawr, Pennsylvania <i>To provide fellowships for the Summer Institute for Women in Higher Education for administrators from historically black private colleges</i>	220,850	220,850	71,100	149,750
Harvard University Cambridge, Massachusetts <i>To provide fellowships for the Institute for Educational Management for administrators from historically black private colleges</i>	221,443	221,443	71,963	149,480
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	—	—	132,762
<i>To evaluate Bush Foundation grants to tribally controlled Indian colleges</i>	75,800	(34,200)	—	—
Minnesota Private College Research Foundation Saint Paul <i>To support a regional Collaboration for the Advancement of College Teaching and Learning</i>	965,300	—	288,600	—
North Dakota State Board of Higher Education Bismarck, North Dakota <i>Support consultant review of North Dakota plans for public higher education</i>	230,000	230,000	170,000	60,000
South Dakota State University Brookings, South Dakota <i>To begin a training program for Indian school principals in reservation schools</i>	242,159	—	75,478	—

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Tougaloo College Tougaloo, Mississippi <i>To help establish a faculty development regional collaboration among historically black colleges and universities</i>	\$ 75,000	\$ —	\$ 25,000	\$ 20,000
United Negro College Fund, Inc. Fairfax, Virginia <i>To support annual fund drives in 1995, 1996, and 1997</i>	360,000	—	120,000	120,000
University of Minnesota Minneapolis <i>Toward a program to provide increased teaching experience and training for doctoral students</i>	441,391	—	133,917	125,171
<i>Support for a pilot program to strengthen leadership in academic departments</i>	350,000	350,000	176,590	173,410
<i>To plan a professional development program for Indian faculty in tribal colleges</i>	68,315	68,315	68,315	—
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	—	86,201	—
Other Education				
American Indian OIC, Inc. Minneapolis <i>Program to improve student recruitment and retention</i>	85,000	—	35,000	—
Minnesota Minority Education Partnership, Inc. Minneapolis <i>Toward a school-community involvement project</i>	50,000	50,000	50,000	—
TOTAL EDUCATION	\$22,794,197	\$8,487,782	\$7,055,427	\$9,059,390
HEALTH				
Block Nurse Program Saint Paul <i>Toward program support</i>	125,000	125,000	75,000	50,000
Earthstar Project, Inc. Saint Paul <i>To expand mental health services for American Indians</i>	60,000	—	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	—	45,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Fremont Community Health Services Minneapolis <i>Toward renovations for the Central Avenue Clinic</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ —
Health Education Development System, Inc. Fort Meade, South Dakota <i>To develop distance learning programs for health care providers</i>	212,962	212,962	99,020	113,942
Melpomene Institute for Women's Health Research Saint Paul <i>For program expansion</i>	18,955	—	6,610	—
Minnesota AIDS Project Minneapolis <i>To expand statewide case management services for persons living with AIDS</i>	120,000	—	30,000	—
Minnesota Senior Federation Saint Paul <i>For program expansion in the federation's north central region</i>	25,000	—	8,000	—
Native American Advocacy Project Winner, South Dakota <i>To develop a comprehensive mental health and legal code for Native American tribes</i>	135,000	135,000	50,000	85,000
Ramsey Foundation Saint Paul <i>To develop a bilingual bicultural health education program for refugees</i>	26,468	26,468	26,468	—
Range Respite Project Virginia, Minnesota <i>For program expansion</i>	45,000	—	10,000	—
University of Minnesota Foundation Minneapolis <i>To support development of nutritional programs on Indian reservations in Minnesota</i>	180,000	—	30,000	—
<i>Toward a program to improve nutrition, inter-generational activities, and youth development on Minnesota Indian reservations</i>	580,710	580,710	205,737	374,973
TOTAL HEALTH	\$1,664,095	\$1,095,140	\$ 615,835	\$ 623,915

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
HUMAN SERVICES				
Youth and Family				
A Chance to Grow, Inc. Minneapolis <i>To purchase and renovate a building</i>	\$ 200,000	\$ 200,000	\$ —	\$ 200,000
Aniishinabe Center Detroit Lakes, Minnesota <i>To establish a center for Indian families</i>	30,000	30,000	15,000	15,000
Association for the Advancement of Hmong Women in Minnesota Minneapolis <i>For continued support of the First Steps for Women program</i>	45,000	—	20,000	—
Better Homes Foundation, Inc. Newton Center, Massachusetts <i>To begin a program with the Minnesota Indian Women's Resource Center for homeless pre-schoolers</i>	60,000	—	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	—	15,000	—
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	—	10,000	—
Boys and Girls Club of Saint Paul Saint Paul <i>To build a new club</i>	70,000	70,000	70,000	—
Bridge for Runaway Youth, Inc. Minneapolis <i>To support a project for homeless youth</i>	45,000	45,000	20,000	25,000
Central Community Housing Trust Minneapolis <i>To help start a program for homeless youth</i>	130,000	130,000	105,000	25,000
Charles Hall Youth Services Bismarck, North Dakota <i>To relocate an emergency shelter for youth</i>	18,000	18,000	18,000	—
Chicanos Latinos Unidos En Servicio Saint Paul <i>To expand mental health and counseling services to Hispanic clients</i>	75,000	75,000	50,000	25,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Children's Defense Fund Saint Paul <i>To support the programs of the Minnesota office</i>	\$ 75,000	\$ 75,000	\$ —	\$ 75,000
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	—	30,000	20,000
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	—
Children's Law Center of Minnesota Saint Paul <i>To start the Foster Child Advocacy Project</i>	135,000	135,000	50,000	85,000
The City, Inc. Minneapolis <i>Building expansion for an inner-city youth and alternative school program</i>	80,000	80,000	80,000	—
Community Aid of Elk River Elk River, Minnesota <i>To purchase and renovate a building for services to families and individuals</i>	17,000	17,000	17,000	—
Community Design Center of Minnesota Saint Paul <i>To assist small businesses owned by women in southeast Minnesota</i>	110,000	—	25,000	—
Crisis Connection Minneapolis <i>For a training program for human service agencies</i>	25,000	25,000	15,000	10,000
District 202 Minneapolis <i>To renovate a youth center for gay and lesbian youth</i>	40,000	40,000	40,000	—
Eden Programs, Inc. Minneapolis <i>To expand a chemical abuse prevention program for children under 14 and their families</i>	30,000	30,000	30,000	—
Education and Housing Equity Project Minneapolis <i>To study effects of housing segregation on educational achievement</i>	10,000	10,000	10,000	—

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Episcopal Community Services, Inc. Minneapolis <i>To start a family-based employment program</i>	\$ 80,000	\$ 80,000	\$ 50,000	\$ 30,000
Exodus Community Development Company Minneapolis <i>For a day treatment program for African American youth</i>	49,000	49,000	49,000	—
Family and Children's Service Minneapolis <i>For a prostitution intervention project</i>	125,000	—	50,000	—
Family Service Sioux Falls, South Dakota <i>To establish a free walk-in counseling service</i>	106,884	—	26,700	—
Fathers Resource Center Minneapolis <i>To support an Anger Management Program and expanded legal services for clients</i>	30,000	30,000	30,000	—
Greater Minneapolis Day Care Association Minneapolis <i>To continue support for a child care referral service for area employers</i>	52,830	—	14,900	—
Hispanos en Minnesota Saint Paul <i>For a drug prevention program for at-risk youth</i>	86,112	—	28,848	14,208
Holy Rosary Church and School Minneapolis <i>To renovate a community kitchen and meeting space for low income persons</i>	33,800	33,800	33,800	—
Home on the Range for Boys Sentinel Butte, North Dakota <i>For a residential program to treat chemically dependent adolescents</i>	80,000	80,000	80,000	—
Jendayi Place, Inc. Saint Paul <i>To start a transition program serving teenage mothers</i>	90,000	—	30,000	25,000
Kinship Partners, Inc. Brainerd, Minnesota <i>To expand a youth mentoring program</i>	12,020	12,020	12,020	—
Lake Country Community Resources, Inc. Fergus Falls, Minnesota <i>To start a mentoring program in Perham, Minnesota</i>	43,531	43,531	25,531	18,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Lao Parents and Teachers Association Minneapolis <i>To expand a tutoring and skill building program for Lao children and adolescents</i>	\$ 35,000	\$ 35,000	\$ 20,000	\$ 15,000
Mary Mother of Mercy and Good Hope Shelter, Inc. Eagan, Minnesota <i>For staff to work with children and youth in transitional housing</i>	55,000	55,000	25,000	30,000
Mediation Services for Anoka County Coon Rapids, Minnesota <i>To support a family conflict resolution project</i>	55,000	—	15,000	10,000
Minnesota Advocates for Human Rights Minneapolis <i>For continued support of the refugee and asylum project</i>	23,000	23,000	15,000	8,000
Minnesota Organization on Adolescent Pregnancy, Prevention and Parenting Saint Paul <i>To help establish the organization as an independent agency</i>	45,000	45,000	25,000	20,000
Minnesota Youth Intervention Programs Association Mendota Heights, Minnesota <i>To develop programs for agencies that serve delinquent juveniles</i>	40,000	40,000	10,000	30,000
Neighbors, Inc. South St. Paul, Minnesota <i>To purchase and renovate a building for a social service agency</i>	35,000	35,000	—	35,000
North Dakota Scottish Rite Childhood Language Disorder Center Bismarck, North Dakota <i>For free speech therapy for pre-schoolers with language and speech problems</i>	20,000	20,000	8,000	12,000
North Memorial Medical Center Community Foundation Robbinsdale, Minnesota <i>For the North Vista Education Student Advocate Program, an education program for pregnant and parenting teenaged girls</i>	40,000	40,000	25,000	15,000
Northland Foundation Duluth, Minnesota <i>For continued support of collaborations for children and youth in ten northeast Minnesota communities</i>	120,000	120,000	80,000	40,000

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Northwest Hennepin Human Services Council Brooklyn Park, Minnesota <i>To expand crisis counseling services for runaway youth</i>	\$ 38,900	\$ 38,900	\$ —	\$ 38,900
P.O.R.T. of Crow Wing County, Inc. Brainerd, Minnesota <i>To construct a group home for young children</i>	75,000	75,000	—	75,000
Pacer Center, Inc. Minneapolis <i>To expand services to American Indian families with disabled children</i>	145,000	—	40,000	30,000
Parenting Resource Center Austin, Minnesota <i>Toward a parent education program</i>	85,000	85,000	45,000	40,000
Parshall Resource Center, Inc. Parshall, North Dakota <i>Toward a fetal alcohol syndrome prevention program</i>	25,333	—	10,533	—
Person to Person, Inc. Minneapolis <i>For support provided by volunteers to low-income families living in subsidized housing</i>	45,000	—	10,000	—
Phyllis Wheatley Community Center Minneapolis <i>To expand the family violence treatment program for African American families</i>	140,000	—	50,000	20,000
Pillsbury Neighborhood Services, Inc. Minneapolis <i>Toward staff start-up costs of a community-based education center for inner-city adults</i>	90,000	—	30,000	—
<i>To develop programs for refugees at the Brian Coyle Community Center</i>	110,000	110,000	75,000	35,000
Prairie Learning Center Inc. Raleigh, North Dakota <i>Toward capital renovation project</i>	60,000	60,000	60,000	—
Project Foundation Home Away Centers, Inc. Minneapolis <i>To support a homeless youth shelter</i>	37,000	37,000	37,000	—
Ramsey Action Programs Saint Paul <i>To purchase and renovate a building to consolidate services</i>	100,000	100,000	—	100,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Resource, Inc. Minneapolis <i>For continued support and evaluation of a service learning program for inner-city youth</i>	\$ 26,022	\$ 26,022	\$ 25,000	\$ 1,022
Resources for Child Caring, Inc. Saint Paul <i>To expand training and accreditation services to child care providers from non-English speaking populations</i>	65,000	65,000	40,000	25,000
Rural Minnesota C.E.P. Detroit Lakes, Minnesota <i>To expand an employment opportunity program in the Bemidji, Minnesota area</i>	15,430	15,430	15,430	—
Saint Joseph's HOPE Community Minneapolis <i>To help start an education program for parents and children</i>	110,000	—	30,000	15,000
Saint Paul Area Council of Churches Saint Paul <i>For building renovations</i>	78,000	78,000	—	78,000
Saint Stephen's Church Minneapolis <i>To renovate a school building for human service programs</i>	40,000	40,000	40,000	—
The Salvation Army Fargo, North Dakota <i>For a building addition</i>	100,000	—	100,000	—
Standing Rock Community College Fort Yates, North Dakota <i>To establish the Native American Children and Family Services Training Institute</i>	75,873	75,873	75,873	—
Storefront/Youth Action Richfield, Minnesota <i>To purchase a building for a youth counseling program</i>	90,000	90,000	90,000	—
Teens Networking Together Saint Paul <i>Transition support for a teen planning council</i>	35,000	35,000	20,000	15,000
Turning Point of South Dakota Sioux Falls, South Dakota <i>To merge the programs of two youth organizations</i>	150,480	150,480	91,055	59,425

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
University of Minnesota Minneapolis <i>For continued support of the Center for Advanced Studies in Child Welfare</i>	\$ 599,229	\$ —	\$ 149,820	\$ —
Upper Midwest American Indian Center Minneapolis <i>For a capital campaign</i>	200,000	—	200,000	—
Village Family Service Center Fargo, North Dakota <i>To expand the Big Brother Big Sister program</i>	54,000	54,000	33,000	21,000
Washburn Child Guidance Center Minneapolis <i>To develop a service model that integrates mental health and social services for children</i>	17,500	17,500	17,500	—
Wellspring, Inc. Rapid City, South Dakota <i>To expand family-based counseling services to the Pine Ridge Reservation</i>	47,500	47,500	47,500	—
West Seventh Community Center, Inc. Saint Paul <i>To support services for families and individuals living in the Sibley Manor Apartment Complex</i>	40,000	40,000	—	40,000
Young Women's Christian Association Minneapolis <i>For a diversion program for girls in the juvenile justice system</i>	90,000	—	60,000	30,000
Child Development				
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	—	92,114	—
Minnesota Child Care Resource and Referral Network Saint Paul <i>To complete a statewide training program for caregivers of infants and toddlers</i>	509,780	509,780	—	509,780
State of North Dakota, Department of Human Services Bismarck, North Dakota <i>For continued implementation of a statewide training program for caregivers of infants and toddlers</i>	687,893	—	220,240	—
<i>To conclude the Infant Toddler Caregivers Training</i>	929,601	929,601	—	929,601

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Domestic Violence				
Abused Adult Resource Center Bismarck, North Dakota <i>For employment programs to assist battered women</i>	\$ 71,078	\$ —	\$ 20,172	\$ —
Central Minnesota Task Force on Battered Women Saint Cloud, Minnesota <i>To start a transitional housing program for battered women and their children</i>	22,500	—	7,500	5,000
Clay-Wilkin Opportunity Council, Inc. Moorhead, Minnesota <i>To establish a child visitation center for estranged families</i>	15,000	15,000	15,000	—
Committee Against Domestic Abuse Mankato, Minnesota <i>Toward construction of a building to replace an emergency shelter for battered women</i>	140,000	140,000	—	140,000
Domestic Violence Program of Walsh County Grafton, North Dakota <i>To hire two advocates for a domestic violence shelter</i>	28,800	—	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	—	3,684	—
McLeod Alliance for Victims of Domestic Violence, Inc. Hutchinson, Minnesota <i>To support a program for victims of domestic violence</i>	9,000	9,000	9,000	—
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	—	7,000	—
Reentry Services, Inc. Saint Paul <i>Toward a building renovation project for persons released from prison</i>	50,000	—	50,000	—
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	—	50,076	41,144

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
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	\$ —
Three Rivers Crisis Center Wahpeton, North Dakota <i>To expand domestic violence counseling staff</i>	15,000	15,000	8,600	6,400
Health and Rehabilitation for Adults				
AccessAbility, Inc. Minneapolis <i>Toward costs of new equipment for an employment program for disabled adults</i>	100,000	—	—	50,000
Clare Housing Saint Paul <i>To help start a foster care home in Ramsey County for persons with AIDS</i>	55,000	55,000	50,000	5,000
Client Community Services, Inc. Worthington, Minnesota <i>To construct a vocational rehabilitation center</i>	116,000	116,000	116,000	—
Confidence Learning Center Brainerd, Minnesota <i>A therapeutic camp for developmentally disabled children and adults</i>	55,000	55,000	—	55,000
Friendship Ventures Annandale, Minnesota <i>For capital construction and renovation at Camp Friendship</i>	100,000	(50,000)	—	—
Guardian and Protective Services, Inc. Bismarck, North Dakota <i>To develop services for vulnerable adults</i>	106,000	106,000	—	106,000
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	—
People, Incorporated Saint Paul <i>For a building for a community support program for deaf persons with mental illness</i>	95,675	95,675	95,675	—
Peta Wakan Tipi Saint Paul <i>To support the transition from volunteer to paid staff in a transitional program for chemically dependent adults</i>	40,000	—	15,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Planned Parenthood of Minnesota Saint Paul <i>Toward a \$3.2 million capital campaign</i>	\$ 140,000	\$ —	\$ —	\$ 140,000
Resource, Inc. Minneapolis <i>For a computer training program for Native Americans</i>	166,737	—	88,382	—
Sisters of the Presentation of the Blessed Virgin Mary Aberdeen, South Dakota <i>For start-up operations of a home for persons with AIDS</i>	50,000	50,000	30,000	20,000
Southern Minnesota Independent Living Enterprises and Services Mankato, Minnesota <i>For program support</i>	57,700	—	9,600	—
Turning Point, Inc. Minneapolis <i>Construct a new headquarters for a chemical dependency program serving African Americans</i>	200,000	—	200,000	—
Wilderness Inquiry, Inc. Minneapolis <i>Toward a training program for people with disabilities</i>	30,000	—	15,000	—
Law and Corrections				
Aberdeen Area Career Planning Center Aberdeen, South Dakota <i>Toward support of a prison release job training program</i>	72,104	72,104	35,614	36,490
Amicus, Inc. Minneapolis <i>For Project Rafiki, a program that links African American volunteers with African American adult offenders</i>	50,000	50,000	30,000	20,000
Centro Legal, Inc. Saint Paul <i>To help permanent residents become citizens</i>	180,000	—	60,000	60,000
Family Service, Inc. Saint Paul <i>To support the Victim Intervention Project</i>	90,000	—	30,000	23,025
Indian Child Welfare Law Center Minneapolis <i>Additional support for legal and social services to Indian clients in Hennepin County</i>	25,000	25,000	25,000	—

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Lao Assistance Center of Minnesota Minneapolis <i>For continued support of the juvenile delinquency recovery project</i>	\$ 85,000	\$ 85,000	\$ 55,000	\$ 30,000
Leo A. Hoffmann Center, Inc. Saint Peter, Minnesota <i>Toward construction of a correctional building for youth</i>	75,000	75,000	75,000	—
Opportunity Center Saint Paul <i>To start the Hispanic Leadership Program for ex-offenders</i>	45,000	—	10,000	—
Valley-Lake Boys Home, Inc. Breckenridge, Minnesota <i>To reconstruct a recreational center for disturbed adolescents</i>	20,000	—	20,000	—
Other Human Services				
Bois Forte Reservation Tribal Council Nett Lake, Minnesota <i>Toward construction of a food distribution building</i>	40,800	—	40,800	—
Center for Victims of Torture Minneapolis <i>For volunteer and program expansion</i>	75,000	75,000	35,000	40,000
Community Action for Suburban Hennepin, Inc.* Hopkins, Minnesota <i>To support a study of underemployment in Minnesota by JOBS NOW, Saint Paul</i>	60,000	—	10,000	—
Corporation for Supportive Housing New York, New York <i>To evaluate a supportive housing program for homeless adults</i>	75,000	75,000	40,000	35,000
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	—	50,000	35,000
Frogtown Action Alliance Saint Paul <i>For building renovation</i>	75,000	75,000	—	75,000
Gay and Lesbian Community Action Council Minneapolis <i>For program support</i>	60,000	—	25,000	—

* Grant originally made to fiscal agent West Hennepin Human Services Council; changed by Board action.

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Lady Slipper Designs, Inc. Bemidji, Minnesota <i>To expand product development capabilities</i>	\$ 72,000	\$ —	\$ 23,000	\$ —
Lutheran Social Service of Minnesota Saint Paul <i>Toward a reorganization plan for the Behavioral Health Services Division</i>	300,000	300,000	—	300,000
The Minneapolis Foundation Minneapolis <i>Toward the Minnesota Lesbian and Gay Community Funding Partnership</i>	35,000	—	15,000	—
Minneapolis Urban League Minneapolis <i>To develop a strategic plan</i>	35,000	35,000	20,000	15,000
Organizing Apprenticeship Project Saint Paul <i>Toward planning for a training program for community organizers</i>	10,000	10,000	10,000	—
People of Phillips Minneapolis <i>For planning and administrative support</i>	100,000	100,000	50,000	50,000
Saint Stephen's Church Minneapolis <i>To add ten shelter beds for homeless men who work night shifts</i>	20,000	20,000	20,000	—
Senior Housing, Inc. Minneapolis <i>For continued support of the Reverse Equity Mortgage program</i>	45,000	—	10,000	—
Senior Resources, Inc. Minneapolis <i>To help start an assisted living program for frail elderly residents of Minneapolis public housing</i>	97,000	97,000	63,000	34,000
Twin Cities Community Voice Mail Saint Paul <i>To support community voice mail for homeless and low-income people</i>	25,000	—	10,000	—
Twin Cities Opportunities Industrialization Center Minneapolis <i>To support the costs of merging this agency with Two or More</i>	50,000	50,000	50,000	—
Twin Cities RISE! Minneapolis <i>To pilot test an employment training program for unemployed men of color</i>	175,000	—	—	75,000

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Vietnamese Social Services of Minnesota Saint Paul <i>To help unemployed Vietnamese refugees and immigrants find jobs</i>	\$ 35,000	\$ 35,000	\$ 25,000	\$ 10,000
WomenVenture Saint Paul <i>To expand a program for women seeking non-traditional jobs</i>	190,000	—	40,000	—
TOTAL HUMAN SERVICES	\$12,839,849	\$6,187,216	\$4,926,367	\$4,251,995
MISCELLANEOUS				
Public Broadcasting				
Independent School District #492 Austin, Minnesota <i>Toward an audience development plan for public radio station KSMQ-TV</i>	16,853	—	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>	100,000	100,000 (20,000)	80,000	—
University of North Dakota Grand Forks, North Dakota <i>Toward a membership development program for Northern Lights Public Radio</i>	8,500	—	8,500	—
West Central Minnesota Educational Television Company Appleton, Minnesota <i>Toward the cost of extending public television service to unserved counties in southwestern Minnesota</i>	75,000	75,000	—	75,000
Environment				
Land Stewardship Project White Bear Lake, Minnesota <i>To help develop membership support</i>	85,000	—	30,000	10,000
Minnesota Land Trust Minneapolis <i>For a program to help landowners protect their land from commercial development</i>	75,000	75,000	—	75,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
North American Wildlife Foundation, Inc. Bismarck, North Dakota <i>Toward a wetland restoration project in North Dakota</i>	\$ 52,500	\$ 52,500	\$ —	\$ 52,500
Community Foundations				
Duluth-Superior Area Community Foundation Duluth, Minnesota <i>To match new contributions for endowment</i>	750,000	750,000	—	750,000
Rochester Area Foundation Rochester, Minnesota <i>To match new contributions for endowment</i>	500,000	—	51,084	200,000
Other Miscellaneous Grants				
American Indian Housing Corporation Minneapolis <i>Toward costs of modifying a building to make it handicapped accessible</i>	50,000	50,000	50,000	—
Charities Review Council of Minnesota, Inc. Saint Paul <i>To add a research position</i>	35,000	35,000	20,000	15,000
Energy CENTS Minneapolis <i>To help establish a statewide privately financed fuel fund for low-income people</i>	35,000	—	10,000	—
The Foundation Center New York, New York <i>Toward operating support</i>	180,000	—	60,000	60,000
Lambda Justice Center Minneapolis <i>To start a Workplace Diversity Training Program</i>	57,000	(7,000)	20,000	—
Management Assistance Program for Nonprofits, Inc. Saint Paul <i>To assist nonprofit organizations to plan and/or implement telecommunications technology</i>	60,097	60,097	30,633	29,464
Minnesota American Indian Chamber of Commerce Minneapolis <i>For organizational development</i>	25,500	25,500	25,500	—
Minnesota Council of Nonprofits, Inc. Saint Paul <i>To continue to help nonprofits prepare for changes in Federal and state grants and to provide information to the public sector</i>	126,900	126,900	—	126,900

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
Minnesota Food Association Saint Paul <i>To support membership forum activities</i>	\$ 20,750	\$ —	\$ 9,000	\$ —
Urban Coalition Saint Paul <i>Supplementary support for census analysis project</i>	120,900	—	40,000	30,900
TOTAL MISCELLANEOUS	\$2,674,000	\$1,322,997	\$ 739,935	\$1,424,764

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1996	Amount Paid 1996	Unpaid Balance 1996
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>				
1993 Program	1,146,200	(78,478)	74,338	15,000
1994 Program	1,146,200	(155,262)	120,125	30,000
1995 Program	1,204,900	—	587,871	212,261
1996 Program	1,204,900	—	400,716	804,184
1997 Program	1,254,250	1,254,250	—	1,254,250
TOTAL BUSH LEADERSHIP FELLOWS PROGRAM		\$ 1,020,510	\$ 1,183,050	\$ 2,315,695
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	—	20,675	4,149
1994 Program	495,000	—	21,959	12,384
1995 Program	495,000	—	252,689	72,498
1996 Program	432,000	—	149,789	282,211
1997 Program	540,000	540,000	—	540,000
TOTAL BUSH ARTIST FELLOWSHIPS PROGRAM		\$ 540,000	\$ 445,112	\$ 911,242
Bush Medical Fellows Program				
<i>To provide midcareer opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and western Wisconsin</i>				
1991 Program	538,000	(15,000)	—	—
1992 Program	552,000	(115,724)	5,250	30,001
1993 Program	611,500	(264,716)	15,405	55,000
1994 Program	611,500	—	177,903	281,942
1995 Program	611,500	—	160,055	402,385
1996 Program	611,500	—	71,263	540,237
1997 Program	640,000	640,000	—	640,000
TOTAL BUSH MEDICAL FELLOWS PROGRAM		\$ 244,560	\$ 429,876	\$ 1,949,565
TOTAL FELLOWSHIP PROGRAMS		\$ 1,805,070	\$ 2,058,038	\$ 5,176,502
GRAND TOTAL		\$22,407,545 *	\$17,086,542	\$23,926,566

*This figure is the net total appropriated during the 1996 fiscal year. It represents net new appropriations of \$23,522,925 less net cancellations and reductions of \$1,115,380.

Grants to Individuals

Bush Leadership Fellows Program—Long Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship <i>1996-97 Study Site in Italic</i>
Jerry Cavanaugh Minneapolis, Minnesota	President, Dakota Tribal Industries (<i>University of North Dakota, Grand Forks, North Dakota</i>)
Deborah J. Chase Minneapolis, Minnesota	Director of Health Policy Center, Hennepin County (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
Halisi J. Edwards Staten Minneapolis, Minnesota	Director, Children's Mental Health, State of Minnesota (<i>University of St. Thomas, Saint Paul, Minnesota</i>)
Anita P. Fineday Garrison, Minnesota	Attorney, (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
Kathleen M. Gatson Saint Paul, Minnesota	Counselor/Advocate, Family Services, Inc. (<i>Luther Seminary, Saint Paul, Minnesota</i>)
Ethleen J. Iron Cloud-Two Dogs Porcupine, South Dakota	Director, Aneptu Lute Otipi, Oglala Sioux Tribe (<i>West River Graduate Center, South Dakota State University, Brookings, South Dakota</i>)
Christine Jax Minneapolis, Minnesota	Executive Director, Learning Center for Homeless Families (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Rick D. Johnson Fargo, North Dakota	General Counsel, North Dakota State University (<i>University of Houston School of Law, Houston, Texas</i>)
Marcia S. Kells Madison, Minnesota	Director of Nurses, Johnson Memorial Hospital (<i>South Dakota State University, Brookings, South Dakota</i>)
Nathan R. Koehler Sioux Falls, South Dakota	Executive Director, Senior Companions of South Dakota, The Evangelical Lutheran Good Samaritan Society (<i>Antioch University, Santa Barbara, California</i>)
Dennis R. Morrow Plymouth, Minnesota	Superintendent, Brooklyn Center Public Schools (<i>Graduate School of Education at Harvard University, Cambridge, Massachusetts and other locations</i>)
Douglas M. Olson Minneapolis, Minnesota	Community Administrator, Martin Luther Manor (<i>School of Public Health, University of Minnesota, Minneapolis, Minnesota</i>)
Joel D. Rood Minneapolis, Minnesota	Marketing Manager, MTS Systems Corporation (<i>Stanford University, Palo Alto, California</i>)
E. Patrick Springer Fargo, North Dakota	Reporter/Projects Editor, <u>The Forum</u> (<i>Emerson College, Boston, Massachusetts</i>)
Valerie K. Ulstad Bloomington, Minnesota	Interim Chief of Cardiovascular Services, Health Partners/Ramsey Clinic (<i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i>)
John C. Wathum-Ocama Saint Paul, Minnesota	Teacher of the Deaf and Hard of Hearing Students, Saint Paul Schools (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Bernardine D. Bryant Bloomington, Minnesota	Executive Dean, Normandale Community College (<i>University of Saint Thomas, Saint Paul, Minnesota</i>)

Grants to Individuals

Bush Leadership Fellows Program—Short Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship <i>1996-97 Study Site in Italic</i>
Nina Chenault Minneapolis, Minnesota	President, Academy for Physical & Psychological Development (<i>University of California - Davis, Davis, California; University of California - San Diego, San Diego, California; and Rheedlen Center, New York, New York</i>)
Paul J. Gam Arden Hills, Minnesota	Senior Vice President, MHHC/U.S. Directives Corporation (<i>Stanford-National University of Singapore Executive Program, Singapore, Malaysia</i>)
Susan M. Gerenz Ardoch, North Dakota	Coordinator, Upper Valley Special Education (<i>University of North Carolina, Chapel Hill, North Carolina; and Harvard University, Cambridge, Massachusetts</i>)
John J. Hurley Shoreview, Minnesota	Senior Planner, Minnesota Department of Health (<i>Wharton School of Business, University of Pennsylvania, Philadelphia, Pennsylvania</i>)
David E. Jensen Minoqua, Wisconsin	Ascension Church-ELCA (<i>Centro Pro Unione, Rome, Italy; and Magadalen College, Oxford, England</i>)
Sue E. Laxdal Medicine Lake, Minnesota	Division Senior Consultant, Management Analysis, State of Minnesota (<i>Pepperdine University, Culver City, California</i>)
Miriam L. Lo Prior Lake, Minnesota	Associate Vice President/Research Dean, College of Graduate Studies, Mankato State University (<i>Institute for Educational Management at Harvard University, Cambridge, Massachusetts</i>)
Herbert H. Laube Saint Louis Park, Minnesota	Dean of Faculty, Alfred Adler Institute in Minnesota (<i>Carnegie Mellon University, Pittsburgh, Pennsylvania, and the Institute for the Management of Lifelong Education at Harvard University, Cambridge, Massachusetts</i>)
Linda A. Lund Arden Hills, Minnesota	Director of Marketing, Covenant Manor Retirement Community (<i>Geriatric Pastoral Care Institute, Luther Seminary, Saint Paul, Minnesota</i>)
Yvonne Redmond-Brown Apple Valley, Minnesota	District Coordinator for Special Programs, Richfield School District (<i>University of Minnesota, Minneapolis, Minnesota</i>)
Moirá W. Runganadhan Saint Anthony, Minnesota	Early Childhood Special Education Teacher, Minneapolis Public Schools, North Star School, Saint Anthony, Minnesota (<i>University of Saint Thomas, Saint Paul, Minnesota</i>)
Claudia Wieland-Randall Dupree, South Dakota	Financial Developer, General Convention of Sioux YMCAs (<i>Indiana University Center on Philanthropy, Indianapolis, Indiana</i>)

Bush Artists Fellows Program

Name and Residence	Discipline
Colette Christine Gaiter Saint Paul, Minnesota	<i>Visual Arts, Two-Dimensional</i>
Wing Young Huie Saint Paul, Minnesota	<i>Visual Arts, Two-Dimensional</i>
Bridget Colleen McGibbon Keystone, South Dakota	<i>Visual Arts, Two-Dimensional</i>
Susan Sveda-Uncapher Eau Claire, Wisconsin	<i>Visual Arts, Two-Dimensional</i>
Betsy Damon Saint Paul, Minnesota	<i>Visual Arts, Three-Dimensional</i>
Michael Alan Lauterbach Minneapolis, Minnesota	<i>Visual Arts, Three-Dimensional</i>
Zoran Mojsilov Minneapolis, Minnesota	<i>Visual Arts, Three-Dimensional</i>
Ann Louise Wood Saint Paul, Minnesota	<i>Visual Arts, Three-Dimensional</i>
Heidi Jean Arneson Minneapolis, Minnesota	<i>Performance Art</i>
Steven Lawrence Grandell Minneapolis, Minnesota	<i>Multi-disciplinary performance artist</i>
Lynn T. Lukkas Minneapolis, Minnesota	<i>Multimedia artist</i>
Ranee Ramaswamy Burnsville, Minnesota	<i>Choreography</i>

Bush Medical Fellows Program

Name and Residence	Fellowship Program	Program Activity
Richard P. Alfuth, M.D. Eau Claire, Wisconsin	To study marriage and family therapy.	Family Medicine
Michael H. Goldstone, M.D. Grand Forks, North Dakota	To study the management and the delivery of emergency medical services in rural areas.	Emergency Medicine
John P. Hamerly, M.D. Brainerd, Minnesota	To study community hospice programs and sports medicine.	Family Medicine
Stephen C. Harrington, M.D. Duluth, Minnesota	To study non-surgical orthopedics.	Family Medicine
Scott M. Jensen, M.D. Watertown, Minnesota	To study dermatology, allergy, computer applications, leadership, and ethics.	Family Medicine

Grants to Individuals

Bush Medical Fellows Program (continued)

Name and Residence	Fellowship Program	Program Activity
Steven R. Kirkhorn, M.D. New Brighton, Minnesota	To acquire the skills to develop a referral center for agromedicine, to develop a curriculum of agromedicine for occupational medicine residents, and to educate rural physicians in agromedicine.	Occupational Medicine
Joanne M. Pearson, M.D. Fargo, North Dakota	To prepare for a career as a mental health consultant to medical and educational professionals.	Child Psychiatry
Frank T. Razidlo, M.D. Austin, Minnesota	To acquire clinical and administrative skills in emergency medicine in order to develop, integrate, and lead the emergency care system in Austin.	Family Medicine
Valerie K. Ulstad, M.D. Bloomington, Minnesota	To learn how to prepare to promote cardiovascular disease prevention policies.	Cardiology
Kathleen A. Wood, M.D. Williston, North Dakota	To gain the skills to become a medical director of a hospital.	Radiology

Bush Educators Program

Name	Title	District/Location
Roger Anderson	Teacher	Cambridge Elementary Cambridge, Minnesota
Thomas Baldwin	Teacher Trainer	Forest Lake Area Schools Forest Lake, Minnesota
Thomas Bollin	Superintendent	Robbinsdale Area Schools New Hope, Minnesota
Eleanor Coleman	Principal	Franklin Middle School Minneapolis, Minnesota
Jody Crowe	Principal	Nay Ah Shing School Onamia, Minnesota
Gertrude Flowers Barwick	Principal	Wilder Early Education Center Minneapolis, Minnesota
Lawrence Fuglesten	Principal	Cornelia Elementary-Edina Schools Edina, Minnesota
M.L. Gorski	Community Education Director	Stillwater Area Schools Stillwater, Minnesota
Peter Grant	Assistant Principal	Owatonna Senior High School Owatonna, Minnesota

Bush Educators Program (continued)

Name	Title	District/Location
Phillip Gurbada	Principal	Royalton Elementary Royalton, Minnesota
Cari Jacobson	Teacher	Hamilton Elementary - Minneapolis Minneapolis, Minnesota
Douglas Johnson	District Media Supervisor	West High School - Mankato Mankato, Minnesota
Ronald Johnson	Principal	Northfield Middle School Northfield, Minnesota
Kathleen Jorissen	Assistant Principal	Northfield Middle School Northfield, Minnesota
Dean Krogstad	Teacher	Verndale Elementary Verndale, Minnesota
Dorothy Levin	Principal	Hancock - Hamline University Elementary College Saint Paul, Minnesota
Kent Levine	Teacher-Administrative Consultant	Eden Prairie Schools
Lezlie Olson	Special Education Supervisor	Rosemount/Apple Valley/ Eagan Rosemount, Minnesota
Linda Partridge	Curriculum Director	Foley Public Schools - #51 Foley, Minnesota
Mary Schweitzer	Director	Central Lakes Education District Willmar, Minnesota
Jane Sigford	Assistant Principal	St. Paul Central High School St. Paul, Minnesota
Karen Smith	Assistant Principal	Henry Sibley High School Mendota Heights, Minnesota
Eldon Sparby	Principal	Greenbush/Middle River School Greenbush, Minnesota
JoAnne Tierney	Principal	Kingsland Elementary Spring Valley, 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.

Investment and other income for the year ended November 30, 1996, was \$20,884,000, an increase of \$1,211,000 from 1994-95. Total expenses were \$7,605,000 for the year.

The market value of the Foundation's assets increased from \$529,187,000 at November 30, 1995, to \$600,516,000 at November 30, 1996. As of November 30, 1996, the cash and investments portfolio of the Foundation consisted of:

	Percent
Cash and interest-bearing deposits	0.1
Money market trusts and short-term investment funds	12.5
Corporate, foreign and U.S. government and government agency bonds and notes	16.9
Common stocks	59.5
Real estate	4.4
Venture capital investments	6.6
TOTAL	100.0

The Foundation staff will provide a schedule of investments held as of November 30, 1996, for any reader who wishes it.

New grant appropriations, net of cancellations, were \$22,407,545 in the year, an increase of \$5,218,273 from 1994-95. Grant payments of \$17,086,542 were down from \$19,403,333, and grant commitments payable were up from \$18,605,563 at November 30, 1995 to \$23,926,566 at November 30, 1996.

The investment managers employed by the Board of Directors as of November 30, 1996 are:

AMB Institutional Realty Advisors, Inc., San Francisco, California
ARM Capital Advisors, Inc., New York, New York
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
Dietche and Field, New York, New York
Driehaus Capital Management, Inc., Chicago, Illinois
Fidelity Management Trust Company, Boston, Massachusetts

Globe FLEX Capital, L.P., San Diego, California
John Hancock Venture Capital Management, Inc., Boston, Massachusetts
Heitman Capital Management Corporation, Chicago, Illinois
Jundt Associates, Inc., Minneapolis, Minnesota
Kennedy Capital Management, St. Louis, Missouri
Oechsle International Advisors, Boston, Massachusetts
PanAgora Asset Management, Boston, Massachusetts
Sequoia Capital, Menlo Park, California
Walton Street Capital, L.L.C., Chicago, Illinois

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 statements of financial position of The Bush Foundation (the Foundation) as of November 30, 1996 and 1995 and the related statements of activities and of cash flows 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, 1996 and 1995 and the results of its activities and its cash flows for the years then ended, in conformity with generally accepted accounting principles.

As discussed in Note 1 to the financial statements, effective as of December 1, 1994, the Foundation changed its basis of accounting for contributions made and investments, as well as its basis of financial statement presentation, to conform with Statements of Financial Accounting Standards (SFAS) Nos. 116, 117, and 124 and restated the 1995 financial statements for the changes related to those statements.

Deloitte + Touche LLP

January 10, 1997

**The Bush Foundation Statements of Financial Position,
November 30, 1996 and 1995**

Assets	Notes	1996 <i>(in thousands of dollars)</i>	1995
CASH AND INTEREST-BEARING DEPOSITS		\$ 580	\$ 162
INVESTMENTS, at quoted market value:	1		
Cash equivalents (money market trusts and short-term investment funds)		74,828	71,161
Corporate debt securities, cost of \$68,256 in 1996 and \$12,882 in 1995		78,765	12,979
U.S. Government securities, cost of \$29,567 in 1996 and \$41,877 in 1995		22,441	43,694
Corporate stocks, cost of \$293,346 in 1996 and \$260,367 in 1995		356,534	314,041
Government agency bonds, cost of \$371 in 1996 and \$25,160 in 1995		309	26,932
Insurance contracts			1,100
Real estate, cost of \$29,141 in 1996 and \$30,716 in 1995		26,086	27,457
Venture capital investments, cost of \$29,816 in 1996 and \$24,962 in 1995		39,729	28,863
TOTAL INVESTMENTS		598,692	526,227
DIVIDENDS AND INTEREST RECEIVABLE		1,163	2,615
RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING			100
FEDERAL EXCISE TAX RECEIVABLE		22	
FURNITURE, EQUIPMENT, AND OTHER ASSETS		59	83
		<u>\$600,516</u>	<u>\$529,187</u>
Liabilities and Net Assets			
ACCOUNTS PAYABLE		\$ 935	\$ 855
PAYABLE FOR SECURITIES WITH SETTLEMENTS PENDING		13,452	
ACCRUED AND OTHER LIABILITIES		72	63
ACCRUED FEDERAL EXCISE TAXES	2		
Current			1
Deferred		1,523	1,184
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:	1		
1996			
1997		8,222	8,353
1998		3,709	3,224
1999		731	495
2000		412	517
Total unpaid grants		13,074	12,589
UNRESTRICTED NET ASSETS		571,460	514,495
		<u>\$600,516</u>	<u>\$529,187</u>

See notes to financial statements

Statements of Activities
Years Ended November 30, 1996 and 1995

	Notes	1996 <i>(In thousands of dollars)</i>	1995
REVENUES, GAINS, AND OTHER SUPPORT:			
Dividends		\$ 3,552	\$ 3,540
Interest		10,045	10,725
Net realized gains on investment transactions		45,798	34,927
Unrealized appreciation in market value of investments, net of deferred federal excise tax benefit of \$339 and \$1,030 in 1996 and 1995, respectively		15,459	51,317
Other income		7,287	5,408
Total revenues, gains, and other support		82,141	105,917
EXPENSES:			
Program -	1		
Grants, net of cancellations	1	(17,571)	(17,165)
Management and general:	1		
Investment expenses	3	(3,884)	(3,230)
Administrative expenses	3	(2,523)	(2,588)
Federal excise tax - current	2	(1,198)	(953)
Total expenses		(25,176)	(23,936)
INCREASE IN UNRESTRICTED NET ASSETS		56,965	81,981
UNRESTRICTED NET ASSETS AT BEGINNING OF YEAR		514,495	432,514
UNRESTRICTED NET ASSETS AT END OF YEAR		<u>\$571,460</u>	<u>\$514,495</u>

See notes to financial statements

Statements of Cash Flows
Years Ended November 30, 1996 and 1995

Assets	1996	1995
	<i>(In thousands of dollars)</i>	
CASH FLOWS FROM OPERATING ACTIVITIES:		
Increase in net assets	\$ 56,965	\$ 81,981
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	6	7
Net unrealized gains in market value of investments	(15,798)	(52,347)
Net realized gains on investment transactions	(45,798)	(34,927)
Interest received	11,176	11,679
Dividends received	3,647	3,541
Decrease in receivables	1,530	1,573
Decrease (increase) in other assets	23	(6)
Increase in payables, accrued, and other liabilities	13,541	217
Increase in excise tax payable (current and deferred)	338	1,031
Increase (decrease) in grants payable	485	(2,238)
Net cash provided by operating activities	26,115	10,511
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of fixed assets	(5)	(2)
Proceeds from sale of investments	638,197	413,829
Purchase of investments	(660,222)	(422,803)
Net cash used in investing activities	(22,030)	(8,976)
NET INCREASE IN CASH AND INVESTMENTS	4,085	1,535
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	71,323	69,788
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 75,408</u>	<u>\$ 71,323</u>

See notes to financial statements

1. SIGNIFICANT ACCOUNTING POLICIES

Organization - The Bush Foundation (the Foundation) is an exempt private foundation that provides grant support in the areas of education, humanities and the arts, community and social welfare, health, and leadership development to nonprofit corporations in Minnesota, North Dakota, South Dakota, and western Wisconsin, as well as two nonregional grant programs.

Basis of Accounting - The financial statements are prepared on the accrual basis of accounting. Effective December 1, 1994, the Foundation adopted Statement of Financial Accounting Standards (SFAS) No. 116, Accounting for Contributions Received and Contributions Made, SFAS No. 117, Financial Statements of Not-for-Profit Organizations, and SFAS No. 124, Accounting for Certain Investments Held by Not-for-Profit Organizations.

SFAS No. 116 establishes new guidelines for the reporting of contributions made and requires that not-for-profit organizations record grant expense only when all conditions related to those grants have been met and that the present value of estimated future cash flows be recorded for multi-year grants. The Foundation implemented SFAS No. 116 by restating the December 1, 1994 net assets. The principal impact was to remove \$5,393 of conditional grants payable that had been recorded as of November 30, 1994 and to discount multi-year grants payable by \$600 to record them at their present value. The 1995 statement of financial position was restated removing \$5,382 of conditional grants payable and discounting multi-year grants by \$635. The combination of these entries resulted in the increase in unrestricted net assets for the year ended November 30, 1995 by \$24.

SFAS No. 117 requires classification of net assets and revenue, expenses, gains, and losses based on the existence or absence of donor-imposed restrictions. It requires that the amounts for each of three classes of net assets - permanently restricted, temporarily restricted, and unrestricted - be displayed in statements of operations and changes in net assets. All net assets of the Foundation are considered to be unrestricted.

SFAS No. 124 requires that investments in equity securities with readily determinable fair values and all investments in debt securities be reported at fair value with gains and losses included in the statement of activities. It also requires certain disclosures about the investments and the return on those investments. The implementation of SFAS No. 124 had no significant effect on the 1995 and 1996 financial statements.

Use of Estimates - The preparation of financial statements in conformity with generally accepted accounting principles requires the Foundation to make estimates and assumptions that affect the reported amounts of assets and liabilities and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

Cash Equivalents - The Foundation considers all short-term investments purchased with maturities of three months or less to be cash equivalents.

Fair Value of Financial Instruments - The carrying value of dividend and interest receivable, receivables for securities with settlements pending, and accounts payable are reasonable estimates of their fair value due to the short-term nature of these financial instruments. Investments are stated at fair value, which is based upon quoted market prices at November 30, 1996 and 1995. Grants payable have been stated at fair value by discounting multi-year grants.

Grant Appropriations - Grants are recorded as expense when approved by the Foundation's Board of Directors, except when the grants are conditional as defined by requirements of SFAS No. 116. Cancellations of grants occur principally when the grantees do not meet the grant terms. Cancellations were \$486 in 1996 and \$423 in 1995.

Classification of Expenses - Grants and expenses associated with the Foundation's direct charitable activities are considered to be program expenses, while all other expenses of the Foundation are considered to be management and general expenses.

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 not meet these requirements in 1996, and the current-year tax is based upon the 2% 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, based upon a 5 year rolling average. The Foundation has complied with distribution requirements through November 30, 1996.

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 1996 and 1995 are as follows:

1996	Investment	Administrative	Total
Salaries and staff benefits	\$ 232	\$1,033	\$1,265
Investment management	3,398		3,398
Program management		491	491
Consulting fees	13	574	587
Other administrative expenses	241	425	666
Total	<u>\$3,884</u>	<u>\$2,523</u>	<u>\$6,407</u>
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>

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. The expense of the plan for 1996 and 1995 was \$109 and \$100, respectively.

5. GRANTS PAYABLE ACTIVITY

The following table provides the activity within the unpaid grants account:

	1996	1995
Unpaid grants as of beginning of the year	\$12,589	\$14,827
Grants appropriated, net of cancellations	17,571	17,165
Grants paid	(17,086)	(19,403)
Unpaid grants as of end of the year	\$13,074	\$12,589

Grants payable in more than one year are stated at fair value. Fair value is determined as the present value of estimated future cash flows using a discount rate of 6%.

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Humphrey Doermann, *President*

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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

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Bush Artist Fellowships²*

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

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

Kathi Polley, *Program Assistant,
Bush Artist Fellowships¹*

Sara S. Whicher, *Program Assistant,
Bush Artist Fellowships³*

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. Fritzinger, *Secretary*

Janice M. Halver, *Secretary*

Dianne J. Maki, *Secretary*

General Counsel

Frank Hammond
Briggs & Morgan
Saint Paul, Minnesota

¹ Appointed in 1996

² Retired in 1996

³ Resigned in 1996

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