

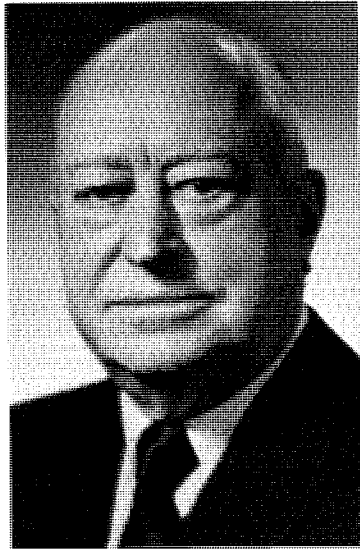
1981

The BUSH FOUNDATION

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1981





Archibald Granville Bush



Mrs. Archibald Granville Bush

THE
BUSH FOUNDATION

*Annual Report for the Fiscal Year
Ended November 30, 1981*

BOARD OF DIRECTORS

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THOMAS J. CLIFFORD, *Grand Forks, North Dakota*

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*WILLIAM T. YLVISAKER, *Barrington Hills, Illinois*

*Resigned in May, 1981

The Bush Foundation

REPORT FOR THE FISCAL YEAR ENDING NOVEMBER 30, 1981

OFFICERS

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Waverly G. Smith, *First Vice Chairman of the Board*
John A. McHugh, *Second Vice Chairman of the Board*
Harriet B. Medlin, *Secretary*
George C. Power, Jr., *Treasurer*
Frank Hammond, *Assistant Secretary and General Counsel*

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Stanley Shepard, *Senior Program Associate*. John Archabal, *Program Associate*. Linda Nyvall, *Program Associate*. Elizabeth Pegues, *Program Associate*.

Business Management:
Harold V. Neece, *Business Manager*. Marie B. Lampe, *Bookkeeper*.

Staff Services:
Linda M. Young, *Executive Secretary*. Patricia L. Collis, *Secretary*. Jodi L. Goerndt, *Secretary*. Sheila A. Green, *Secretary*.

Address: E-900 First National Bank Building, Saint Paul, Minnesota, 55101. Telephone: 612-227-0891.

THE BUSH FOUNDATION

The Bush Foundation, established by Mr. and Mrs. Archibald Granville Bush of Saint Paul, Minnesota, was incorporated February 24, 1953, under the Minnesota Nonprofit Corporation Act, to encourage and promote charitable, scientific, literary and education efforts. It is a tax-exempt organization under the laws of Minnesota and the United States.

The Foundation has concentrated activity in the areas of education, humanities and the arts, community and social welfare, and health. Geographically, the Foundation's grants in 1981 were principally in Minnesota, North Dakota and South Dakota, with two grants in the Chicago area. Twenty-one grants were awarded to historically black, four-year private colleges located in the South and Southeastern regions of the United States.

The income available to the Foundation represents the investment yield from assets given the Foundation by Mr. and Mrs. Archibald Granville Bush. The Foundation is the residuary legatee of the Estate of the late Archibald G. Bush, from which it has received several distributions of property and cash.

During the fiscal year ending November 30, 1981, The Bush Foundation granted financial assistance to one hundred four projects in the United States. The sections which follow the Report of the Chairman of the Board outline the Foundation's major current grantmaking interests, describe the Foundation's grantmaking policies and procedures, and list the Foundation's grants in 1981.

REPORT OF THE CHAIRMAN

The Bush Foundation Board of Directors appropriated \$15,846,967 in new grant commitments during 1981, an increase of 32 percent over the previous record total in 1979. No sharp changes in grantmaking authorization levels are projected for 1982 and 1983. Grant payments for 1981 were \$12,256,713, slightly below the record levels established in 1980.

In 1981 the Foundation announced a new program of matching endowment grants for arts organizations in Minnesota, and also continued to operate the major programs which were developed during the past five years. These programs are described in the Program Notes section of this annual report. Details of individual appropriations and payments are listed in Statement of Grants for the Period Ended November 30, 1981, near the end of the report.

Continuing Regional Emphasis

Bush Foundation support for a network of university centers working in the joint field of child development and public policy, and its support of grants to historically black private colleges, have created a significant flow of Bush payments outside Minnesota and the Dakotas — our primary geographic grantmaking region. The Foundation Board still believes, however, that The Bush Foundation is and should be predominantly a regional institution. In both of the large programs noted above, the eligible applicant group and the maximum level of out-of-region spending were determined in advance by the Board. Other out-of-region grants, on a smaller scale, include those to the Council on Foundations and to the Foundation Center, to help improve the general performance and public accountability of private philanthropy, and a few to grantees outside this region which are conducting specific within-region projects.

Since 1971, Chicago had been included in the Foundation's grantmaking guidelines as an eligible area, although one "of secondary interest". The number of Bush grants approved for Chicago grantees in recent years has not been large. Anticipating increased need for funds from applicants within Minnesota and the Dakotas, the Board in February, 1982 decided to cease regular grantmaking activity in the Chicago area.

Changes in Board and Staff

In May, 1981, William T. Ylvisaker of Barrington Hills, Illinois, resigned as a director of The Bush Foundation. At its June meeting, The Bush Board adopted the following resolution concerning his eleven years of service:

William T. Ylvisaker served as a director of The Bush Foundation from 1970 until 1981. He served as a member of its Audit Committee from 1973 through 1979, and as Chairman of the Audit Committee in 1973 and 1974. Like many present Bush directors who accepted their appointments in the early 1970's, Ylvisaker helped shape the Foundation's transition from a small, sharply divided institution to one characterized by consensus of direction, clear and predictable program emphasis, and the presence of both program and support staff.

While his own family roots were in this region, he brought to the Bush Board a perspective which also was both national and international, and readiness to counsel against provincialism in the Foundation's program interests. He advocated high standards both in grantmaking and in internal management. He favored a policy of emphasis and concentration in the allocation of grant funds, once worthwhile institutions and problem areas could be identified. From other community service he also brought to this Board specific, helpful knowledge in the arts, health care, and education at all levels.

We received with regret his resignation on May 1, 1981, but are grateful for the significant period of his service here. We wish him well.

Two other Directors will retire on May 1, 1982, in accordance with the maximum age provision of the Foundation's bylaws. These are Elmer L. Andersen, former Governor of Minnesota and Chairman of the H. B. Fuller Company; and Irving B. Harris, Chicago, Chairman of the Pittway Corporation and Director of Standard Shares. Andersen served as chief elected officer of The Bush Foundation Board during eight of his thirteen years as a Director. Harris served eleven years as a Director, including five as Chairman of the Investment Committee. At its October 1981 meeting the Board of Directors elected three new Directors to take office May 1, 1982. They are Phyllis B. France, Duluth; Thomas E. Holloran, Excelsior; and the Honorable Diana E. Murphy, Minneapolis.

Phyllis France is a Duluth businesswoman, co-owner of the Canal Company, and is active in efforts to develop Duluth's business and economic strength as vice president of Duluth Downtown Development Corporation. She has also been President of the Duluth Art Institute, a member of the board of the Science Museum of Minnesota, and of the Saint Louis County Heritage and Arts Center.

Thomas Holloran is President and Chairman of the Board of Inter-Regional Financial Group, Inc., Minneapolis, which operates an investment

banking firm, a leasing company, and three financial service companies. Holloran, a lawyer, is also Vice Chairman of the Minneapolis-Saint Paul Metropolitan Airports Commission, Chairman of the Upper Midwest Council, Trustee of the College of Saint Thomas and of the College of Saint Scholastica, and is a public member of the Minnesota News Council. He is a director of five corporations in Minnesota and Iowa.

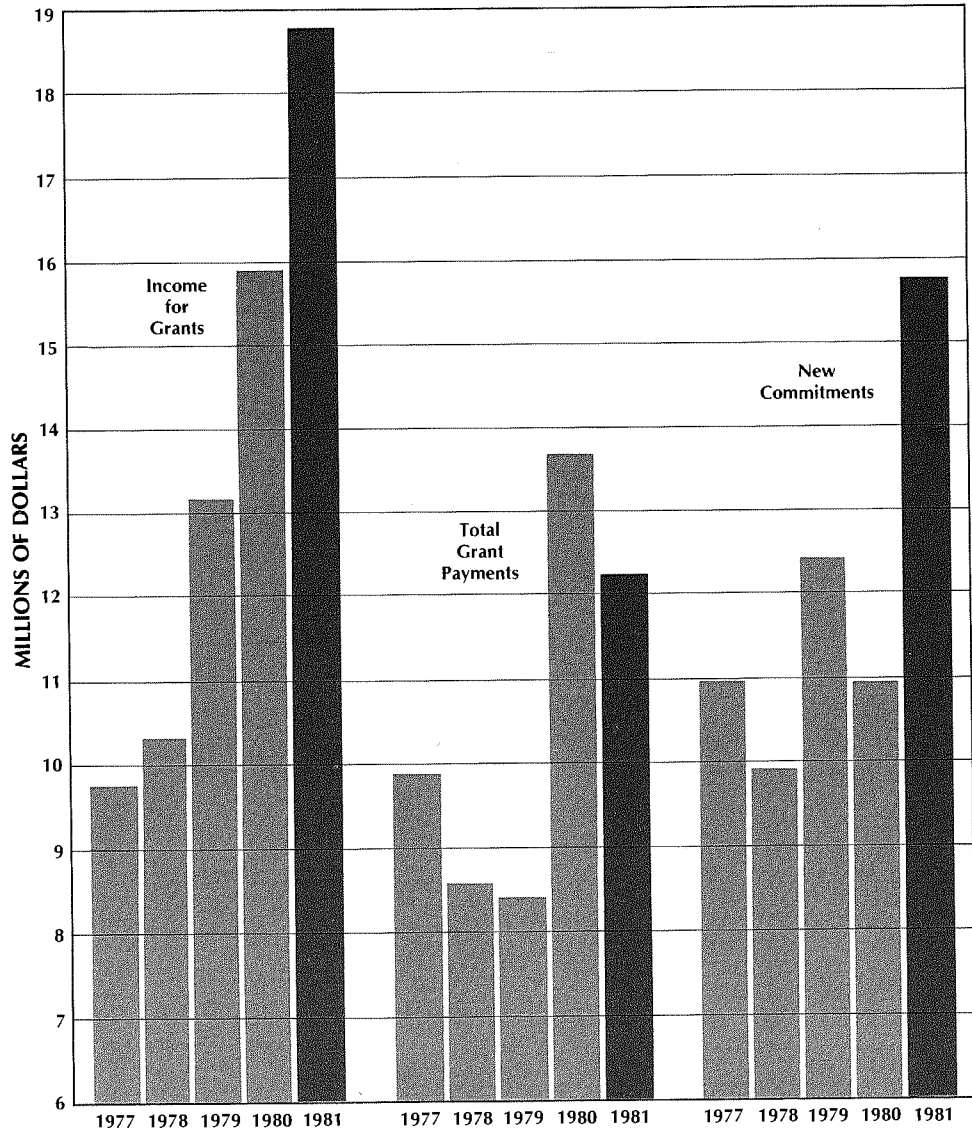
Judge Diana Murphy has been a United States District Judge for the District of Minnesota since 1980. She is President of the University of Minnesota Alumni Association and is a Regent of Saint John's University and a Director of the Spring Hill Conference Center, Wayzata, Minnesota. She was a member of the Minnesota Constitutional Study Commission and former President of the Minneapolis League of Women Voters.

Other staff changes occurred in 1981. Kim S. Cassidy and Donna M. Schorr resigned as secretaries. Jodi L. Goerndt and Sheila A. Green joined the staff as secretaries.

THOMAS J. CLIFFORD
Chairman

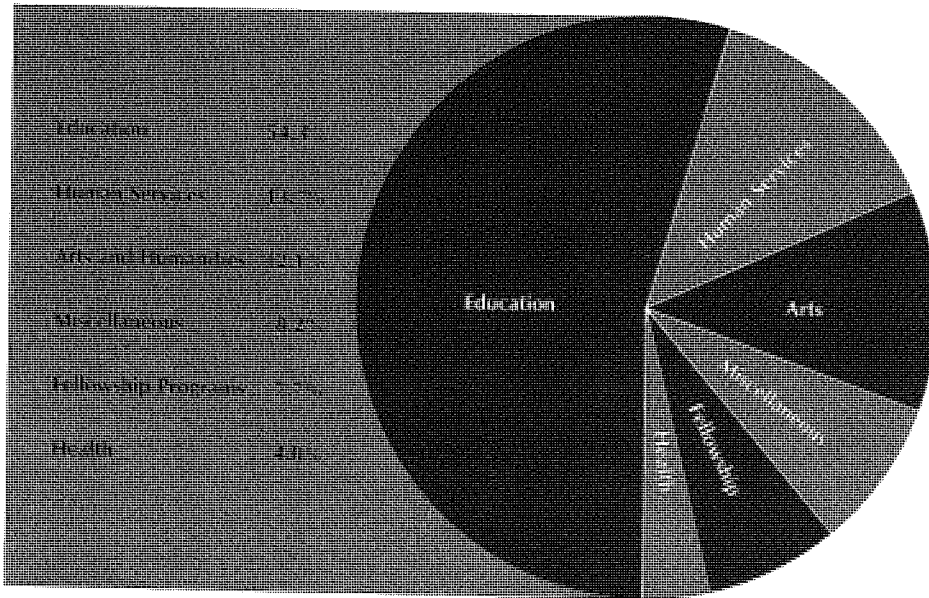
**INCOME FOR GRANTS* COMPARED WITH
GRANT PAYMENTS AND NEW COMMITMENTS
1977-1981**

Year	Income for Grants	Total Grant Payments	New Commitments
1977	\$ 9,758,694	\$ 9,879,189	\$10,963,157
1978	10,308,370	8,523,182	9,920,654
1979	13,014,791	8,302,828	12,343,814
1980	15,851,551	13,524,915	10,933,267
1981	18,747,456	12,256,713	15,846,967

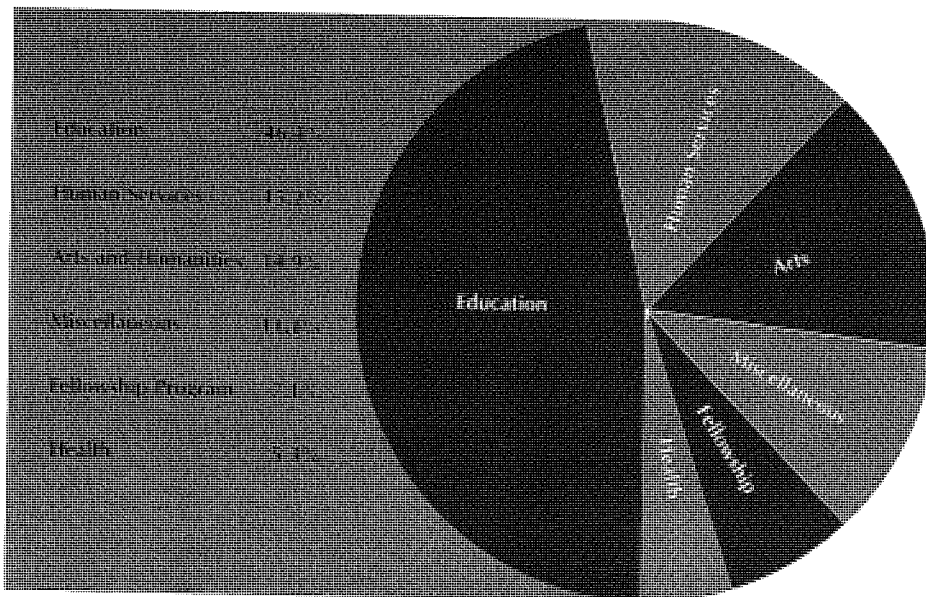


*Income for grants is the greater of net income or minimum investment return as defined by the Tax Reform Act of 1969, less excise taxes, administrative expenses, and investment expenses.

DISTRIBUTION OF 1981 FOUNDATION GRANT
APPROPRIATIONS BY PROGRAM AREA

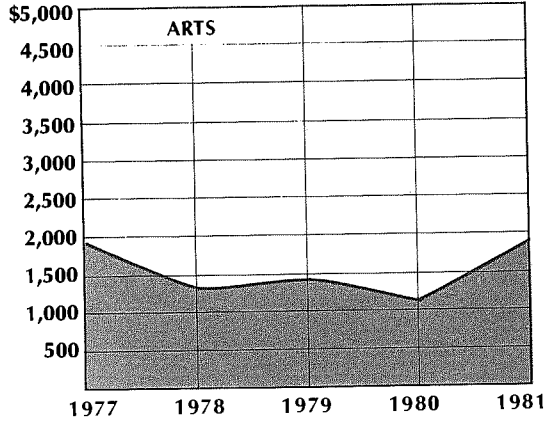


DISTRIBUTION OF 1981 FOUNDATION GRANT
PAYMENTS BY PROGRAM AREA

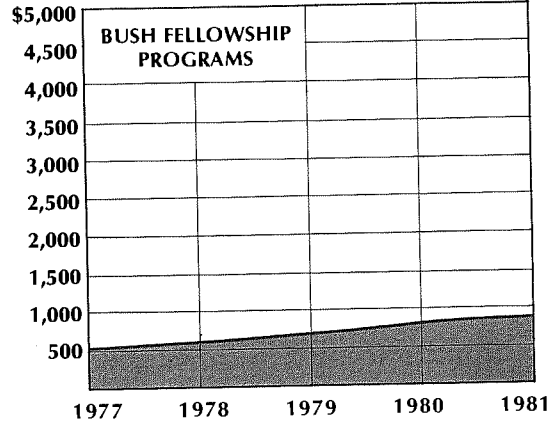
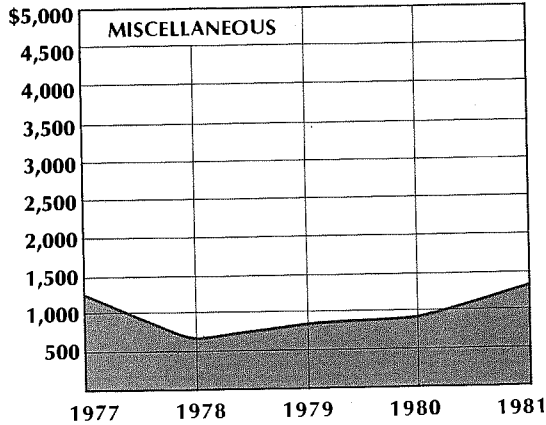
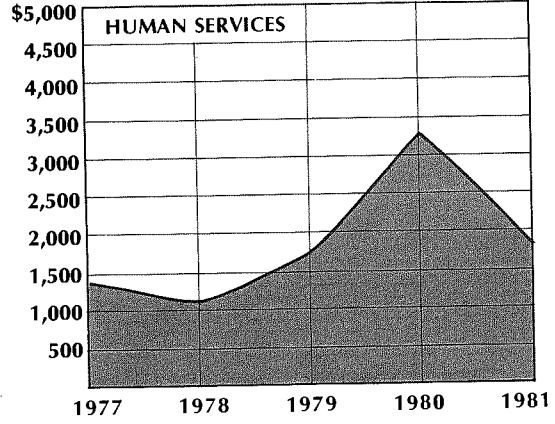
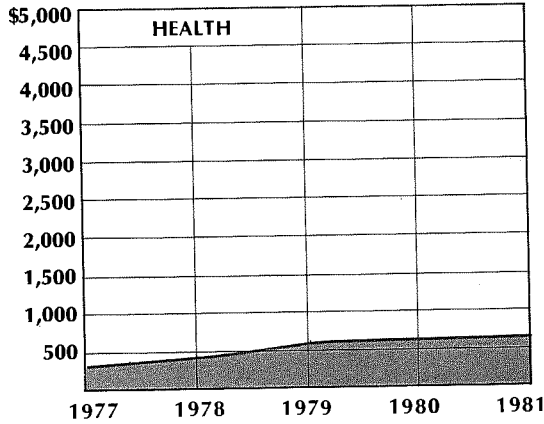
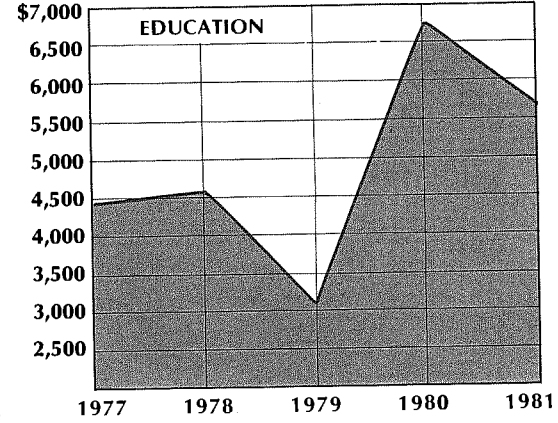


CASH FLOW SUMMARY 1977-1981

(000's Omitted)



(000's Omitted)



	1977	1978	1979	1980	1981
Arts	\$1,888,207	\$1,355,129	\$1,455,164	\$1,170,270	\$1,824,500
Education	4,487,366	4,518,635	3,090,631	6,717,139	5,682,732
Health	348,950	448,903	591,969	609,448	647,257
Human Services	1,383,020	1,053,750	1,761,451	3,294,395	1,861,330
Miscellaneous	1,268,924	619,900	807,849	914,940	1,364,994
Bush Fellowship Programs	502,722	526,865	595,764	818,723	875,900
TOTALS	\$9,879,189	\$8,523,182	\$8,302,828	\$13,524,915	\$12,256,713

REPORT ON EVALUATION

Evaluation of Past Grants

Since 1972, The Bush Foundation has made increasing use of outsiders to evaluate individual past grants or groups of such grants. "Evaluation" can have many meanings; here it refers to assessment of past grant decisions, usually with heavy reliance on persons who did not take direct part in making those decisions.

Table I (Recurring Evaluation Activities of The Bush Foundation) at the end of this section summarizes the principal ways in which the Foundation employs outside specialists and generalists to help the Board and staff understand what they have done, and thereby perhaps to improve what they do in the future. Virtually every past grant approval and a representative sampling of denied proposals are covered this way. Expensive, controversial, or precedent-setting grant or program-authorizing decisions tend to receive longer and more thorough review than other kinds.

The five principal kinds of evaluations reported in Table I are the following ones:

1. Individual reviews of past grants.
2. Review of what happened later to projects which were not approved by the Bush Board.
3. Evaluations of programs (such as Bush mid-career fellowship programs, or a group of similar grants designed to stimulate increased alumni giving in private colleges), or program areas (such as the arts, or health).
4. Statistical review of trends in grantmaking activity.
5. General biennial Board review of grantmaking processes and programs.

The individual reviews for past grants are each designed in consultation with John Archabal, Bush Foundation Program Associate, who is responsible for scheduling them, and, when completed, for presenting them to the Bush Board. Each evaluation includes review of the grant folder, an interview with the officer in the recipient organization who was responsible for administering the Bush funds, a site visit, and a written summary of observations and conclusions. Typically, each review requires between a half day

and a day to conduct. Reviewers are chosen from a rotating list of about 20 persons, who sometimes have special expertise related to the project they will review, but who sometimes are generalists or at least are not expert in that field.

In 1981, eighteen different individuals prepared 48 such reviews for the Board, which were also analyzed separately by a consultant, Jean E. Hart. These grants were mainly for projects in health and human services. Hart reported that in 41 cases (85 percent), the original, applicant-proposed expectations for their grants had been met successfully or exceeded, while in seven instances they had not. Half the grant recipients believed that the full Bush grant was needed to undertake each of their projects, while the others thought their projects probably would have gone forward without a Bush grant, but usually on a smaller scale or a slower schedule. Grant recipients generally believed the Foundation's pre-grant review process was fair and thorough.

Grant recipients often indicate they welcome an after-the-grant opportunity to discuss their experience more fully. This is particularly true once it is clear that outside evaluators are not being substituted permanently for direct contact with Foundation staff, and that the purpose of the evaluation is to help improve Bush processes, not to determine the grantee's possible competence to receive future grants. When this kind of inquiry began nine years ago, the Bush Board and staff wondered if the process might unintentionally stimulate a large number of proposals which might not otherwise have been submitted. So far as can be determined, this has not occurred.

Since these particular evaluation results seem generally favorable, and presumably that is what we would wish to hear, how can we be assured of the objectivity of the reports? We cannot be. Individual bias is avoided to some extent by seeking reports from a changing group of people, and from a group with diverse skills and viewpoints. The reviewers who receive the largest number of repeat assignments are those who appear willing both to judge which are the key issues in any grant decision, and also to explain why they conclude as they do. Grant recipients perhaps may have some inherent wish to express gratitude rather than criticism. But if that possible tendency is known to all, and if every site visit includes discussion of good and bad aspects of the grant experience, it seems relatively unlikely that a whole pattern of reporting will prove seriously but unrecognizedly biased, even though it might be biased in any individual case.

Some doubt may remain that these evaluation reports are free of complimentary bias. What can be said of this? First, most complicated decision-making processes rely on prior information and judgments whose quality is uncertain. Assessment of that uncertainty and attempting to reduce it as far as reasonably possible in foundation work should be a continuing Board and staff responsibility. Second, no one review process ought to be ex-

pected to produce certainty — particularly a process that relies on relatively brief contacts between reviewer and grantee. Finally, if one has limited funds and staff time to administer evaluation work, a better defense strategy against possible information or judgment bias may be to operate a variety of evaluation processes, rather than to spend all the available time and money trying to refine a single one. That is one reason why Table I illustrates five different evaluation processes, not just one.

Periodic Review of Denied Proposals

Results from two prior surveys of applicants whose proposals were not approved by the Bush Board were reported in The Bush Foundation annual reports of 1973 and 1977. These are not repeated here. Copies of those annual report excerpts are available on request. The views one receives of Bush staff and Board process from these surveys are surprisingly similar to the views reported by Jean Hart above from the 48 post-grant reviews in 1981.

Program Evaluations

As Bush Foundation grants in recent years have become more sharply focused in specific programs and programs areas, consultant help was sought more often to design relatively long and thorough evaluations of clusters of similar grants. In some cases the main purpose of the review is to assess what the program accomplished, now that it is over. More frequently, however, the review is timed so that its results may change the emphasis or spending level in a program which will operate for several more years. Following is a list of the reviews of this kind conducted during the past three years.

Program or Area	Year Completed	Consultants
Bush Leadership Fellows Program	1979	Dr. Dean K. Whitla, Director of Instructional Research and Evaluation, Harvard University
Bush Grantmaking in the Arts	1981	Donald L. Engle, President, Engle Arts Management Services, Wayzata; Walter Reeves, Vice-President, C. W. Shaver & Company, Inc., Boston; Carl W. Shaver, President, C. W. Shaver & Company, Inc., New York; Marcia T. Thompson, Program Officer, The Ford Foundation, New York; Mary Wehle, Financial Management Consultant, Chicago
Bush Clinical Fellows Program	1981	Dr. Ilene B. Harris, Research Associate, University of Minnesota
Bush Public School Executive Fellows Program	1981	Dr. Lance C. Buhl, Director, Projects for Educational Development, Cleveland, Ohio

Bush Program in Child
Development and Public
Policy

In
Progress

Dr. Sheldon H. White, Professor of
Psychology, Harvard University; Dr.
Millie Almy, Professor of Education
(emerita), University of California
(Berkeley); and Dr. Gilbert Y. Steiner,
Senior Fellow, The Brookings Institution.

Statistical Review

The statistical review of grantmaking activity, another kind of periodic evaluation activity, is described in Table I, below. Thus far, the statistical trends and the correlations generally have confirmed Board and staff impressions about changes in the Foundation's daily work. Meanwhile, however, our future planning seems easier and somewhat more certain because we have a clearer and historically comparable record of where we have been.

General Strategic Review

Finally, a relatively thin, general evaluation coverage of all our grantmaking programs is available to the Board every other year. Two consultants, usually a foundation executive and a foundation trustee, are asked to review The Bush Foundation's programs and procedures. Then they meet with the Board and staff to discuss what they believe are The Bush Foundation's salient strengths and weaknesses, and what they believe the Board and staff should most seriously consider changing in grantmaking process or program content. The consultants are chosen jointly by Bush Board and staff members. These consultant reviews usually have not contained major surprises, but often have hastened serious Board and staff discussion of changes which should occur, and occasionally have stimulated investigation of wholly new grant program areas.

Examples of Evaluations

If one merely wished a correctly labeled summary of different kinds of recurring evaluation activity in The Bush Foundation, this discussion of process could end here. If one watches the process day by day, however, very little of it emerges according to some predictable summary listing. Most of what later seems significant in an evaluation cannot be separated from the context in which it occurred. The five specific case examples which follow, taken together, illustrate that evaluation as we have practiced it is not a pure science but has been more nearly an attempt to harness information and common sense in particular situations.

Example #1

Robert S. Fritsch, Vice President for University Relations at St. Edwards University in Austin, Texas, was asked to review The Bush Foundation's experience in a program of 46 matching grants to challenge alumni annual

giving in private colleges in Minnesota and the Dakotas. The total Foundation expenditure was \$2.4 million over a period of eight years. During an average duration of two and a half years involvement per college, participating colleges approximately doubled their receipts from alumni, and more than doubled the number of alumni donors. In a majority of the participating colleges, the new level of receipts held steady or increased after the Bush incentive grants ceased. Other side effects were noticeable: relationships changed between college administrations and their alumni organizations, personal contact increased between alumni in carrying out the annual fund solicitation tasks, and alumni more frequently helped their colleges in admission recruitment, career advising, and so on.

While evaluation of these side effects required a reportorial approach, appraising the financial impact of this series of grants was possible by looking at the history of alumni fund receipts in the participating colleges. One could not attribute all the increases to Bush incentives. But once they began, one could observe whether or not sharp changes occurred in the numbers, and could estimate that at least some of this was due to the Bush incentives.

Conclusion: In evaluating some Foundation programs, good statistical series do exist. The statistics are directly related to the original purposes of the grants. The numbers do not answer all the questions one might have, but they answer several of the most important ones.

Example #2

D. Donald Peddie, Program Director for the Bush Leadership Fellows Program, was asked to evaluate the impact and to outline the strengths and weaknesses of this midcareer fellowship program. He faced a different evaluation problem than Fritsch did in the first example. A number of kinds of information were available, but there was no single, objective set of numbers which would reliably indicate success or failure. The available information included: individual salary growth, change in job titles and responsibilities, Fellows' views as to what difference the experience made in their lives, training institutions' views about the performance of the Fellows, and before-and-after views of those who recommended particular Fellows and then stayed in touch with them. None of these indicators, taken alone, seemed entirely credible. As it happened, the various indicators seemed to point in the same generally favorable direction, although the experience of Fellows who used their time to improve managerial and administrative skills seemed generally more productive than those who had used their time in other fields, or to explore a major career change.

Conclusion: This review confirmed the judgment of the Program Director and of several prior outside judging panels that the management emphasis of the Program should be strengthened, although not to the exclusion of all

other possibilities. The Board agreed with this judgment. The review did not reveal whether, in the end, the Program is successful because of the university training experiences and the internships, or because able candidates who were unusually willing to take risks had self-selected themselves into the original applicant pools. In some cases, the best that evaluation can do is reduce some doubts and then sharpen the final judgment questions a Foundation board must deal with — such as whether to expand the program, continue it roughly as is, or close it down.

Example #3

In 1974 several medical school deans, researchers, and other health professionals were asked to review Bush Foundation grants in its health grants area, and to comment on the strengths and weaknesses they saw. The panel thought that The Bush Foundation Board and staff had rank-ordered carefully the health proposals received during the prior four years, and in every instance but one had made reasonable judgments as to which proposals should be supported. The panel also believed that the quality of applications was unexciting and had a “warmed-over” appearance. The panel predicted that the Foundation would continue to receive unexciting proposals until it announced publicly some identifiable specific interests and exclusions. Until that occurred, public uncertainty about the Foundation’s health interests made application for support such an uncertain process that the most capable applicants probably would take most of their business elsewhere.

Conclusion: This report did not produce instant change in the Foundation’s guidelines in health. It did, however, hasten consensus among Board and staff members that the panel had located a serious problem, and that a workable internal consensus solution was desirable. Within two years the Bush Board decided to cease considering biomedical research grants and to become highly selective among proposals for major hospital construction grants. Heightened interest was announced in health education and training, and in kinds of research which might conceivably lead to improved efficiency or more equitable distribution of health care.

Example #4

Dr. Ilene B. Harris was asked in 1978 to gather information which would enable her to suggest improvement in the Bush Clinical Fellows Program, and to estimate what its impact was, if any, on health care in rural Minnesota. This Program is described in detail in the *Program Notes* section of this annual report. Dr. Harris produced a clear record of the substantial difference which this program made in the lives of participating doctors and in the health care available in their communities. Perhaps more important, her before-and-after interviews with the doctors proved important to many of

them in setting their own personal goals, both during the period of their fellowship and after they returned to their home communities.

Conclusion: The evaluation process here turned out to be an important, motivating element within the program itself. Evaluation need not be just a distant, neutral way of measuring something. It can enhance the basic effectiveness of a program.

Example #5

In 1977 a new drop-in center for the parents of very young children applied for substantial initial support. The center would provide a casual and welcoming place, and also skilled counseling and referral across the range of problems those parents might encounter. Such a center, the proposal said, would benefit not only its own immediate community, but could serve as a national model for prevention of costly developmental problems in health, motivation and behavior. The Director of the center was reluctant, at least in the early years of the project, to design any comprehensive evaluation plan. She felt this might "freeze" the program design and inhibit flexible experimentation based on evolving experience. Since everything except the evaluation design seemed promising, the Foundation approved a support grant, although not quite as large as requested. Now, four years later, the center appears — according to attendance figures and parent and staff testimony — to be very successful.

Conclusion: In this case, the program appears to have turned out well, as the applicant said it would. The center's Director was not inhibited by the evaluation process because a comprehensive evaluation design was neither proposed nor insisted upon by The Bush Foundation. Now, however, she hopes to convince the state and national legislatures that public funds should support such preventive work in other communities, and wonders if the lack of convincing documentation about comparative cost-effectiveness may not hurt her credibility as an advocate. The Bush Foundation staff officer who worked on that particular case wonders if it might not have been possible, with further effort, to have stimulated the design of a non-intrusive but thorough evaluation process which could have met this remaining need.

General Observations

After several years of experience in attempting various evaluation methods, several general observations come to mind. The first one is a question: why bother? One reason, not stated in any of the examples above, is that at the very least, even if an evaluation does not tell you anything you did not already know, it still represents inexpensive assurance that a program has not drifted, unobserved, out of touch with reality. Foundations lack reliable market mechanisms like those which regularly test

a manufacturing company (sales), an elected official (votes) or a college (student registrants). If a foundation wants to know what effect it really has on peoples' lives, separate third-party inquiries may represent the most reliable way to find out. During a period of public debate about the present and possible future impact of private philanthropy, such inquiry does not seem wasteful. With or without public debate, extra effort seems worthwhile on a continuing basis to understand better how our work affects the people we serve.

At the same time, the expectations for evaluation should not be unrealistic. Just as the grants any foundation approves must have survived competition with those that were not approved, evaluation designs and results should encounter at least the following test questions.

1. What may the evaluation tell us that we do not know already?
2. If evaluation does yield surprises, why does this information differ from what our own Board and staff common sense and observation previously told us?

If evaluation processes can justify themselves in a competitive, skeptical, cost-conscious atmosphere, then perhaps the processes themselves may enjoy long life and be helpful. If they are placed on an early pedestal of automatic acceptance, the inevitable instances of error or disappointment are much more likely to discredit the whole evaluation idea for a long time.

Excessive demands of another kind should be avoided. There are few recorded instances where evaluation effectively resolved internal political disputes, or created a decisionmaking consensus within a group holding divided and deeply held personal beliefs on issues like the support or organized religion or the provision of abortion services. Good evaluation work probably has its greatest favorable impact when all the purchasers — in this instance a combination of foundation board and staff members — really want to hear the most direct and thorough assessment possible, regardless of what it may turn out to be.

Several elements of foundation administrative practice are important if evaluation is to be effective. A reasonably clear written and statistical record of past grantmaking reduces the amount of time an evaluator must spend in original discovery work before beginning his or her analysis. The single most helpful element in such a record probably is a description by the applicant or by the foundation staff officer as to what the grant, if approved, is supposed to accomplish and why this may be important.

Foundation staff should stay familiar with evaluation activity, and not quickly or completely relinquish it to outside experts who have little acquaintance with the foundation and its clientele. The Bush Foundation's program staff probably spends more time finding out about prospective evaluators than in actually working with them. What do they do well? How have similar previous evaluation assignments worked out? What predictable

attitudes do these potential evaluators have towards the issues they would be asked to deal with? The presence of strong prior views does not necessarily disqualify a consultant, but may mean he or she should not be the only consultant if a balance of views is needed. Once identified, evaluation consultants and the persons they interview or assess need to have a clear idea from the foundation as to the agenda which is proposed. Ideally, foundation staff should stay familiar enough with the evaluation work so they will know quickly from direct observation whether the agenda contains unexpected problems or whether the foundation is being accurately represented by the consultant. The Bush Foundation's few bad experiences with evaluation consultants included failure to observe one or more of these staff administrative responsibilities.

The added perspective and judgment which outside evaluators have given to The Bush Foundation consistently seem worth much more than the extra time and expense involved. In 1981, the Foundation paid \$21,000 for evaluator fees and expenses, and for related data processing and statistical analysis. In addition, administration of the tasks described in Table I required about five percent of the program staff's total available time. This seems like a significant expenditure, although many informed evaluators probably would criticize it for being as little as half what it should be.

The ways in which The Bush Foundation evaluates its grantmaking programs have been changing, and seem likely to change again. We take this work seriously because it seems to improve our reasoning processes and ultimately should improve the future experience of grant recipients. Few of these review processes could produce worthwhile results, however, if present and past Bush grantees had not been willing to give extra time to participate generously and candidly. We continue to be extremely grateful for this help, and offer our warmest thanks for it.

HUMPHREY DOERMANN
President

TABLE I
Recurring Evaluation Activities
of The Bush Foundation

Evaluation Activity (when occurring)	Main Purposes	Comment
I. Individual past-grant reviews (at end of grant payment period)	Assess impact of all individual grants. Improve future Bush Foundation granting process.	Most of these reviews are assigned to outside reviewers, often generalists. Foundation staff complete the others.
II. Survey of applicants whose proposals were denied (about every five years)	Learn final outcome of these proposed projects. Learn applicant attitude towards Board's action and grantmaking criteria, and towards Foundation staff work. Improve future Bush Foundation process.	An outside consultant conducts telephone interviews with a sample of 30-50 denied applicants, and visits when requested or when telephone conversation seems insufficient.
III. Area or program reviews (near mid-course decision points, or at end of program)	Assess impact of Foundation work in an area of program. Improve Foundation process. Consider change in spending level or program emphasis.	Outside specialists are usually consulted to help design individual program or area evaluations. Often, but not always, the evaluations are carried out by outside consultants.
IV. Statistical review of grantmaking activity (annual)	Review trends in volume and estimated quality of grants by program and geographic area. Monitor volume and mixture of staff activity. Stimulate early questions as to why the trends are occurring.	This regular review is an accessory to updating a computerized, routine information retrieval system. This system records such items as name and address of grantees, and purposes, amounts, and duration of grants. Coding is performed by Foundation program staff.
V. Board review of grantmaking programs and processes (every other year)	Assess grantmaking programs and processes. Consider whether change is needed. Remake internal agenda for program development.	Board and staff meet for two days. Outside consultants who have reviewed Foundation operation generally open this discussion with their views of Foundation strengths and weaknesses.

PROGRAM NOTES



PROGRAM NOTES

The Bush Foundation in 1981 launched a new program of matching endowment grants for major performing arts organizations in Minnesota. The Bush Board also approved the first three matching capital grants to historically black private colleges under a program sponsored jointly with the William and Flora Hewlett Foundation of Menlo Park, California.

The Foundation also continued to carry out major programs which were developed during the 1970's. These include matching capital grants for four-year private colleges in Minnesota and the Dakotas, faculty development grants for public and private colleges and universities in the same region, and continued interest in the fields of health, human services, and individual mid-career fellowship programs.

ARTS AND HUMANITIES

In February, 1981, the Bush Foundation Board of Directors approved a new program of matching grants to support endowment fund drives conducted by major arts organizations in Minnesota during the 1980's. The Foundation expects to spend approximately \$7 million over the next eight years in endowment grants to eligible institutions. Grants in this program will be approved selectively, based on the Foundation's judgments as to the quality of the applicant's artistic program, management, and long-range planning.

The Foundation will consider requests for support of up to 10 percent of an arts organization's endowment fund drive, with a maximum possible grant amount of \$2 million. To encourage realistic planning and provide an incentive for completion of endowment fund drives, the following matching formula has been adopted for this series of grants:

- Ordinarily, in cases where the Foundation is asked to take a leadership position in a campaign (when an application is submitted before 50 percent of the fund drive has been completed), payment of half of the Bush grant will be made when 50 percent of the drive is completed; payment of the remaining amount will be made contingent upon completion of the total fund drive goal, according to a mutually agreed upon deadline.

- In cases where at least half of the drive has been completed by the time a Bush grant is requested, payment ordinarily will be made contingent upon raising the total remaining amount of the drive, according to a mutually agreed upon deadline.

In April, 1981, the Foundation's Board of Directors approved the first grant in this new program for major arts organizations in Minnesota: the Walker Art Center, Minneapolis, Minnesota, received \$1,000,000 toward the Center's \$10 million capital campaign.

The Bush Foundation has supported arts activities in Minnesota since 1969. The Foundation has emphasized support of major professional organizations within its arts grantmaking, partly because of persistently high financial need, and partly because these institutions provide both high quality programs for the public and artistic leadership for other arts activities in Minnesota. In twelve years, roughly \$14.2 million has been appropriated to arts and humanities organizations in the state. Most of these funds have been paid to major professional institutions in Minneapolis and Saint Paul, to support operating expenses, special projects, and building renovation or construction.

One may ask: why should a foundation like ours emphasize grants to organizations which already receive large donations and which charge high prices? The major arts organizations have a critical need for substantial amounts of contributed income. In spite of the fact that they generate the greatest percentages of earned income for arts groups in the state, they cannot earn the full amount of income they need to maintain distinctive quality in their programs. These institutions do operate with large budgets. But they are labor-intensive and are particularly vulnerable to the impact of inflation. Their discount programs and other services enable a wide range of audiences to participate in their activities.

The 1980's appear likely to be difficult years for major arts organizations in Minnesota, with inflation continuing, public subsidies declining, and competition for private contributions intensifying. As these institutions attempt to improve and grow artistically, they also will need to attract larger audiences and increased donations, restrain inflation-induced growth in their budgets, and develop more predictable sources of unrestricted annual support. Endowment funds can be one source of relatively predictable, unrestricted support for arts organizations. Several major institutions in Minnesota have developed long-range plans and fundraising campaigns for endowment funds. With its new program of matching grants for endowment fund drives, The Bush Foundation seeks to assist major arts organizations in Minnesota in their efforts to strengthen their management and support future growth through endowment funds.

EDUCATION

Matching Capital Grants For Upper Midwest Colleges

In April, 1976, the Bush Board voted that for the following seven years it would consider proposals for matching capital grants from accredited four-year private colleges in Minnesota and the Dakotas. Most of this region's private college presidents for some time have recognized the need to raise new funds for endowment, for building renovation, and in some instances, for special buildings for athletics, art and music, or library purposes. Unexpectedly high rates of inflation have intensified the need to accelerate these fundraising tasks. These private colleges scheduled a surge of capital fund drives for endowment and building work to take place during the late 1970's and early 1980's. The Bush matching capital grants were timed to coincide with this surge of activity, hoping to extend the effectiveness of the staff and volunteer work which has already been planned, and to hasten its completion.

In this program, matching-grant proposals are not considered until a college has completed at least half of the final goal of its announced fund drive. Requests are considered on a case by case basis, giving particular attention to the underlying quality of planning in each instance. Individual grants have ranged in size from \$125,000 to \$1,000,000 depending on the total size of the fund drive, the availability of matching funds from other sources, and the scope and the quality of the plan which the college is attempting to complete. The estimated average grant size is about five percent of the total amount of capital funds sought by a participating college, although the percentage in any individual case may be slightly different.

The Foundation has authorized the following individual grants since 1976. Several more such proposals probably will be considered before the end of calendar year 1983, when new grant authorizations in the program are expected to cease.

College	Amount Approved	Year	Purpose of Bush Grant
Carleton College Northfield Minnesota	\$ 800,000	1976	Endow library acquisitions
Augsburg College Minneapolis, Minnesota	\$ 340,000	1977	Contribute to capital fund drive
Gustavus Adolphus College Saint Peter, Minnesota	\$ 600,000	1978	Endow library acquisitions and add to unrestricted endowment
Saint Olaf College Northfield, Minnesota	\$ 800,000	1978	Endow library acquisitions and li- brary operating costs
Mary College Bismarck, North Dakota	\$ 125,000	1978	Add to unrestricted endowment
College of Saint Thomas Saint Paul, Minnesota	\$ 425,000	1979	Contribute to capital fund drive
Concordia College Moorhead, Minnesota	\$ 500,000	1979	Contribute to capital fund drive

Hamline University Saint Paul, Minnesota	\$ 750,000	1979	Contribute to the undergraduate purposes within the capital fund drive
Saint John's University Collegeville, Minnesota	\$ 333,000	1979	Contribute to capital fund drive
College of Saint Scholastica Duluth, Minnesota	\$ 400,000	1980	Contribute to capital fund drive
Bethel College and Seminary Saint Paul, Minnesota	\$ 575,000	1981	Contribute to capital fund drive
Macalester College Saint Paul, Minnesota	\$1,000,000	1981	Contribute to capital fund drive

The matching incentives in this program follow one of two different patterns, depending upon the fundraising strategy which best fits an institution's circumstances. Usually, The Bush Foundation matches gifts or firm pledges received after a particular starting date and prior to a specified deadline. The Foundation matches on a dollar-for-dollar basis, or upon a different ratio if this seems preferable. The sources of outside gifts which are matching-eligible for Bush funds usually include trustees, alumni, faculty, parents, students, and individuals with a significant prior history of giving to the college. In this way, the matching impact of the Bush grant is confined to a college's closest constituencies, and does not include corporations, foundations or government.

A second possible pattern permits payment of the Bush grant upon completion of the other parts of the announced fund drive, and prior to an agreed-upon deadline. This may be preferable if the institution feels that the matching eligibility requirements of the first method are too restrictive.

Matching Capital Grants For Historically Black Colleges

The same kind of urgent need for capital funds in the historically black private colleges led the Boards of The Bush Foundation and The William and Flora Hewlett Foundation in October and November, 1980 to launch a similar seven-year, \$10 million program of matching capital grants in those colleges. The new agreement follows a successful partnership between these foundations in stimulating alumni giving within the same institutions. (Thirty-one historically black private colleges are participating, or have recently participated, in a program of renewable matching grants which, on the average, helped these colleges to double receipts to their annual alumni funds and more than double the number of their alumni donors.)

Eligible for participation in the new matching capital grants program are the forty-two present or former members of the United Negro College Fund, Inc. (UNCF). These colleges, located mainly in the southeastern United States, form a network of respected institutions with an unusually significant record of service to the nation.

From 1977 through mid-1980, UNCF executed a nationwide \$58 million capital fund drive for the benefit of all its members. However, a conservative

estimate of aggregate need to refurbish old buildings, build a few new ones, and strengthen endowment in these UNCF colleges, is about \$300 million. A surge of new capital fund drives is expected to occur soon in these colleges. These Bush-Hewlett matching funds are intended to hasten completion of those fund drives whose organization and purposes have been most carefully planned.

The following matching capital grants to UNCF colleges were authorized during 1981.

Institution	Amount
Paine College Augusta, Georgia	\$ 100,000
Spelman College Atlanta, Georgia	400,000
Tuskegee Institute Tuskegee Institute, Alabama	1,000,000

This new program is scheduled to operate between 1981 and 1987. The Bush Foundation Board agreed to provide up to \$7 million during that period, and The William and Flora Hewlett Foundation agreed to provide up to \$3 million. The Bush Foundation will administer the program, receiving applications, arranging for the required staff and consultant work, and selecting which applicants receive grants.

In many ways the new Bush-Hewlett program of matching capital grants is similar to the program which The Bush Foundation operates in Minnesota and the Dakotas and which is described in the prior section of these Program Notes. The purpose of the new joint Bush-Hewlett program is the same as its Upper Midwest predecessor. The program duration is the same: seven years. Matching grants are five percent of the announced capital items in a college's fund drive. The Foundation staff site visit procedures for considering grant proposals are essentially the same, as are the Bush Board's standards for selecting individual grantees.

Unlike the Upper Midwest program, however, gifts from corporations and foundations can be matching-eligible in the Bush-Hewlett program. The four principal questions which need to be answered favorably before a matching capital grant is approved continue to be the following ones:

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

and how well does the college use and maintain its existing physical plant?

Program guidelines are available on request at The Bush Foundation office. Inquiries are welcome. Proposals for these grants are considered at the regular quarterly grantmaking meetings of the Bush Board of Directors.

Faculty Development

If the current projections of the coming recession in postsecondary enrollment are correct, undergraduate college and university programs face a sharp decline by 1990. This will be the first prolonged college enrollment recession in United States history. It will occur unless major and unpredictable changes take place either in adult enrollment or in retention rates for undergraduates.

Such a recession seems likely to create a new environment which may affect adversely the quality of teaching and the attitude and performance of students. Less enrollment means less hiring of new young teachers and less chance of promotion for today's instructors and assistant professors. Faculties will grow older, will encounter fewer newly-trained colleagues, and will have less opportunity to change jobs, to undertake consulting projects, and to carry out subsidized research.

In April, 1979, The Bush Foundation Board of Directors approved a regional program of faculty development grants designed to improve student learning through increased attention to faculty development and improvement of teaching. The program encourages undergraduate colleges and universities to consider the new adverse conditions described above and to see if they can find ways to offset its worst effects.

The Bush Faculty Development program offers two kinds of grants to eligible institutions in Minnesota, North and South Dakota: one-year planning grants of up to \$10,000 each and larger renewable program grants of up to three years each. The usual maximum size of program grants will vary with the size of undergraduate enrollment — from \$25,000 per year for the smallest colleges to \$300,000 for the largest. Since February 1980, The Bush Foundation has authorized faculty development grants totaling \$4,875,352, or about 19 percent of all Bush grants during this two year period.

Eligible colleges are four-year private and public colleges which are fully accredited by the North Central Association of Colleges and Schools.

In this program, participating colleges are asked to analyze their own most significant needs for faculty development and improvement of student learning, and to design their own strategy for meeting those needs and for evaluating results. Examples of successful, economical strategies which have been used in this region and elsewhere include the following ones:

- establishment of centers to improve teaching through counseling, case discussions, and use of videotape to analyze and improve teaching behavior in class.

- establishment of regular programs of inter-class visitation, evaluation, and discussion of teaching methods and effectiveness.
- summer workshops for faculty teams to improve teaching methods or content.
- curriculum change and work rearrangement to provide individual teachers with fresh work assignments.
- special supplements for faculty leaves to permit specified and teaching-related purposes to be fulfilled.

The Faculty Development program guidelines note that in considering grant applications, careful Foundation attention will be given to quality and thoroughness of planning, and to the degree of faculty involvement in that planning.

A five person advisory committee helped design the program and will continue to monitor its progress and suggest changes to the Bush Board. The members of the committee are: Dr. Jerry G. Gaff, Director, General Education Program, Association of American Colleges, Washington, D.C.; Dr. Dean K. Whitla, Harvard University, Cambridge, Massachusetts; Dr. O. Meredith Wilson, Eugene, Oregon; and Dr. James P. Shannon, and Waverly G. Smith, Bush Foundation Directors. Four other consultants also helped conduct site visits and preliminary evaluations of program proposals during 1980 and 1981. These are Professor Kenneth E. Eble, Professor of English, University of Utah, Salt Lake City, Utah; Professor Patricia Albjerg Graham, Dean-elect of the Graduate School of Education, Harvard University, Cambridge, Massachusetts; David H. Halliburton, Chairman, Committee for Faculty Seminars and founder of the Center for Teaching and Learning, Stanford University, Stanford, California; and B. Claude Mathis, Professor of Education and Psychology and Director of the Center for Teaching Professions, Northwestern University, Evanston, Illinois.

Following is a list of colleges and universities which received Bush Faculty Development Program grants in 1980 and 1981. (An asterisk means the program grant was preceded by a planning grant. The footnote below lists other colleges which have received planning grants but not program grants.)

Program Grant Recipients 1980 and 1981

*Augsburg College	Mary College
*Augustana College	Minnesota State University System
*Bethel College and Seminary	*Mount Marty College
Carleton College	*North Dakota State University
*College of Saint Scholastica	Northern State College
*College of Saint Teresa	Saint John's University
*College of Saint Thomas	Saint Olaf College
Dakota Wesleyan University	University of Minnesota
*Macalester College	University of North Dakota

*Colleges which had received planning grants but not program grants as of November, 1981 were the College of Saint Catherine, Gustavus Adolphus College, Hamline University and South Dakota State University.

Proposals in this program can be considered at any of the Foundation's quarterly Board meetings. Program guidelines are available on request at the Foundation office.

HEALTH

The Bush Foundation wishes to consider proposals for programs and projects that will improve the quality, accessibility, and efficiency of health care services within the Foundation's grantmaking region. In its attempt to achieve good results with limited amounts of money, the Foundation will concentrate its grants on innovative programs to train health professionals for unfilled and new kinds of health care positions and will seek to develop new ways to deliver health care in rural and underserved areas. Improving racial minorities' access to careers in medicine and other health professions is also of major interest to the Foundation.

Ordinarily the Foundation will not approve grants to hospitals for construction and equipment purchases, to established programs for operating support for health services, and to traditional continuing education programs for health professionals. In 1974, The Bush Foundation ceased granting funds for project research in the biomedical and health sciences.

Highlights of the Foundation's health grantmaking in 1981 include renewal of support for the Center for Health Services Research, which was established in 1977 in the University of Minnesota's School of Public Health. The Center conducts research and sponsors programs intended to increase the effectiveness and efficiency of health care delivery systems. The Bush Foundation's grant of \$540,972 will provide declining core support over the next four years. The grant also will help the Center establish a new Health Policy Analysis Group to provide technical assistance on health planning matters to state agencies in Minnesota.

Also in 1981, The Foundation approved grants to Morrison County Public Health Services and to Meharry Medical College. Morrison County Public Health Services will develop an emergency medical care service for residents of rural Morrison County in Minnesota. Meharry Medical College in Nashville, Tennessee, is the largest single trainer of minority physicians in the United States. Meharry will use its Bush Foundation grant to encourage increased alumni contributions to the College.

A third group of Bush Clinical Fellows was selected in 1981. Physicians selected for this program will pursue programs of study designed to help them meet specific health care needs in the rural Minnesota communities in which they practice. The Fellowship section of this Report lists the Fellows and describes their individual programs.

HUMAN SERVICES

The Bush Foundation reviewed sixty-four proposals for human service programs during 1981 and approved grants to twenty four organizations, totaling \$2,171,787. This amount represents nearly fourteen percent of the amount which the Foundation approved for all grants in 1981.

The Bush Foundation has tended to approach proposals dealing with human service programs on a case by case basis. This approach will continue at least for the coming year. It may be easier to understand The Bush Foundation's work in human services by examining how we approach individual proposals than by examining the pattern of our grants in the field as a whole or in any of its major segments.

Decisions on individual proposals usually have been based on staff and Board appraisal of the answers to four basic kinds of questions:

1. How important is the purpose for which the grant is sought?
2. Is the purpose one for which Foundation expenditure makes sense? Does the problem to be worked on match in scale what The Bush Foundation might reasonably be able to spend on it? Are others who might reasonably help pay for the activity doing their fair share?
3. How well is the applicant likely to be able to carry out the proposed plan? Is the planning work as good as can reasonably be expected? Is most of the unnecessary risk eliminated from the work plan?
4. If the proposed activity is to continue beyond the period of the proposed grant, what are the plans for replacement support and how realistic are they?

Despite this case by case approach, several grantmaking patterns have emerged and have been described in earlier annual reports. Programs were funded which addressed problems affecting a broad segment of the population, particularly the handicapped and youth. Another pattern of grants has emerged in recent years in the area of family violence. In 1981, The Bush Foundation approved six grants to organizations to promote their work in attempting to reduce family violence. Since 1974, the Foundation has approved nineteen grants totaling \$846,359 for programs directed at family violence. While most of these awards provided funds for current use, a few capital grants also were approved. In 1981, the Foundation approved two grants to programs which provide treatment to men who batter their wives and their victims, and one grant to train police officers in arrest cases involving spouse abuse.

The Foundation staff is continuing to explore the problem of family violence and hopes that the knowledge of which strategies work best will become more apparent as a result.

BUSH LEADERSHIP FELLOWS PROGRAM

The Bush Leadership Fellows Program was started in 1965 at the wish of Archibald Granville Bush. He envisioned a program which would locate highly motivated individuals from many fields with strong leadership qualities. His aim was to help them develop and broaden their potential for leadership without the kind of financial hardship he encountered early in his own business career. Recipients of these awards receive financial support for full-time mid-career study — sometimes including a specially designed internship — anywhere within the United States. The awards range in length from four to eighteen months.

In 1973, The Bush Foundation added a new program of Bush Summer Fellowships to the regular Bush Leadership Fellows Program. These two programs constitute the present Bush Leadership Program. The Summer Program offers study opportunities ranging from three to ten weeks in length, and usually does not include the internship element. In 1974, the Foundation voted to expand both programs beyond Minnesota, to include persons from North Dakota, South Dakota, and the 26 counties in northern and western Wisconsin that lie within the Ninth Federal Reserve Banking District.* Major criteria for selection for both programs have included clear career goals and demonstrated competence in past work, as well as human relations skills, intellectual ability, integrity, and a record of community involvement.

The Board authorized expenditure of \$787,800 for stipends, tuition, and administrative expenses for Fellowships awarded in 1981. Twenty-two individuals received 1981 Bush Leadership Fellowships and 32 received Bush Summer Fellowships. The Fellows represent the fields of architecture, arts administration, business, education, engineering, government, health care administration, journalism, law enforcement, and social work; this diversity in career background has characterized the program since its inception.

The programs continue to try to evaluate all applications on their individual merits. However, in 1980 and 1981 a clear majority of the selected fellows emphasized some aspect of administration or management during their studies and internships. This pattern reflects a sharpening of focus in the programs' direction and is likely to continue.

Public informational meetings are scheduled annually in about 20 cities in the four-state eligible area. Questions about the application process are answered.

Inquiries concerning the programs may be directed to Bush Leadership Program (Donald Peddie, Program Director), P.O. Box 15125, Minneapolis, Minnesota 55415.

*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.

1981 BUSH LEADERSHIP FELLOWS PROGRAM

Name and Residence	Employment at the Time of Selection for Fellowship (1981-82 Study Site in Parentheses)
Linda R. Bank Minneapolis, MN	Project Architect, Interdesign, Inc., Minneapolis, MN (Harvard University)
RobinRae S. Bofferding Fargo, ND	Executive Director, Fargo-Moorhead Indian Association, Fargo, ND (Harvard University)
Gary L. Burkart Prior Lake, MN	Manager, Multilayer Department, Aerospace Division, Control Data Corporation, Bloomington, MN (Massachusetts Institute of Technology)
Oliver E. Byrum Minneapolis, MN	Director of Planning, City of Minneapolis, MN (Program Deferred)
John F. Cunningham Watertown, SD	City Assessor, City of Watertown, SD (Harvard University)
Jo Ann R. Fannin Saint Paul, MN	Vikings Exhibit Coordinator, Minneapolis Institute of Arts, Minneapolis, MN (Program Deferred)
Monica G. Frakes Minneapolis, MN	Manager, Communication Programs and Services, General Mills, Inc., Minneapolis, MN (Massachusetts Institute of Technology)
Jean T. Hanson Red Lake Falls, MN	Director, Pine to Prairie Cooperative Center, Red Lake Falls, MN (University of Minnesota)
Raymond M. Herubin Superior, WI	Detective (Vice and Narcotics), Police Department, Superior, WI (Syracuse University)
Judy C. Jones Flandreau, SD	Clinical Nurse/Nurse Practitioner, Indian Health Service, Flandreau, SD (South Dakota State University)
Paula J. King Minneapolis, MN	Employee Assistance Counselor, Hazelden Foundation, Minneapolis, MN (University of Minnesota & Cornell University)
Lonna R. Milburn Dickinson, ND	Assistant Professor of Nursing, Dickinson State College, Dickinson, ND (University of Texas)
Gerald A. Nelson Minnetonka, MN	Mechanical Design Engineer, Fluidyne Engineering Corporation, Minneapolis, MN (California State University)
Kenneth B. Peterson Minneapolis, MN	Executive Director, Minnesota Public Interest Research Group, Minneapolis, MN (Harvard University)
F. Brandt Richardson Saint Paul, MN	Senior Hydrologist, Minnesota Water Planning Board, Saint Paul, MN (Harvard University)
E. Anne Saint Germaine Inver Grove Heights, MN	Research Associate, Adolescent Health Program, University of Minnesota, Minneapolis, MN (University of Minnesota)
Emily Ann Staples Plymouth, MN	Former State Senator (Harvard University)
Leo L. Van Sambeek Hermoda, SD	Manager, Field Engineering, RE/SPEC, Inc., Rapid City, SD (Colorado School of Mines)
Nancy B. Walters Saint Paul, MN	Biologist, U.S. Fish and Wildlife Service, Saint Paul, MN (University of Minnesota)

Name and Residence	Employment at the Time of Selection for Fellowship (1981-82 Study Site in Parentheses)
Richard J. Welch Cambridge, MN	State Representative and Director, Cadre Center, Cambridge-Isanti Schools, Cambridge, MN (Syracuse University)
Rosemary E. Yaecker Rochester, MN	Child and Family Psychotherapist, Zumbro Valley Mental Health Center, Rochester, MN (Harvard University)
Elisabeth A. Zinser Grand Forks, ND	Dean and Professor, College of Nursing, University of North Dakota, Grand Forks, ND (Massachusetts Institute of Technology)

1981 BUSH SUMMER FELLOWS

Roberta T. Anderson Vermillion, SD	Dean, School of Education, The University of South Dakota, Vermillion, SD (Harvard Institute for Educational Management)
John W. Bluford Minnnetonka, MN	Administrator, Pilot City Health Center, Minneapolis, MN Harvard Program for Health Systems Management)
Marilyn R. Buckingham Burnsville, MN	Associate Dean of Continuing Education, Inver Hills Community College, Inver Grove Heights, MN (Program Deferred)
Edith J. Cavender Bloomington, MN	Executive Director, Minnesota Sioux Tribe, Inc. Prior Lake, MN (Harvard Summer School and Center for Creative Leadership)
Hans A. Dahl Willmar, MN	Administrator, Rice Memorial Hospital, Willmar, MN (Cornell Health Management and Harvard Managing Small Institutions programs)
Cheryl P. Dickson Saint Paul, MN	Executive Director, Minnesota Humanities Commission, Saint Paul, MN (Stanford Executive Program)
J. Perry Forster Eden Prairie, MN	Vice President, Marketing Research, Carmichael-Lynch Advertising, Inc., Minneapolis, MN (Stanford Executive Program)
Fulton D. Gallagher Bemidji, MN	Dean, Division of Humanities and Fine Arts, Bemidji State University, Bemidji, MN (Harvard Institute for Educational Management)
William Gingold Fargo, ND	Executive Director, Southwest Mental Health and Retardation Center, Fargo, ND (University of Minnesota)
Lee A. Halgren Marshall, MN	Assistant to Vice President for Academic Affairs, Southwest State University, Marshall, MN (Carnegie-Mellon College Management Program)
Michael E. Hickey Saint Louis Park, MN	Superintendent of Schools, Saint Louis Park, MN (Dartmouth College Executive Program)
David C. Johnson Saint Cloud, MN	Vice President for Academic Affairs, Saint Cloud State University, Saint Cloud, MN (Harvard Institute for Educational Management)
Pamela Landers Brainerd, MN	Regional Coordinator, Minnesota Environmental Education Board, Brainerd, MN
Harold B. Leppink Knife River, MN	Executive Officer, Saint Louis County Board of Health, Duluth, MN (Harvard Program for Health Systems Management)

Name and Residence	Employment at the Time of Selection for Fellowship (1981–82 Study Site in Parentheses)
Richard D. Muller Vermillion, SD	Senior Producer, South Dakota Public Television Network, Vermillion, SD (Harvard/National Association of Educational Broadcasters Executive Management Seminar)
Raymond A. Nelson Bemidji, MN	Director, Center for Environmental and Outdoor Education, Bemidji State University, Bemidji, MN (Carnegie-Mellon College Management Program)
Gordon C. Ortler Golden Valley, MN	Manager of Corporate Security, Northern States Power Co., Minneapolis, MN (University of Minnesota Management Institute)
Nancy C. Parlin Moorhead, MN	Dean of Arts, Humanities and Social Sciences, Moorhead State University, Moorhead, MN (Harvard Institute for Educational Management)
David E. Payne Grand Forks, ND	Associate Professor of Sociology, University of North Dako- ta, Grand Forks (Program Deferred)
Helen H. Popovich Winona, MN	Vice President for Academic Affairs, Winona State Universi- ty, Winona, MN (Harvard Institute for Educational Management)
Gerald R. Ringhofer Rochester, MN	Editor, Owatonna People's Press, Owatonna, MN (American Newspaper Publishers Association Workshop and Harvard Center for Information Policy Research)
Elizabeth A. Schilson Grand Forks, ND	Professor, University of North Dakota, Grand Forks, ND (Philadelphia Child Guidance Clinic, California Family Study Center, and Family Therapy Institute)
Jacqui L. Shoholm Saint Paul, MN	Manpower Planner, Division of Manpower Programs, City of Saint Paul, MN (Simmons College Middle Management Program)
Dan Shroyer Reliance, SD	Elementary Principal, Lower Brule School, Lower Brule, SD (University of South Dakota)
M. Helen Smiley Grand Forks, ND	Assistant Professor/Athletic Coordinator, University of North Dakota, Grand Forks (Bryn Mawr College Educational Management Institute)
James H. Spear Winona, MN	Acting Dean, Liberal Arts, Winona State University, Winona, MN (Carnegie-Mellon College Management Program)
Susan K. Stevens Saint Paul, MN	Administrator, Budget and Development, New Connections Programs, Inc., Saint Paul, MN (Cornell Executive Program)
Sharon D. Stewart Saint Paul, MN	Operations Coordinator, City of Saint Paul, MN (Cornell Executive Program and Seminars)
Norma J. Streyle Linton, ND	Acting Director, Emmons County Multidistrict Special Educa- tion Unit, Linton, ND (University of North Dakota)
Marilynn J. Taylor Minneapolis, MN	Higher Education Reporter, Minneapolis Star, Minneapolis, MN (Harvard Trade Union Program)
Donna M. Whitcomb Sioux Falls, SD	Headmistress, All Saints School, Sioux Falls, SD (University of South Dakota)
Mary K. Ziegenhagen Burnsville, MN	President and Publisher, Current Newspaper, Inc., Burnsvil- le, MN (Stanford Small Business Program and Minnesota Manage- ment Academy)

BUSH PUBLIC SCHOOL EXECUTIVE FELLOWS PROGRAM

The sixth annual group of twenty-five Bush Public School Executive Fellows was selected in May, 1981 to enter this training program.

The program provides an intensive six-week course for experienced public school superintendents and assistant superintendents in Minnesota and is designed to improve their leadership and financial management capacity. The six weeks of their participation is spread over eighteen months, and includes the following segments: a twelve-day opening session emphasizing case study and discussion; three five-day sessions analyzing specific study projects; and a four-day final session. Participants also spend approximately six months of independent work on a major project within their own school districts.

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

Inquiries concerning the program are welcomed by the Minnesota Association of School Administrators, 1910 West County Road B, Roseville, Minnesota 55113.

Following is a list of the individuals selected in 1981 to receive Bush Public School Executive Fellows awards:

1981-82 BUSH PUBLIC SCHOOL EXECUTIVE FELLOWS

Name	Title	School District
Bell, Darlene P.	Coordinator of Early Special Education Programs	Duluth
Benz, Herbert	Superintendent	Roseau
Berge, Richard	Superintendent	Faribault
Bothreau, Elizabeth A.	Director of Community Services and Community Education	Saint Louis Park
Coley, Judith	Director of Special Education	Buffalo
Cunio, Theodore	Superintendent	White Bear Lake
Davenport, Janet	Planning and Research Coordinator	Anoka-Hennepin
Draayer, Donald	Superintendent	Minnetonka
Gaslin, William	Administrative Assistant to the Superintendent	Rochester
Huber, Chris	Superintendent	Spring Lake Park
Lambert, Randall	Executive Director	Educational Cooperative Service Unit of the West Central Area, Fergus Falls
Malkovich, Kenneth	Director of Special Education	Mid-Range Special Education Cooperative, Chisholm
Matejka, Glenn	Superintendent	Eveleth
McClellan, John	Superintendent	Circle Pines
Mjolsness, Daniel	Superintendent	Red Wing

Nelson, Clyde	Director of Elementary Education	Mankato
Niedan, Marvin	Superintendent	Morgan
Nolin, Reginald	Superintendent	Aurora-Hoyt Lakes
Olson, Willard	Superintendent	Lake City
Osterndorf, Alan	Superintendent	Columbia Heights
Phillips, Mary	Assistant Commissioner of Education — Vocational-Technical Education Division	Minnesota Department of Education
Rosenwinkel, Howard	Director, Anoka Area Vocational-Technical Institute	Anoka-Hennepin
Tobey, Sara	Administrative Assistant	Educational Cooperative Service Unit of the Southwest and West Central Area
Vellenga, Donald	Superintendent	Dilworth
Wahlstrom, Carl	Superintendent	Mahtomedi

BUSH FOUNDATION FELLOWSHIPS FOR ARTISTS

The Bush Foundation Fellowships for Artists Program enables selected individuals to set aside concentrated time for their work, and to increase the quality and pace of individual career development. Short-term Bush Foundation support can be used to complete an artistic project, to meet an artistic goal, or to advance generally a professional artistic career.

The sixth group of Bush Artist Fellows was selected from 167 original applicants in March, 1981. The artists selected were:

Kinji Akagawa, sculptor, Saint Paul
Michael Dennis Browne, poet, Benedict
Marisha Chamberlain, poet and fiction writer, Saint Paul
Bruce Charlesworth, photographer, Minneapolis
Richard Cole, poet, Minneapolis
David Goldes, photographer, Minneapolis
Roger Jacoby, filmmaker, Minneapolis
Kay Kurt Jankofsky, painter, Duluth
Thomas McGrath, poet, Moorhead
David Mura, poet, Minneapolis
Timothy Solien, painter, Minneapolis

Fellows are chosen from two professional groups: creative writers (writers of fiction and creative non-fiction, and poets) and visual artists (painters, sculptors, graphic artists, still photographers, filmmakers, and video artists). Candidates must be at least 25 years old and must have lived in Minnesota at least one continuous year prior to filing an application. Major criteria for final selection are demonstrated artistic performance and the estimated importance of the applicant's Fellowship plan to his or her growth as an artist.

Selection of the Fellows is accomplished with a two-part process. Separate preliminary judging panels in the visual arts and literature review the

application materials and select finalists. A final interdisciplinary panel then selects the Fellows. The judging panels, which are different every year, are composed of non-Minnesota residents. The names of the judges are announced after the selections are complete.

Stipends for the 1981 Fellows were \$1,000 per month for up to twelve months, or a total possible stipend award of \$12,000 for a twelve to eighteen month Fellowship period. The program also provided limited additional funds of up to \$2,000 for travel and production expenses incurred in connection with each Fellow's work. The total amount of stipends and cost allowances authorized for 1981 Fellowships was \$140,000.

The Foundation appropriated \$180,000 for ten Fellowships to be awarded in 1982, increasing the stipend amount to \$1,250 per month, or a total award of \$15,000 for a twelve to eighteen month Fellowship period, and increasing to \$3,000 per Fellow the amount of additional funds available for travel and production expenses. Application and selection criteria will remain unchanged from the previous year. Inquiries about the program should be directed to The Bush Foundation Fellowships for Artists, E-900 First National Bank Building, Saint Paul, Minnesota 55101.

BUSH CLINICAL FELLOWS PROGRAM

In October 1978, the Foundation began the Bush Clinical Fellows Program. A total of seventeen fellowships have been awarded in the first three award cycles. The program seeks to improve the quality of health care in individual communities; to develop individual rural physicians' potential for leadership and inventiveness in clinical medicine, health care delivery, administration and education; and to improve the linkages between rural communities and health training institutions.

The Bush Clinical Fellows Program provides selected rural Minnesota physicians in mid-career with an opportunity to pursue individually-designed programs of study which also take explicit account of health care needs of their individual communities. Approved programs are for three to twelve months. They usually include clinical study at a major teaching center and also study to improve administrative, planning and leadership skills. Award winners receive monthly stipends of \$2,500. They also receive tuition and travel allowances totaling up to \$3,500 over the full term of their fellowship programs. Stipends are intended to cover Fellows' living expenses for the period of study during which their income from medical practice will be reduced or nonexistent.

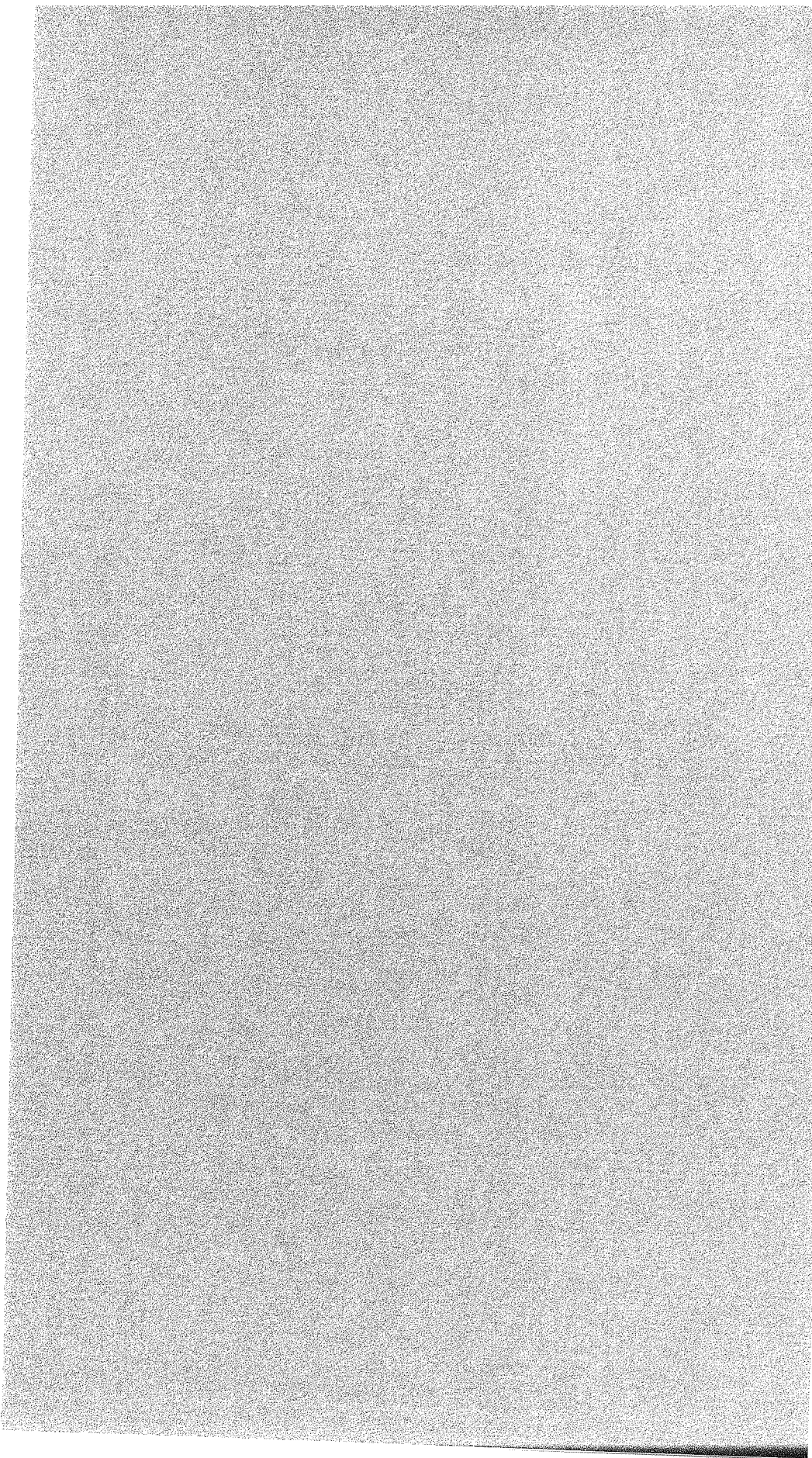
Applicants must be physicians currently practicing general or family medicine or other primary care specialties in non-metropolitan areas of Minnesota. They must be at least 35 years of age with seven or more years of clinical practice experience, and be able to state clearly their needs and the

opportunities available in their communities for the application of new skills they seek. Upon request, the Executive Secretary of the Program will help Fellows design appropriate educational programs and find another physician to maintain medical care during their absence.

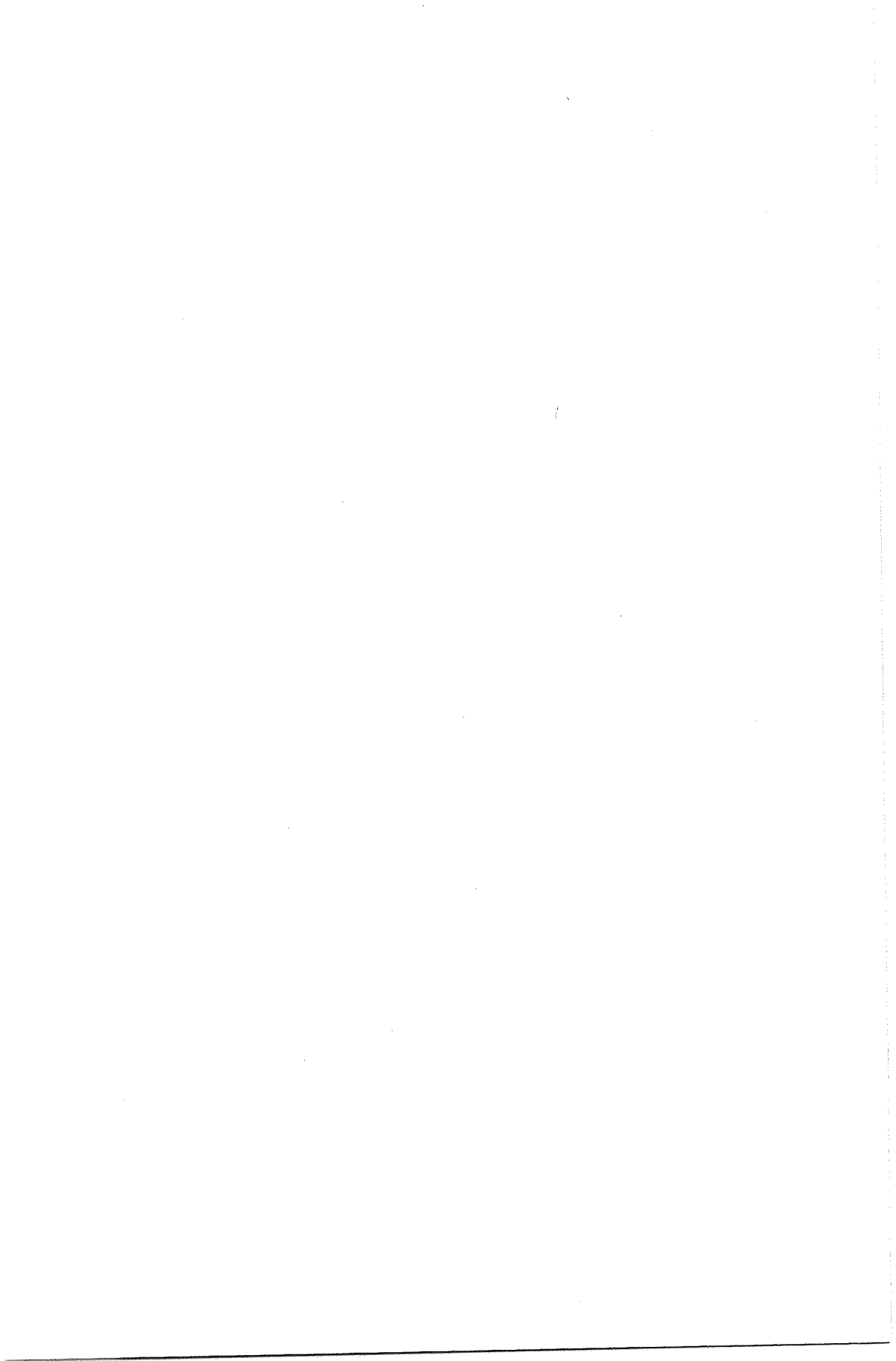
Inquiries about the Bush Clinical Fellows Program should be directed to Douglas A. Fenderson, Executive Secretary, Bush Clinical Fellows Program, Box 715 - 420 Delaware Street, S.E., Minneapolis, MN 55455.

1981 BUSH CLINICAL FELLOWS

Name and Residence	Fellowship Purpose	Location of Program Pursuit
John H. Allen, M.D. Montevideo, MN	Management of musculoskeletal disorders and other disorders of function in older patients. Also study of subjective dimensions of human need and isolation.	University of Minnesota; Mayo Clinic
Charles F. Eisenbeis, M.D. Mankato, MN	Gynecologic Oncology including early identification, definitive treatment, and long-term and terminal (hospice-type) care.	University of Minnesota; Kansas University Medical Center; Mayo Clinic; Mankato Pathology Group
James D. Lehmann, M.D. Waconia, MN	To improve geriatric ambulatory care; to teach geriatrics topics to peers, medical and other students; to gain community support to establish new programs.	Oxford University, England
David E. Olson, M.D. Forest Lake, MN	Development of new skills in allergy assessment and management; expansion of allergy care in community; establishment of referral relationships; public education on allergy.	University of Minnesota; Mayo Clinic
Ann C. Vogel, M.D. New Ulm, MN	Provide community leadership in a comprehensive approach to improved obstetrical care including high risk obstetrics, neonatal care, fetal monitoring, and cancer detection. Also public health attention to middle ear disease and hearing loss.	University of Minnesota; Hennepin County Medical Center; St. Paul-Ramsey Medical Center; Mayo Clinic



GRANTMAKING POLICIES AND PROCEDURES



GRANTMAKING POLICIES AND PROCEDURES

MAJOR CURRENT INTERESTS

1. The Bush Foundation is predominantly a regional grantmaking foundation, with broad interests in education, human services, health, arts and humanities, and in the development of leadership.
2. The Foundation is interested in education at all levels, with major emphasis in higher education. In recent years, most of the Foundation's grantmaking in higher education has been in particular, pre-defined areas of emphasis. These include assisting private colleges with matching grants to complete capital fund drives, matching grants to improve annual unrestricted alumni giving, grants for faculty development, and for training in the joint fields of child development and social policy. Grants to elementary and secondary schools are either for public school districts to experiment with new learning programs and new approaches to teaching and administration, or to improve the teaching of economics.
3. The Foundation seeks to support projects which may help demonstrate and evaluate ways to lessen, prevent or resolve contemporary social problems. Those projects which involve the elements of relatively early intervention and reasonable cost are of particular interest.
4. The Foundation seeks to encourage the delivery of good health care, at reasonable cost to recipients and to society. The Foundation wishes to consider proposals for programs that will improve the quality, accessibility, and efficiency of health care services within the Foundation's geographic region. Recently, grants have been approved for programs that seek to develop more information about the provision of health services within the region, to improve the clinical and leadership skills of rural physicians, and to provide scholarships for minority medical students at the University of Minnesota.
5. Within its geographic region of major interest, the Foundation accepts special responsibility in the arts and humanities, including

support for music, theater, dance, visual arts, and the general preservation of our cultural heritage.

6. The development of leadership potential was of particular interest to the founder of The Bush Foundation, and will continue to command its interest and resources.

RESTRICTIONS AND AREAS OF HIGH SELECTIVITY

1. The Foundation will concentrate its major interest on projects originating in, or of special value to Minnesota, North Dakota and South Dakota. The Bush Leadership Fellows Program includes coverage of these states plus the counties of western Wisconsin which are part of the Ninth Federal Reserve District. A limited number of major non-regional programs have been approved, such as grants in child development and public policy, or support for historically black private colleges. In each such case, the program outlines are discussed and approved by the Foundation Board prior to making the related initial grants. Proposals for projects outside the United States ordinarily will not be approved.
2. The Bush Foundation ordinarily will not contribute to other private foundations, but this shall not preclude its joining with one or more foundations in a common effort of special interest.
3. The Foundation does not make direct grants to individuals except through established, defined programs such as the Bush Leadership Fellows Program, the Fellowships for Artists Program, and the Bush Clinical Fellows Program. Ordinarily the Foundation's grants are made only to non-profit, tax-exempt organizations.
4. Although the Foundation seeks to appraise each grant proposal on its merits, the following kinds of grant proposals are less likely to be approved than other:
 - a. Proposals for building construction in medicine.
 - b. Proposals requesting support to cover past operating deficits.
 - c. Proposals seeking general and continuing operating support.
5. The Foundation for some time has been reluctant to provide funds for basic research within established academic disciplines. In September, 1974 the Board of Directors voted to cease granting funds for project research in the biomedical and health sciences.

GRANTMAKING PROCEDURES

Responsibility of Decisions

All commitments of grant funds are made by the Board of Directors. The Board usually meets quarterly. The Grants Committee, a six-member sub-

committee of the Board, discusses all grants prior to final Board action, and makes recommendations of final action to the Board.

All grant proposals to be considered by the Grants Committee and the Board are first investigated by the Foundation's staff. The results of these investigations are made available to the Grants Committee and the Board.

Time Required for Decisions

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

The Board has approved additional preliminary screening procedures for University of Minnesota proposals, and for requests seeking construction funds for major hospitals and medical centers. The Foundation staff will explain these steps to anyone wishing further information about them.

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

Preliminary Inquiries

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

In answering questions about the possible future Foundation action on a proposal idea, the staff replies will usually range from "possible" to "unlikely". These staff appraisals never signal quick, optimistic encouragement as to final outcome. At the same time, they rarely are so discouraging as to prohibit finally any further consideration. However, recent staff estimates suggesting that proposal ideas seemed "unlikely" to command Board interest and final approval have almost always proven correct, even though the estimates in no way commit or limit later Board action.

Exploration of Other Sources of Support

Grant applicants ordinarily should explore all other possible sources of support in addition to The Bush Foundation. This exploration does not hurt the chances for a favorable decision by The Bush Foundation, but may

improve the chances that the project will find support somewhere. In the event other sources do provide partial or full support, The Bush Foundation should be notified promptly, so that the staff may revise the amount requested in line with up-to-date and realistic needs.

GRANT PROPOSALS

Form of Presentation

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

Desired Contents

A detailed list of "Application Requirements" is available at the Foundation office, and should be requested before drafting a final proposal. Following is a summary of the information which ordinarily should be provided in a completed proposal for a new project:

1. A clear description of the project, what it may be expected to achieve, and why it is important to undertake.
2. A detailed expense budget for the project, showing how the requested funds would be spent and during what time periods. The budget should make clear how the major elements of expense were estimated. Applicants should specify when the grant payment is requested under the grant, and a suggested schedule of payments should be provided.
3. A statement of other possible sources of support, public or private, which have been or will be solicited concerning the project, including a statement of funds which have been received or pledged.
4. If the project is to be continued after the period for which support has been requested, an explanation of how continuation of the project is to be financed.
5. The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.
6. Information concerning the organization and the responsible officers who intend to carry out the project:
 - a. A brief description of the organization making the proposal.
 - b. The names and primary affiliations of the organization's directors or trustees.
 - c. The name(s) and qualifications of the person(s) who would administer the grant.

- d. An audited balance sheet and income statement, if available, for the organization's previous fiscal year.
7. A copy of the organization's most recent tax-exempt ruling from the Internal Revenue Service, along with either a statement as to any revisions which may be pending, or a statement that there has been no change and none is pending.
8. If the request comes from a department or individual in an organization, the request also should be endorsed by the administrative head of the organization. If possible, the endorsement also should comment upon the relative priority of the request compared with other needs which The Bush Foundation may be asked to support.
9. For demonstration projects, research studies, and experiments, a description of similar work which has been carried out previously by other agencies would be helpful, along with an estimate of the significance of this prior work to the proposed project.
10. Proposals seeking funds for basic research should be written so that the project and its importance may be understood by non-specialists, and also so that the specific work plan may be understood and reviewed by consultants in the specific discipline involved. The Foundation has been extremely selective in approving grants for basic research of all kinds.

APPROVED GRANTS

Notification of Approval

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

Reports to the Foundation

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

final financial accounting for the grant funds and an evaluation and summary of the results obtained.

Disposition of Foundation Papers

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

Summary Statistics for Recent Grants

The following tables summarize The Bush Foundation's recent grants, classified by the purpose for which funds were granted, by size and duration of grants, and by the geographic location of the grantees.

**SUMMARY OF GRANTS APPROVED IN FISCAL YEAR 1981
CLASSIFIED BY SIZE, DURATION,
GEOGRAPHIC LOCATION OF GRANTS**

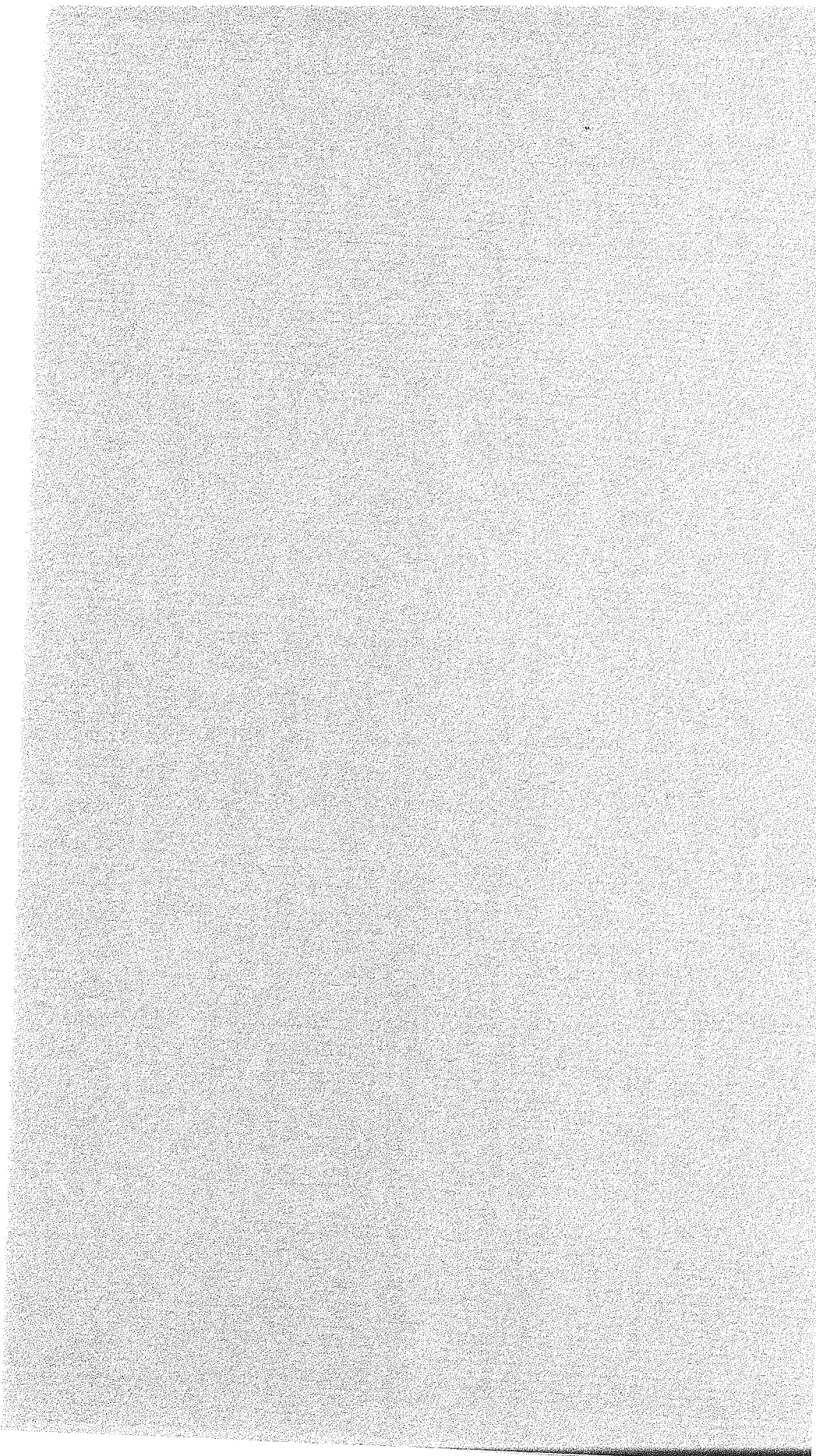
Classification of Grants		Number of Grants Approved
I. Size	\$0- 9,999	5
	10,000- 24,999	14
	25,000- 49,999	22
	50,000- 99,999	23
	100,000- 199,999	22
	200,000- 499,999	9
	500,000-1,500,000	9
	Total	104
II. Duration	1 year	61
	2 years	18
	3 years	22
	4 years	3
		Total
III. Geographic Location	Minnesota	68
	North Dakota	2
	South Dakota	5
	Illinois	2
	Other	27
	Total	104

**Summary of Grants Approved in Fiscal Years 1979, 1980, 1981
Classified by Purpose For Which Funds Were Granted¹**

Program Area	1979	1980	1981	3-Year Total
A. Arts & Humanities	\$ 1,129,833 (10) 9.2%	\$ 1,042,500 (9) 9.5%	\$ 1,922,500 (15) 12.1%	\$ 4,094,833 (34) 10.5%
B. Education	5,448,298 (50) 44.1%	5,015,884 (58) 45.9%	8,605,188 ² (49) 54.3%	19,069,370 (157) 48.7%
C. Health	240,300 (2) 2.0%	596,640 (5) 5.5%	638,717 ² (3) 4.0%	1,475,657 (10) 3.8%
D. Human Services	3,472,111 (23) 28.1%	2,285,641 (34) 20.9%	2,171,787 (24) 13.7%	7,929,539 (81) 20.3%
E. Miscellaneous	1,004,272 (12) 8.1%	950,602 (10) 8.7%	1,294,775 (10) 8.2%	3,249,649 (32) 8.3%
F. Fellowship Program Stipends	1,049,000 (3) 8.5%	1,042,000 (3) 9.5%	1,214,000 (3) 7.7%	3,305,000 (9) 8.4%
TOTALS	\$12,343,814 (100) 100%	\$10,933,267 (119) 100%	\$15,846,967 (104) 100%	\$39,124,048 (323) 100%

¹ In each cell, the dollar figure represents the total amount granted, the figure next below in parenthesis shows the number of grants made, and the bottom figure shows the percentage of all grant dollars awarded during that fiscal year.

² A grant for \$542,972 in 1981 for the Center for Health Services Research at the University of Minnesota is counted in the Health program area.



THE UNIVERSITY OF CHICAGO PRESS

STATEMENT OF GRANTS FOR THE PERIOD ENDED NOVEMBER 30, 1981

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appro- priated 1981	Amount Paid 1981	Unpaid Balance 1981
A. ARTS AND HUMANITIES					
Museums					
Norwegian American Museum, Decorah, Iowa <i>To support building renovation</i>	\$ 50,000	\$ 50,000	\$ 50,000
Saint Louis County Heritage and Arts Center, Duluth, Minnesota <i>Toward construction of the Depot Square exhibit in the Center's Railroad Museum</i>	30,000	30,000	30,000
Science Museum of Minnesota, Saint Paul <i>Toward operating expenses 1979 grant</i>	299,000	\$ 75,000	75,000
Walker Art Center, Inc., Minneapolis <i>Toward endowment fund</i>	1,000,000	1,000,000	500,000	\$ 500,000
Theater					
Actors Theatre of Saint Paul, Saint Paul <i>To support costs of a subscription campaign and other marketing efforts</i>	15,000	15,000	15,000
Cricket Theatre Corporation, Minneapolis <i>Toward operating expenses 1980-81 season 1981-82 season</i>	35,000 35,000	35,000 35,000	35,000 35,000
Guthrie Theater Foundation, Minneapolis <i>Toward operating expenses for the 1981-82 season</i>	110,000	110,000	110,000
Mixed Blood Theatre Company, Minneapolis <i>To support operating costs of the 1981-82 season</i>	10,000	10,000	10,000

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
The Playwright's Lab, Inc., Minneapolis					
<i>To support operating expenses in 1980-81 and 1981-82</i>	\$ 45,000	\$ 45,000	\$ 45,000
Music					
Minnesota Composers Forum, Saint Paul					
<i>To support operating costs for the 1981-82 and 1982-83 seasons</i>	7,500	7,500	4,500	\$ 3,000
Minnesota Opera Company, Saint Paul					
<i>To support operating costs of the 1981-82 season</i>	50,000	50,000	50,000
Minnesota Orchestral Association, Minneapolis					
<i>Toward operating costs 1980-81 season</i>	160,000	160,000	160,000
<i>1981-82 season</i>	165,000	165,000	165,000
Saint Paul Chamber Orchestra Society, Saint Paul					
<i>Toward operating costs of the 1980-81 season</i>	150,000	150,000	150,000
Other					
COMPAS, Inc., Saint Paul					
<i>To support operating expenses in 1980-81 and 1981-82</i>	60,000	60,000	60,000
Minneapolis Public Library, Minneapolis					
<i>Toward costs of acquiring U.S. patent file in microfilm</i>	100,000	\$ 100,000	100,000
Minneapolis Society of Fine Arts, Minneapolis					
<i>To support exhibition program</i>	150,000	50,000	50,000
Minnesota Historical Society, Saint Paul					
<i>To purchase rare books and works of art for the Society's collection</i>	90,000	60,000	30,000	30,000
Saint Paul-Ramsey Arts and Science Council, Saint Paul					
<i>To provide outright support to annual fund drive 1980 grant</i>	390,000	190,000	130,000	60,000
Twin Cities Metropolitan Arts Alliance, Minneapolis					
<i>Toward redemption costs of performing arts ticket voucher program</i>	120,000	20,000	20,000
TOTAL — ARTS		<u>\$ 495,000</u>	<u>\$ 1,922,500</u>	<u>\$ 1,824,500</u>	<u>\$ 593,000</u>

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
B. EDUCATION					
Elementary and Secondary Education					
Heart of the Earth Survival School, Minneapolis					
<i>For capital improvements to an alternative Indian School</i>	\$ 39,573	\$ 52	\$ 52
Independent School District #625 (Saint Paul Public Schools)					
<i>To support a faculty development program at Central High School</i>	166,000	\$ 166,000	87,000	\$ 79,000
Minnesota Association of School Administrators, Saint Paul					
<i>Toward operational costs of a management training program for public school district superintendents in Minnesota</i>					
1977 grant	479,250	20,000	(20,000)
1979 grant	277,430	187,430	130,000	57,430
1980 grant	607,450	607,450	110,000	497,450
Higher Education					
Alumni Challenge Grants					
<i>To increase both unrestricted dollar receipts and the number of donors, through matching incentives in the alumni and alumnae funds of private colleges in Minnesota, the Dakotas, and among members and former members of the United Negro College Fund (UNCF)</i>					
MINNESOTA COLLEGES					
College of Saint Thomas, Saint Paul					
<i>To challenge special reunion class gifts</i>					
<i>Fourth renewal, 1979-80</i>	30,000	30,000	(969)	29,031
Macalester College, Saint Paul					
<i>To challenge special reunion class gifts</i>					
<i>Fifth renewal, 1980-81</i>	20,000	20,000	20,000
NORTH AND SOUTH DAKOTA COLLEGES					
Presentation College, Aberdeen, South Dakota (Challenge not restricted to alumni giving)					
<i>Third renewal, 1980-81</i>	15,000	15,000	(15,000)
UNCF COLLEGES					
Barber-Scotia College, Concord, North Carolina					
<i>First renewal, 1980-81</i>	15,650	15,650	(5,470)	10,180
<i>Second renewal, 1981-82</i>	16,000	16,000	16,000

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Benedict College, Columbia, South Carolina					
<i>First renewal, 1980-81</i>	\$ 50,000	\$ 50,000	\$ (44,415)	\$ 5,585
<i>Second renewal, 1981-82</i>	28,500	28,500	\$ 28,500
Clark College, Atlanta, Georgia					
<i>First renewal, 1980-81</i>	32,000	32,000	32,000
<i>Second renewal, 1981-82</i>	35,000	35,000	35,000
Dillard University, New Orleans, Louisiana					
<i>Second renewal, 1980-81</i>	31,000	31,000	31,000
Fisk University, Nashville, Tennessee					
<i>Third renewal, 1980-81</i>	50,000	50,000	50,000
Hampton Institute, Hampton, Virginia					
<i>First renewal, 1980-81</i>	87,250	87,250	87,250
Huston-Tillotson College Austin, Texas					
<i>Initial grant, 1981-82</i>	30,000	30,000	30,000
Jarvis Christian College, Hawkins, Texas					
<i>Initial grant, 1981-82</i>	55,000	55,000	55,000
Johnson C. Smith University, Charlotte, North Carolina					
<i>Second renewal, 1980-81</i>	35,000	35,000	(35,000)
Lane College, Jackson, Tennessee					
<i>First renewal, 1980-81</i>	36,000	36,000	36,000
<i>Second renewal, 1981-82</i>	50,000	50,000	50,000
LeMoyne-Owen College, Memphis, Tennessee					
<i>First renewal, 1980-81</i>	30,000	30,000	(30,000)
<i>Second renewal, 1981-82</i>	20,000	20,000	20,000
Livingstone College, Salisbury, North Carolina					
<i>Second renewal, 1980-81</i>	15,000	15,000	(15,000)
<i>Third renewal, 1981-82</i>	15,000	15,000	15,000
Miles College, Birmingham, Alabama					
<i>Second renewal, 1980-81</i>	16,000	16,000	(4,517)	11,483
<i>Third renewal, 1981-82</i>	13,500	13,500	13,500
Morehouse College, Atlanta, Georgia					
<i>First renewal, 1980-81</i>	75,000	75,000	75,000
<i>Second renewal, 1981-82</i>	75,000	75,000	75,000
Morris Brown College, Atlanta, Georgia					
<i>First renewal, 1980-81</i>	24,400	24,400	24,400
<i>Second renewal, 1981-82</i>	22,960	22,960	22,960
Oakwood College, Huntsville, Alabama					
<i>First renewal, 1980-81</i>	29,400	29,400	29,400
<i>Second renewal, 1981-82</i>	27,600	27,600	27,600
Paine College, Augusta, Georgia					
<i>Fourth renewal, 1980-81</i>	17,500	17,500	17,500

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Paul Quinn College, Waco, Texas					
<i>First renewal, 1980-81</i>	\$ 17,800	\$ 17,800	\$ (17,800)
<i>Second renewal, 1981-82</i>	26,000	26,000	\$ 26,000
Rust College, Holly Springs, Mississippi					
<i>Second renewal, 1980-81</i>	15,000	15,000	\$ 15,000
Saint Paul's College, Lawrenceville, Virginia					
<i>First renewal, 1980-81</i>	30,000	30,000	(16,257)	13,743
<i>Second renewal, 1981-82</i>	20,000	20,000	20,000
Talladega College, Talladega, Alabama					
<i>Second renewal, 1980-81</i>	34,700	34,700	(34,700)
<i>Third renewal, 1981-82</i>	37,975	37,975	37,975
Tougaloo College, Tougaloo, Mississippi					
<i>Fourth renewal, 1980-81</i>	31,062	31,062	(19,071)	11,991
Tuskegee Institute, Tuskegee Institute, Alabama					
<i>Third renewal, 1980-81</i>	80,000	80,000	80,000
<i>Fourth renewal, 1981-82</i>	60,000	60,000	60,000
Voorhees College, Denmark, South Carolina					
<i>Initial grant, 1981-82</i>	56,587	56,587	56,587
Wilberforce University, Wilberforce, Ohio					
<i>Second renewal, 1980-81</i>	14,077	14,077	(7,100)	6,977
Wiley College, Marshall, Texas					
<i>Third renewal, 1980-81</i>	31,000	31,000	(31,000)
<i>Fourth renewal, 1981-82</i>	20,000	} 20,000
<i>Fourth renewal cancelled</i>		(20,000)
Xavier University of Louisiana, New Orleans, Louisiana					
<i>Fourth renewal, 1980-81</i>	42,400	42,400	42,400
Capital Challenge Grants					
Bethel College and Seminary, Saint Paul					
<i>Matching grant to support capital fund drive for construction and endowment</i>	575,000	575,000	575,000
College of Saint Thomas, Saint Paul					
<i>Matching grant to support 8.5 million dollar fund drive for endowment, new physical education building and other building improvements</i>	425,000	212,500	212,500
College of Saint Scholastica, Duluth, Minnesota					
<i>Matching grant to support the capital fund drive for building and endowment</i>	400,000	400,000	400,000

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Hamline University, Saint Paul <i>Matching grant to support undergraduate purposes within 10.5 million dollar capital fund drive</i>	\$ 750,000	\$ 375,000	\$ 375,000
Luther College, Decorah, Iowa <i>Matching grant to support capital fund drive for endowment and construction</i>	300,000	300,000	300,000
Macalester College, Saint Paul <i>Matching grant to support capital fund drive for endowment and renovation of buildings</i>	1,000,000	\$ 1,000,000	\$ 1,000,000
Capital Challenge Grants to UNCF Colleges					
Paine College, Augusta, Georgia <i>Matching grant to endow instruction in the humanities</i>	100,000	100,000	100,000
Spelman College, Atlanta, Georgia <i>Matching grant to support endowment and building renovation</i>	400,000	400,000	400,000
Tuskegee Institute, Tuskegee Institute, Alabama <i>Matching grant for Centennial Era Campaign</i>	1,000,000	1,000,000	1,000,000
Faculty Development Grants					
Augsburg College, Minneapolis <i>To support a faculty development program</i>	186,050	186,050	60,000	126,050
Augustana College Association, Sioux Falls, South Dakota <i>To support a faculty development program</i>	180,000	180,000	60,000	120,000
Bethel College and Seminary, Saint Paul <i>To support a faculty development program</i>	105,500	105,500	42,900	62,600
Carleton College, Northfield, Minnesota <i>To support competitive awards for Faculty Research</i>					
1980-81 grant	92,500	52,500	52,500
1981-82 grant	116,000	116,000	116,000

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
College of Saint Scholastica, Duluth, Minnesota <i>To support a faculty development program</i>	\$ 177,713	\$ 177,713	\$ 58,022	\$ 119,691
College of Saint Teresa, Winona, Minnesota <i>To support a faculty development program</i>	75,000	75,000	25,000	50,000
College of Saint Thomas, Saint Paul <i>To support a faculty development program</i>	270,000	270,000	90,000	180,000
Dakota Wesleyan University, Mitchell, South Dakota <i>To support a faculty development program</i>	77,400	\$ 49,600	24,800	24,800
Gustavus Adolphus College, Saint Peter, Minnesota <i>Planning grant</i>	10,000	10,000	10,000
Macalester College, Saint Paul <i>To support expansion of the faculty development program</i>	180,000	180,000	180,000
Mary College, Bismarck, North Dakota <i>To support a program to improve teaching skills</i>	75,000	48,000	24,000	24,000
Minnesota State University System, Saint Paul <i>To support a faculty development program in the seven state universities</i>	989,950	989,950	149,350	840,600
Mount Marty College, Yankton, South Dakota <i>To support a faculty development program</i>	74,900	74,900	23,800	51,100
North Dakota State University of Agriculture and Applied Science, Fargo, North Dakota <i>To support a faculty development program</i>	300,000	300,000	100,000	200,000
Northern State College, Aberdeen, South Dakota <i>To support a faculty development program</i>	175,509	175,509	89,888	85,621
Saint John's University, Collegeville, Minnesota <i>To renew support for a faculty development program</i>	179,971	179,971	179,971

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Saint Olaf College, Northfield, Minnesota <i>To support a faculty development program</i>	\$ 178,500	\$ 178,500	\$ 178,500
University of Minnesota, Minneapolis <i>Support for a program of competitively awarded supplements for faculty sabbatical leaves</i>	900,000	900,000	900,000
University of North Dakota, Grand Forks, North Dakota <i>To support expansion of the present faculty development program with emphasis on improving teaching skills</i>	375,000	\$ 250,000	\$ 125,000	125,000
<i>To support a faculty development Regional Newsletter</i>	7,750	7,750	7,750
Other Higher Education					
Associated Colleges of the Twin Cities, Saint Paul <i>To support a summer training program for teachers of writing</i>	45,000	45,000	20,000	25,000
Hamline University, Saint Paul <i>Toward costs to develop a statutory index to the Laws of Minnesota</i>	37,500	37,500	37,500
Metropolitan Community College, Minneapolis <i>To support a new two-year degree program for adults who work full time</i>	50,000	50,000	50,000
Minnesota Private College Fund, Minneapolis <i>For support of programs selected by the presidents of the fifteen member colleges 1980 matching grant</i>	250,000	150,000	150,000
<i>For support of programs selected by the presidents of the fifteen member colleges in 1981, 1982, and 1983</i>	600,000	600,000	100,000	500,000
United Negro College Fund, Inc., New York, New York <i>To support the annual fund drives in 1980, 1981, and 1982</i>	200,000	133,330	66,670	66,660
University of Minnesota, Minneapolis*					

*See also University grants in faculty development, child development, and health.

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Graduate School Fellowships Fellowships for graduate students in M.A. and Ph.D. programs under the administration of the Graduate School 1976 grant	\$ 375,000	\$ 55,000	\$ 55,000
Graduate School Evaluation Continued support for external evaluations of the University's Graduate School departments in conjunction with internal evaluations which the University is conducting	75,000	35,000	35,000
College of Business Administration Support for expansion and improvement of the Master of Business Administration program	400,000	100,000	100,000
University of North Dakota, Grand Forks, North Dakota To help start a statewide network of teacher centers to provide in-service training to elementary and secondary teachers	403,596	27,000	27,000
Child Development					
Education Development Center, Inc., Newton, Massachusetts Toward continuation of a parent education program in Minnesota high schools, and introduction of the program into the Dakotas	157,812	35,127	35,127
The Erickson Institute for Early Education, Chicago, Illinois Operating support for a Leadership Training program 1980-81 grant	85,000	35,000	35,000
1981-82 grant	90,000	\$ 90,000	90,000
Family Focus, Inc., Evanston, Illinois Operating support for a parent education and family counseling program	100,000	50,000	35,000	\$ 15,000
Yale University, New Haven, Connecticut To support the first in a network of Bush Centers in Child Development and Public Policy 1977 grant	674,415	215,000	145,000	70,000
1981 grant	205,114	205,114	205,114
To support specific network activities for the four Bush Centers in Child Development and Public Policy 1979 grant	123,222	33,987	33,987

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
The University of California, Los Angeles, California <i>To support the second in a network of Bush Centers in Child Development and Public Policy</i>	\$ 675,046	\$ 355,000	\$ 140,000	\$ 215,000
The University of Michigan, Ann Arbor, Michigan <i>To support the third in a network of Bush Centers in Child Development and Public Policy</i>	684,574	359,000	140,000	219,000
<i>To support specific network activities for the four Bush Centers in Child Development and Public Policy</i>					
1979 grant	167,074	57,334	57,334
1981 grant	118,059	\$ 118,059	118,059
The University of North Carolina, Chapel Hill, North Carolina <i>To support the fourth in a network of Bush Centers in Child Development and Public Policy</i>	661,381	335,000	150,000	185,000
The University of Chicago, Chicago, Illinois <i>To provide research costs by Dr. Harold A. Richman on Illinois state policy toward children</i>	140,000	140,000	90,000	50,000
The University of Minnesota, Minneapolis <i>To continue support of a training program for mid-career child development professionals</i>	423,889	348,300	140,000	208,300
Other Education					
Film in the Cities, Saint Paul <i>To support program expansion and capital development of a training and technical assistance program for filmmakers</i>	90,000	90,000	70,000	20,000
INROADS, Inc., Minneapolis <i>To support costs of a special mathematics program for minority college students</i>	6,024	6,024	6,024
The Minneapolis Foundation (fiscal agent for Citizens' Scholarship Foundation of America, Inc., Concord, New Hampshire), Minneapolis <i>To continue support toward costs for the Minnesota Regional office, and to develop additional local CSFA chapters</i>	60,000	10,000	10,000

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Minnesota Arboretum Foundation, Chaska, Minnesota <i>To finance the acquisition of adjacent land for the Minnesota Landscape Arboretum</i>	\$ 213,000	\$ 213,000	\$ 155,838	\$ 57,162
State of Minnesota, Office of the Governor, Saint Paul <i>To help establish an executive development program for state officials</i>	45,000	\$ 45,000	15,000	30,000
WICAT, Inc., New York, New York <i>To develop a computer assisted reading program for elementary schools and to test that program in Minnesota schools</i>	300,000	300,000	100,000	200,000
TOTAL — EDUCATION		<u>\$ 7,033,323</u>	<u>\$ 8,288,889</u>	<u>\$ 5,682,732</u>	<u>\$ 9,639,480</u>
C. HEALTH					
Fremont Community Health Services, Minneapolis <i>To help renovate clinic building</i>	\$ 50,000	\$ 50,000	\$ 50,000
InterStudy, Excelsior, Minnesota <i>Support for health policy research staff</i>	165,300	58,900	\$ 58,900
Meharry Medical College, Nashville, Tennessee <i>Alumni challenge grant for alumni giving</i>					
<i>Second renewal, 1980-81</i>	55,200	55,200	\$ (28,958)	26,242
<i>Third renewal, 1981-82</i>	75,000	75,000	75,000
Metro Area Community Health, Minneapolis <i>To support costs for health education programs in community clinics</i>	150,000	75,000	50,000	25,000
Minnesota Coalition on Health Care Costs, Minneapolis <i>Toward operating costs over three years</i>	50,000	25,000	15,000	10,000
Morrison County Health Services, Little Falls, Minnesota <i>To start a rural emergency medical care program</i>	20,745	20,745	20,745
Psychoanalytic Foundation of Minnesota, Inc., Minneapolis <i>For program development 1974 grant</i>	60,000	17,452	1,027	16,425
Saint Louis Park Medical Research Foundation, Minneapolis <i>To support a diabetes education program in North and South Dakota</i>	291,440	198,414	107,712	90,702

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
University of Minnesota, Minneapolis					
Center for Health Services Research					
To help start a new Center for Health Services Research in the School of Public Health	\$ 537,840	\$ 71,550	\$ 71,550
Additional support for Research programs and for a new technical assistance program for public agencies	542,972	\$ 542,972	204,981	\$ 337,991
To provide scholarships for minority students	1,000,000	450,000	100,000	350,000
TOTAL — HEALTH*		<u>\$ 1,001,516</u>	<u>\$ 609,759</u>	<u>\$ 647,257</u>	<u>\$ 964,018</u>

D. HUMAN SERVICES

Health and Rehabilitation

Black Hills Workshop and Training Center, Inc., Rapid City, South Dakota

Toward construction costs for addition to a sheltered workshop and training center for handicapped people

\$ 60,000 \$ 60,000 \$ 60,000

Courage Center, Minneapolis

Toward costs for construction of additional space for Courage Residence, a residence for handicapped adults

300,000 300,000 \$ 300,000

Goodwill Industries Vocational Enterprises, Inc., Duluth, Minnesota

Toward purchase and renovation costs of a building for a consolidated sheltered workshop for handicapped people

100,000 100,000 100,000

Laura Baker School Association, Northfield, Minnesota

Toward renovation and new construction costs of a residential school for mentally-retarded children

150,000 150,000 150,000

Saint Paul Goodwill Industries, Inc., Saint Paul

Toward capital campaign goal of 3 million dollars

240,000 \$ 240,000 240,000

United Funds

United Way of the Minneapolis Area, Minneapolis

For the capital campaign

400,000 140,000 140,000

*See also grants to rural physicians under Bush Clinical Fellows Program.

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
<i>To support costs for additional staff for the Planning and Allocations Division</i>	\$ 85,000	\$ 39,000	\$ 25,000	\$ 14,000
United Way of the Saint Paul Area, Saint Paul					
<i>For the 1981 annual campaign</i>	292,000	292,000	292,000
<i>For the 1982 annual campaign</i>	318,000	\$ 318,000	318,000
<i>For the capital campaign</i>	1,500,000	200,000	200,000
Family Violence					
Anoka County Task Force for Battered Women, Anoka, Minnesota					
<i>Toward start-up costs of a battered women's shelter</i>	25,000	10,000	10,000
Community Mercy Hospital, Onamia, Minnesota					
<i>To support a crisis intervention counseling program for women</i>	6,548	6,548	6,548
Domestic Abuse Project, Inc., Minneapolis					
<i>To support a treatment program for violent men and their families</i>	60,000	60,000	40,000	20,000
Minnesota Council of Churches, Minneapolis					
<i>To support costs for a training program for clergy to counsel victims of domestic violence</i>	34,836	29,000	23,200	5,800
Minnesota Program Development, Inc., Duluth, Minnesota					
<i>To support a police intervention and mandated treatment response to family violence</i>	71,725	71,725	53,200	18,525
Northwoods Coalition for Battered Women, Inc., Bemidji, Minnesota					
<i>To support a shelter for battered women</i>	30,000	30,000	20,000	10,000
Phyllis Wheatley Community Center, Minneapolis					
<i>Operating support for a treatment program for black men who batter their wives</i>	143,000	67,000	67,000
The Children's Inn, Inc., Sioux Falls, South Dakota					
<i>Toward costs for a treatment program to prevent family violence</i>	56,500	18,000	18,000
Women's Advocates, Inc., Saint Paul					
<i>To support renovation of a shelter for battered women</i>	21,600	21,600	21,600

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Women and Violence, Inc., Rapid City, South Dakota <i>To support a battered women's shelter program</i>	\$ 23,575	\$ 23,575	\$ 17,575	\$ 6,000
Young Women's Christian Association of Aberdeen, Aberdeen, South Dakota <i>To support costs for a battered women's shelter</i>	45,000	\$ 15,000	15,000
Youth and Family Services					
Amherst H. Wilder Foundation, Saint Paul <i>To expand recruitment and training programs for foster parents</i>	34,015	17,836	17,836
Children's Village-Family Service, Fargo, North Dakota <i>To support expansion of an educational family financial counseling program</i>	150,000	70,000	70,000
Crow Creek Sioux Child Protection Team, Fort Thompson, South Dakota <i>Start-up support for a residential care program for neglected and abused Indian children</i>	40,000	40,000	10,000	30,000
Family Service of Saint Paul, Saint Paul <i>Toward support of a family enrichment educational program</i>	45,000	45,000	20,000	25,000
Girls Club of Rapid City, Inc., Rapid City, South Dakota <i>To support the development of a creative arts program for pre-delinquent girls in Rapid City and Sioux Falls, South Dakota</i>	54,691	18,230	18,230
Granville House, Inc., Saint Paul <i>To help refurbish the new Warren Eustis House facilities to accommodate a residential treatment program for adolescents</i>	45,000	45,000	45,000
Kiwanis Club of Saint Paul Foundation, Saint Paul <i>Toward capital improvements for a camp for low-income and minority inner-city teenagers</i>	50,000	50,000	50,000
Lutheran Social Service of Minnesota, Saint Paul <i>To support a program to prevent teenaged prostitution</i>	59,938	59,938	23,500	36,438

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Sabathani Community Center, Minneapolis <i>Toward renovation of a retired school building for a community service center</i>	\$ 300,000	\$ 125,000	\$ 125,000
Saint Joseph's Home for Children, Minneapolis <i>Toward capital fund drive to expand a residential treatment home for emotionally-disturbed children</i>	250,000	\$ 250,000	250,000
Southwest Minnesota Youthworkers Training Project, Marshall, Minnesota <i>To support a program of training workshops for youthworkers in Southwest Minnesota</i>	22,500	22,500	15,000	\$ 7,500
The Evergreen House, Bemidji, Minnesota <i>Interim operating support for a residential program for neglected and runaway youth</i>	15,000	15,000	10,000	5,000
Washburn Child Guidance Center, Minneapolis <i>Support for diagnostic and counseling services for children with learning disabilities</i>	195,000	195,000	195,000
Law and Corrections					
Central Minnesota Legal Services, Inc., Minneapolis <i>To help provide legal assistance to hearing-impaired persons in Minnesota</i>	27,090	27,090	27,090
Correctional Service of Minnesota, Minneapolis <i>To repair currently-owned films in the agency's film rental library and to purchase new films on criminal justice</i>	61,000	61,000	40,000	21,000
Legal Rights Center, Minneapolis <i>To support addition of two minority interns and attorneys</i>	64,860	18,240	18,240
National Center for State Courts, Williamsburg, Virginia <i>Toward operating support for the North Central Regional office</i>	90,000	50,000	30,000	20,000
Other Human Services					
Center for Women, Inc., Minneapolis <i>To support the Center's business office</i>	39,000	26,000	18,000	8,000

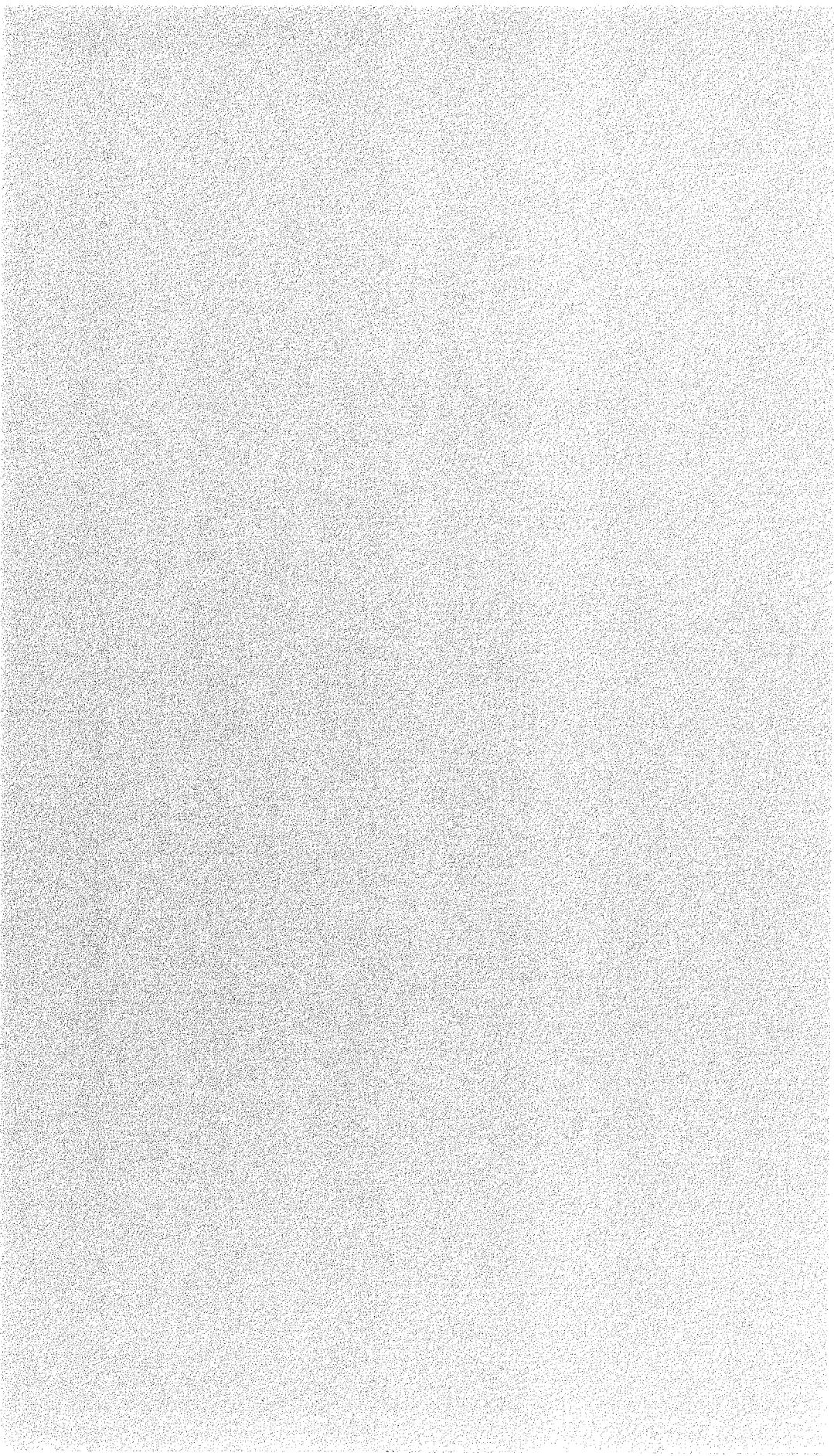
Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Community Planning Organization, Inc., Saint Paul					
<i>Toward operating costs</i>	\$ 30,000	\$ 5,000	\$ 5,000
Minneapolis Communications Center, Minneapolis					
<i>Toward costs of expanding a program of financial services for non-profit organizations</i>	65,000	15,000	15,000
Minnesota Institute on Black Chemical Abuse, Minneapolis					
<i>Toward costs to establish a chemical dependency prevention program in the black community</i>	50,000	15,000	15,000
Minnesota Senior Federation, Saint Paul					
<i>To support development of health programs for the elderly in rural Minnesota</i>	37,311	\$ 37,311	37,311
Supplemental Enterprises, Inc., New Hope, Minnesota					
<i>Toward operating support for Lake Country Food Bank, a program that distributes food to non-profit organizations which feed the needy poor</i>	45,000	45,000	15,000	\$ 30,000
The Saint Paul Foundation, Saint Paul					
<i>Toward support for a proposed community sharing fund which would provide small emergency grants to individuals and organizations and for social programs</i>	40,000	40,000	25,000	15,000
Walker Methodist Residence Sponsor's Fund, Minneapolis					
<i>Toward construction of a home for elderly people</i>	150,000	150,000	150,000
Working Opportunities for Women, Saint Paul					
<i>Toward operating support for an employment counseling program for women</i>	40,000	5,000	5,000
Youth Emergency Services, Inc., Minneapolis					
<i>Toward costs of a training program for volunteer counselors</i>	25,000	25,000	14,000	11,000
TOTAL — HUMAN SERVICES		<u>\$ 1,492,806</u>	<u>\$ 2,171,787</u>	<u>\$ 1,861,330</u>	<u>\$ 1,803,263</u>

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
E. MISCELLANEOUS					
Communications					
Minnesota Public Radio, Saint Paul					
<i>To match increased membership income</i>					
1980 grant	\$ 76,302	\$ 76,302	\$ 76,302
1981 grant	94,650	\$ 94,650	\$ 94,650
To support capital campaign	600,000	200,000	200,000
Minnesota News Council, Minneapolis					
<i>Toward operating costs</i>	30,000	30,000	15,000	15,000
Prairie Public Television, Inc., Fargo, North Dakota					
<i>To support construction of a new building</i>	300,000	150,000	150,000
Twin Cities Public Television, Inc., Saint Paul					
<i>To support general operations and expanded activities over three years</i>	1,000,000	1,000,000	575,000	425,000
University of North Dakota, Grand Forks, North Dakota					
<i>To support the development office of KFJM public radio</i>	10,000	10,000	10,000
Other Miscellaneous					
City of Minneapolis, Minneapolis					
<i>To help pay the first year's operating cost of the office of a city Indian coordinator</i>	5,125	5,125	5,125
Coalition of National Voluntary Organizations, Washington, D.C., Independent Sector					
<i>Toward development of a new national organization to strengthen private non-profit organizations</i>	60,000	10,000	10,000
Fort Snelling State Park Association, Saint Paul					
<i>To support renovation of the Commandant's House at Historic Fort Snelling</i>	90,000	90,000	90,000
Foundation Center, Inc., New York, New York					
<i>Renewed three-year support for the Foundation Resource Center</i>	75,000	25,000	25,000
Lexington-Hamline Community Council, Inc., Saint Paul					
<i>To support a neighborhood energy conservation project</i>	25,000	25,000	25,000

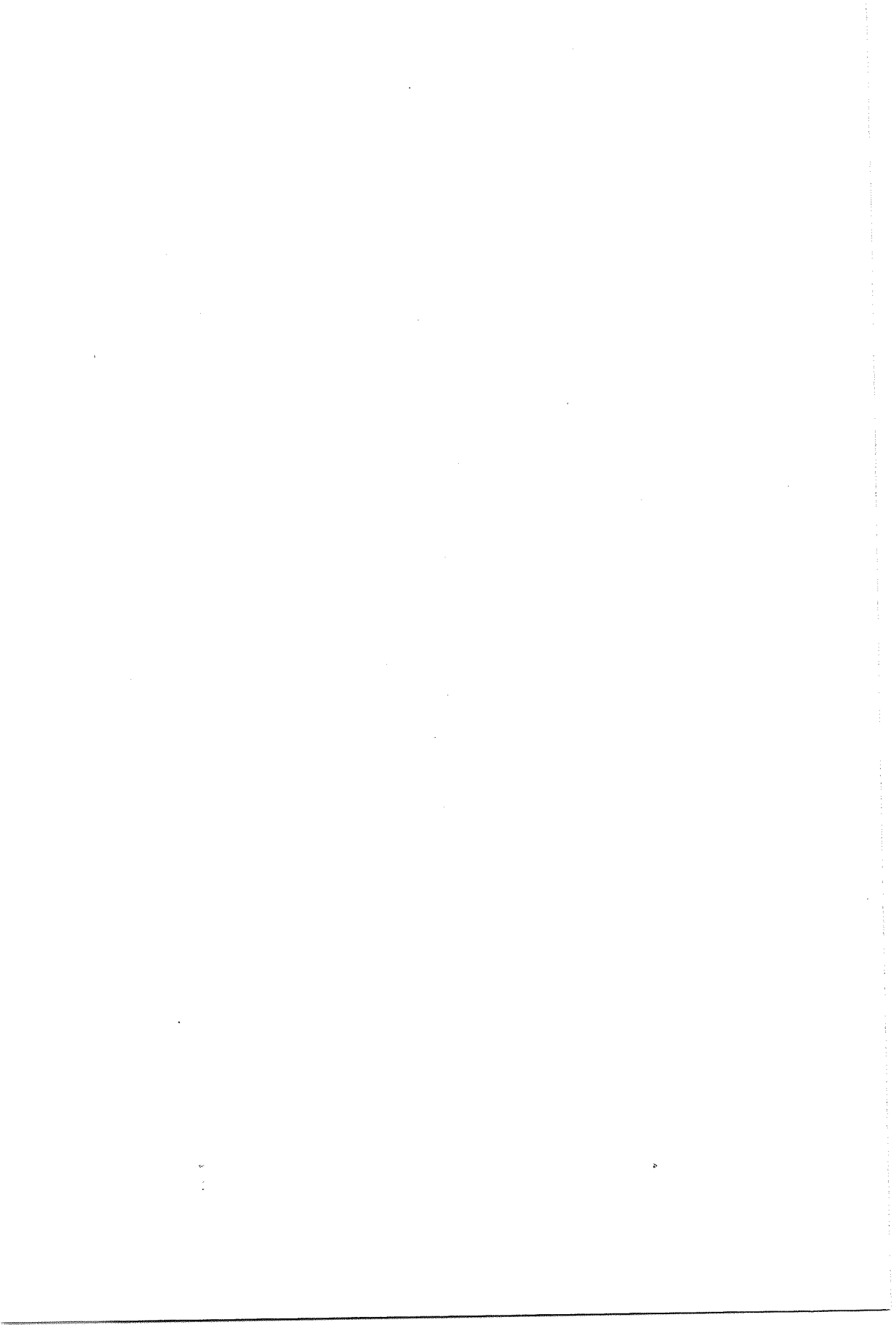
Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
Northern Minnesota Citizens League, Grand Rapids, Minnesota <i>To support administration and planning activities through 1982</i>	\$ 25,000	\$ 25,000	\$ 25,000
Project Environment Foundation, Minneapolis <i>To support involvement in non-legislative hearings on air quality</i>	8,000	8,000	8,000
Project for Pride in Living, Minneapolis <i>To help develop housing for low and moderate income families</i>	150,000	\$ 150,000	150,000
The Center for Humanism, Awareness, and Resource Training, Minneapolis <i>Toward costs to hire additional staff and to expand rental space</i>	75,000	50,000	25,000	\$ 25,000
Countryside Council, Marshall, Minnesota <i>Temporary program support</i>	150,000	115,000	85,000	30,000
The Minneapolis Foundation, Minneapolis <i>For the Minnesota non-profits assistance fund, a loan fund for non-profit organizations</i>	25,000	25,000	25,000
The North Dakota Community Foundation, Bismarck, North Dakota <i>Toward endowment of a new grantmaking community foundation in North Dakota</i>	250,000	101,567	101,567
Women and Foundations / Corporate Philanthropy, Inc., New York, New York <i>For program support</i>	12,000	12,000	4,000	8,000
TOTAL — MISCELLANEOUS		<u>\$ 907,869</u>	<u>\$ 1,294,775</u>	<u>\$ 1,364,994</u>	<u>\$ 837,650</u>

Organization and Purpose	Initial Grant	Unpaid Balance 1980	Appropriated 1981	Amount Paid 1981	Unpaid Balance 1981
F. FELLOWSHIP PROGRAMS					
Bush Leadership Fellows and Summer Fellows Program					
<i>To provide mid-career study and internship opportunities for selected residents of Minnesota, North Dakota, South Dakota, and Western Wisconsin</i>					
1977 program	\$ 483,000	\$ 4,500	\$ (4,450)	\$ 50
1978 program	500,000	9,000	(4,000)	...	\$ 5,000
1979 program	547,000	74,806	(2,351)	42,455	30,000
1980 program	603,000	355,587	289,395	66,192
1981 program	686,000	686,000	299,522	386,478
1982 program	725,000	725,000	725,000
TOTAL — BUSH LEADERSHIP FELLOWS PROGRAM		\$ 1,129,893	\$ 714,199	\$ 631,422	\$ 1,212,670
Bush Foundation Fellowships for Artists					
<i>To enable selected writers and visual artists in Minnesota to set aside a significant period of time for work in their chosen art forms</i>					
1979 program	\$ 112,000	\$ 2,765	\$ 2,765
1980 program	140,000	89,474	\$ (1)	87,052	\$ 2,421
1981 program	140,000	140,000	57,742	82,258
1982 program	180,000	180,000	180,000
TOTAL — BUSH FOUNDATION FELLOWSHIPS FOR ARTISTS		\$ 232,239	\$ 179,999	\$ 147,559	\$ 264,679
Bush Clinical Fellows Program					
<i>To provide mid-career study opportunities for primary care physicians in rural Minnesota</i>					
1979 program	\$ 270,000	\$ 143,696	\$ (120,229)	\$ 18,467	\$ 5,000
1980 program	306,000	288,678	54,538	234,140
1981 program	216,000	216,000	23,914	192,086
1982 program	309,000	309,000	309,000
TOTAL — BUSH CLINICAL FELLOWS PROGRAM		\$ 648,374	\$ 188,771	\$ 96,919	\$ 740,226
GRAND TOTAL		\$12,941,020	\$15,370,679*	\$12,256,713	\$16,054,986

*This figure is the net total appropriated during the 1981 fiscal year. It represents gross appropriations of \$15,846,967 less cancellations and returns of \$476,288.



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REPORT OF THE TREASURER

The annual financial statements of the Foundation, which have been audited by Deloitte Haskins & Sells, appear on the following pages.

Investment and other income for the year ended November 30, 1981 was \$20,500,760, a 17.6% increase from \$17,437,937 in 1979-80. The major portion of the increase was due to the high interest rates which prevailed during most of the year. Net investment income, after deducting investment expenses and the provision for excise tax, was \$19,651,451 in 1980-81 vs. \$16,624,141 in the previous year. Investment expenses totaled \$458,445, of which \$298,066 was fees for investment counsel.

The market value of the Foundation's total assets was \$232,525,444 on November 30, 1981, as compared with \$253,575,290 on November 30, 1980. A detailed list of securities held is a part of the financial statements. The time-weighted total return on investments (dividends, interest and appreciation) was -3.3% in 1980-81 vs. 24.5% in 1979-80. The total return on equities was -13.9%.

Grant appropriations, net of cancellations, were \$15,370,678 in 1980-81, an increase of \$4,871,741 over the amount appropriated in 1979-80. Grant payments of \$12,256,712 were \$1,268,204 less than in 1979-80 and grant commitments payable were up from \$12,941,020 on November 30, 1980 to \$16,054,986 at November 30, 1981.

Brown Brothers Harriman & Company of New York, the First National Bank of Minneapolis and the Harris Trust and Savings Bank of Chicago are investment advisors to the Board. The Investment Committee of the Board meets regularly with the advisors for review and evaluation of investment performance and a discussion of investment policy.

George C. Power, Jr.
Treasurer

GCP:jg

OPINION OF INDEPENDENT PUBLIC ACCOUNTANTS

The Board of Directors of
The Bush Foundation:

We have examined the balance sheets of the The Bush Foundation as of November 30, 1981 and 1980, and the related statements of revenue, expense, and changes in fund balance and changes in cash balance for the years then ended. Our examinations were made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, such financial statements present fairly the financial position of The Bush Foundation at November 30, 1981 and 1980 and the results of its operations and the changes in its cash balances for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

Our examinations were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplemental schedule of investments at November 30, 1981 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such supplemental schedule has been subjected to the auditing procedures applied in the examination of the basic financial statements and, in our opinion, is fairly stated in all material respects when considered in relation to the basic financial statements taken as a whole.

February 1, 1982

Deloitte Haskins + Sells

BALANCE SHEETS, NOVEMBER 30, 1981 AND 1980

ASSETS	NOTES	1981	1980
CASH AND INTEREST BEARING DEPOSITS, including \$127,296 in 1981 and \$402,926 in 1980 held by fiscal agents for investment	1	\$ 662,523	\$ 688,903
INVESTMENTS, principally at quoted market value:	1		
Money market trusts, repurchase agreements, certificates of deposit, demand notes, commercial paper and U.S. Treasury Bills	1	36,177,847	43,831,113
Corporate, Foreign and U.S. Government and Government Agency bonds and notes, amortized cost of \$58,634,406 in 1981 and \$74,197,938 in 1980	1	58,105,278	64,716,748
Common stocks and equity related preferred stocks and bonds, cost of \$111,214,694 in 1981 and \$83,768,141 in 1980	1	134,598,928	141,195,549
Total investments		228,882,053	249,743,410
DIVIDENDS AND INTEREST RECEIVABLE		2,966,484	3,109,911
FURNITURE, EQUIPMENT AND OTHER ASSETS, net of accumulated depreciation of \$20,332 in 1981 and \$17,204 in 1980	1	14,384	33,066
TOTAL ASSETS		\$232,525,444	\$253,575,290

LIABILITIES AND FUND BALANCE

	1981	1980
ACCOUNTS PAYABLE	\$ 101,995	\$ 104,581
ACCRUED LIABILITIES	<u>42,849</u>	<u> </u>
DUE FOR SECURITIES WITH SETTLEMENT PENDING	<u>1,214,099</u>	<u>70,932</u>
ACCRUED FEDERAL EXCISE TAXES:	2	
Current	<u>391,000</u>	<u>397,000</u>
Deferred	<u>434,600</u>	<u>931,000</u>
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:		
1981		8,679,208
1982	9,216,469	3,035,137
1983	4,693,668	1,055,800
1984	1,594,849	170,875
1985	500,000	
1986	<u>50,000</u>	<u> </u>
Total unpaid grants	<u>16,054,986</u>	<u>12,941,020</u>
FUND BALANCE	4 <u>214,285,915</u>	<u>239,130,757</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$232,525,444</u>	<u>\$253,575,290</u>

See notes to financial statements.

**STATEMENTS OF REVENUE, EXPENSE AND
CHANGES IN FUND BALANCE FOR THE
YEARS ENDED NOVEMBER 30, 1981 AND 1980**

INCOME FUND:	NOTES	1981	1980
Investment income:			
Dividends		\$ 5,242,030	\$ 4,873,081
Interest		15,033,609	12,227,577
Other income		225,121	337,279
Less:			
Investment expenses	3	(458,445)	(416,796)
Provision for Federal excise tax — current	2	(390,864)	(397,000)
Net investment income		19,651,451	16,624,141
Administrative expenses	3	(903,995)	(772,590)
Investment income available for grant appropriation		18,747,456	15,851,551
Grants appropriated during year — net of cancellations	1	(15,370,678)	(10,498,937)
Excess for the year		3,376,778	5,352,614
Deficit at beginning of year		(3,052,560)	(8,405,174)
Balance (deficit) at end of year		324,218	(3,052,560)
PRINCIPAL FUND:			
Credit (provision) for deferred Federal excise taxes	2	496,400	(589,000)
Net realized gain (loss) on security transactions		(3,626,907)	3,765,576
Net unrealized appreciation (depreciation) in market value of investments		(25,091,113)	30,856,047
Excess (deficiency) for the year		(28,221,620)	34,032,623
Balance at beginning of year		242,183,317	208,150,694
Balance at end of year		213,961,697	242,183,317
COMBINED INCOME AND PRINCIPAL FUNDS:			
Excess (deficiency) of investment income, gains and appreciation over expenses, grants and taxes		(24,844,842)	39,385,237
Balance at beginning of year		239,130,757	199,745,520
BALANCE AT END OF YEAR		<u>\$214,285,915</u>	<u>\$239,130,757</u>

See notes to financial statements.

**STATEMENTS OF CHANGES IN CASH BALANCE FOR
THE YEARS ENDED NOVEMBER 30, 1981 AND 1980**

	1981	1980
CASH PROVIDED FROM INCOME AND GRANT TRANSACTIONS:		
Source:		
Receipts from dividends, interest and other	\$20,644,187	\$16,842,420
Less disbursements for investment and administrative expenses, Federal excise taxes and other expenditures	<u>(1,700,359)</u>	<u>(1,452,176)</u>
Cash available for grants	18,943,828	15,390,244
Application:		
Grants paid	<u>(12,256,712)</u>	<u>(13,524,916)</u>
Increase in cash from income and grant transactions	6,687,116	1,865,328
INVESTMENT TRANSACTIONS — Net	<u>(6,713,496)</u>	<u>(1,505,842)</u>
INCREASE (DECREASE) IN CASH	(26,380)	359,486
CASH BALANCE, Beginning of year	<u>688,903</u>	<u>329,417</u>
CASH BALANCE, END OF YEAR	<u>\$ 662,523</u>	<u>\$ 688,903</u>

See notes to financial statements.

NOTES TO FINANCIAL STATEMENTS FOR THE
YEARS ENDED NOVEMBER 30, 1981 AND 1980

(1) *Accounting Policies*

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

Description of Funds:

The principal fund represents assets which are invested in income-producing securities. The fund is not available for distribution unless authorized by the Board of Directors. Legal fees incurred for the protection of principal are charged to the principal fund balance.

The income fund primarily represents income earned on invested principal which is available for grant appropriation and payment of investment and administrative expenses.

Investments:

The investments are recorded at quoted market value or at cost which approximates market value. Realized and unrealized gains and losses on investment transactions are accounted for in the principal fund.

Property:

For financial reporting purposes, the Foundation allocates the cost of property (principally office furniture and equipment) between income-producing and grant-making activities, using the method allowed by Internal Revenue Service regulations. The allocated cost of income-producing assets is capitalized and depreciated using the straight-line method over its useful life of ten years. The cost of assets allocated to grant-making activities is charged to operations in the year of acquisition, and amounted to \$1,171 in 1981 and \$6,451 in 1980.

Grant Appropriations:

Grants are recorded when approved by the Foundation's Board of Directors. Cancellations of grants occur when the grantees do not meet the grant terms or when grant program needs are less than the appropriated amount. Cancellations were \$476,288 in 1981 and \$434,329 in 1980.

(2) *Federal Excise Taxes and Distribution Requirements*

Federal Excise Taxes:

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

Accrued Federal excise taxes at November 30, 1981 and 1980 included \$434,600 and \$931,000, respectively, of deferred Federal excise taxes resulting from recorded unrealized appreciation in the market value of investments of \$22,855,106 and \$47,946,000, respectively.

Distribution Requirements:

The Foundation is subject to the distribution requirements of the Internal Revenue Code. Accordingly, it must distribute the higher of adjusted net income or 5% of the average market value of its assets as defined. The Foundation has complied with these distribution requirements as of November 30, 1981 and 1980.

(3) *Investment and Administrative Expenses*

The classification of expenses between investment and administrative (grant related) activities is determined by either specific identification of the expenditure or by an allocation based on management estimates. The classifications for 1981 and 1980 are as follows:

1981	Investment	Administrative	Total
Salaries and staff benefits	\$ 83,640	\$368,468	\$ 452,108
Vacation pay accrual	7,927	34,922	42,849
Investment management	298,066		298,066
Program management		181,356	181,356
Consulting fees		65,618	65,618
Other administrative expenses	68,812	253,632	322,444
Total	<u>\$458,445</u>	<u>\$903,996</u>	<u>\$1,362,441</u>

1980	Investment	Administrative	Total
Salaries and staff benefits	\$ 71,492	\$325,686	\$ 397,178
Investment management	287,377		287,377
Program management		151,028	151,028
Consulting fees		63,081	63,081
Other administrative expenses	57,927	232,795	290,722
Total	<u>\$416,796</u>	<u>\$772,590</u>	<u>\$1,189,386</u>

(4) *Unrecorded Remainder Interest in Trust*

The Foundation has a remainder interest in the net assets of a trust which will be recorded upon receipt of the assets in 1983. Based upon information furnished by the trustee, the quoted market values of the assets in this trust at November 30, 1981 and 1980 were approximately \$600,000.

(5) *Pension Plan*

The Foundation has a defined contribution pension plan, whereby individual annuity contracts with Teachers Insurance and Annuity Association of America and College Retirement Equities Fund are purchased for all qualified employees. The expense of the plan for 1981 and 1980 was \$42,117 and \$35,096, respectively.

**SCHEDULE OF INVESTMENTS HELD
NOVEMBER 30, 1981**

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
Money Market Trusts, Repurchase Agreements, Certificates of Deposit, Demand Notes and Commercial Paper:			
Money Market Trusts:			
Federated Money Market Trust			
Fidelity Money Market Trust	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Repurchase Agreements:			
U.S. Treasury Notes, 13¾%, due March 31, 1985	1,000,300	1,000,300	1,000,300
Certificates of Deposit:			
Citibank, 14.50% due December 16, 1981	2,100,000	2,100,000	2,100,000
Citibank, 16.125% due December 16, 1981	600,000	600,000	600,000
Bankers Trust Co., 17% due December 17, 1981	500,000	500,000	500,000
Demand Notes:			
Borg Warner Acceptance Corporation	500,000	500,000	500,000
Deere (John) Credit Company	640,000	640,000	640,000
General Telephone & Electronics Corporation	2,285,000	2,285,000	2,285,000
General Mills, Inc.	77,000	77,000	77,000
General Motors Acceptance Corporation	1,596,000	1,596,000	1,596,000
Heller (Walter E.) & Company	24,000	24,000	24,000
Michigan Wisconsin Pipe Line	1,587,000	1,587,000	1,587,000
Montgomery Ward Credit Corporation	1,262,000	1,262,000	1,262,000
Quaker Oats Company	451,000	451,000	451,000
Shell Oil Company	76,000	76,000	76,000
Texas Commerce Bancshares	521,000	521,000	521,000
United Telecommunications, Inc.	1,833,000	1,833,000	1,833,000
Commercial Paper:			
Commercial Credit Company, 14.25% note, due December 1, 1981	1,020,000	1,020,000	1,020,000
Honeywell Finance, Inc., 11.75% note, due December 1, 1981	\$ 556,000	\$ 548,957	\$ 548,957
General Motors Acceptance Corporation, 11.25% note, due December 1, 1981	1,000,000	995,757	995,757
American Express Credit Corporation, 12.25% note, due December 2, 1981	1,000,000	998,125	998,125
Heller (Walter E.) & Company, 14.50% note, due December 2, 1981	706,000	702,156	702,156
Household Finance Corporation, 14.375% note, due December 4, 1981	1,327,000	1,327,000	1,327,000
Associates Corporation of North America, 13.625% note, due December 4, 1981	608,000	599,503	599,503
Union Oil Credit Corporation, 11.9% note, due December 4, 1981	656,000	649,048	649,048
General Electric Credit Corporation, 12.75% note, due December 9, 1981	1,540,000	1,531,855	1,531,855
PruLease, Inc., 11.3% note, due December 10, 1981	1,010,000	999,627	999,627
Beneficial Corporation, 11.875% note, due December 17, 1981	1,080,000	1,074,915	1,074,915
	1,000,000	990,434	990,434

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
Heller (Walter E.) & Company, 15.050% note, due December 17, 1981	\$ 963,000	\$ 963,000	\$ 963,000
Commercial Credit Company, 11.125% note, due December 23, 1981	1,000,000	991,347	991,347
American Express Credit Corporation, 12.50% note, due December 23, 1981	1,000,000	1,000,000	1,000,000
General Finance Corporation, 14.125% note, due December 28, 1981	1,225,000	1,225,000	1,225,000
Sears Roebuck Acceptance Corporation, 11.375% note, due December 29, 1981	613,000	607,383	607,383
Associates Corporation of North America, 11.50% note, due December 29, 1981	1,032,000	1,022,440	1,022,440
American Express Credit Corporation, 12.50% note, due January 4, 1982	655,000	655,000	655,000
Sears Roebuck Acceptance Corporation, 12.125% note, due January 14, 1982	1,213,000	1,213,000	1,213,000
Household Finance Corporation, 11.375% note, due January 21, 1982	1,011,000	1,011,000	1,011,000
Total Money Market Trusts, Repurchase Agreements, Certificates of Deposit, Demand Notes and Commercial Paper	<u>\$36,267,300</u>	<u>\$ 36,177,847</u>	<u>\$ 36,177,847</u>
Corporate, Foreign and U.S. Government and Government Agency Bonds and Notes:			
Anheuser Busch, Inc., 8.55% registered sinking fund debentures, due September 1, 2008	\$ 1,000,000	\$ 690,334	\$ 565,000
Caterpillar Tractor Company, 8% registered sinking fund debentures, due November 1, 2001	1,000,000	643,444	610,000
Dow Chemical Company, 7.875% registered debenture, due July 15, 2007	1,000,000	607,285	566,250
DuPont (E. I.) de Nemours & Company, 8.5% registered debentures, due May 1, 2006	1,000,000	658,524	638,750
Federal Home Loan Banks, 8.625% registered consolidated bonds, due February 25, 1982	500,000	500,000	496,405
Federal Housing Administration, 7.474% registered insured project notes, due March 15, 2019	486,615	400,834	259,122
First Federal Savings & Loan Association of Chicago, 8.75% registered mortgage certificate, Series A, due June 1, 2006	311,432	311,432	188,416
Florida Power & Light Company, 7.75% registered first mortgage bonds, due September 1, 2001	1,000,000	628,021	583,750
Government National Mortgage Association, 9.50% registered pool number 34970, due September 15, 2009	246,823	215,105	184,352
Government National Mortgage Association, 9.50% registered pool number 33014, due October 15, 2009	474,257	430,404	354,223
Government National Mortgage Association, 9.50% registered pool number 27582, due June 15, 2009	492,700	400,348	367,998

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
Government National Mortgage Association, 9.50% registered pool number 29899, due September 15, 2009	\$ 1,011,699	\$ 697,998	\$ 755,638
Government National Mortgage Association, 9.50% registered pool number 33200, due July 15, 2009	470,477	436,431	351,399
Government National Mortgage Association, 9.50% registered pool number 34493, due July 15, 2009	980,208	768,105	732,117
Government National Mortgage Association, 8% registered pool number 2195, due November 15, 2007	188,524	146,140	128,667
Government National Mortgage Association, 8% registered pool number 22544, due February 15, 2008	983,855	717,533	671,481
Government National Mortgage Association, 8% registered pool number 25076, due March 15, 2008	495,663	384,397	338,290
Kraft, Inc., 7.6% registered debentures due January 15, 2007	1,100,000	733,396	595,375
Kraftco Corporation, 8.375% registered debentures, due April 15, 2004	1,000,000	806,513	610,000
Mobil Alaska Pipeline Company, 8.45% registered guaranteed sinking fund debentures, due March 1, 2005	1,000,000	649,908	621,250
National Steel Corporation, 8.375% registered debentures, due August 1, 2006	500,000	364,395	280,000
New Jersey Bell Telephone Company, 8.75% registered debentures, due June 1, 2018	1,000,000	762,220	646,250
Northwestern Bell Telephone Company, 9.50% registered debentures, due August 15, 2016	1,000,000	604,679	688,750
Northwestern Bell Telephone Company, 8.625% registered debentures, due June 15, 2012	1,100,000	672,406	687,500
Pacific Telephone & Telegraph Company, 7.625% registered debentures, due June 1, 2009	1,200,000	652,677	642,000
PennCorp Financial, 10% subordinated debenture, due April 29, 1997	13,880	—	8,953
Phillips Petroleum Corporation, 7.625% registered debenture, due March 15, 2001	1,000,000	625,008	595,000
Public Service Electric & Gas Company, 12% registered first and refunding series L Bonds, due November 1, 2009	1,750,000	1,747,364	1,456,875
Sears Roebuck & Company, 7.875% registered debentures, due February 1, 2007	1,000,000	625,397	567,500
Southern Bell Telephone & Telegraph Company, 8.25% registered debentures, due April 15, 2016	1,000,000	613,431	602,500
Texaco, Inc., 8.875% registered debentures, due May 1, 2005	1,000,000	677,735	645,000
Texaco, Inc., 8.50% registered debentures, due April 1, 2006	1,000,000	576,680	645,000
Time, Inc., 9.375% registered debentures, due April 15, 2009	1,000,000	679,057	665,000

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
Union Oil Company of California, 8.625% registered debentures, due March 1, 2006	\$ 1,000,000	\$ 659,497	\$ 603,750
United States Gypsum Company, 7.875% registered debentures, due January 1, 2004	1,000,000	609,524	530,000
Wisconsin Telephone Company, 8% registered debentures, due January 1, 2014	1,000,000	593,635	585,000
Wisconsin Telephone Company, 11.375% registered debentures, due June 1, 2017	1,000,000	823,605	780,000
U.S. Treasury Notes, 8%, due February 15, 1983	2,000,000	1,903,559	1,838,740
U.S. Treasury Notes, 7.25%, due February 15, 1984	2,000,000	1,836,036	1,823,740
U.S. Treasury Notes, 15%, due March 31, 1982	2,000,000	1,998,916	2,025,000
U.S. Treasury Notes, 11.125%, due August 31, 1982	1,000,000	988,213	999,060
U.S. Treasury Notes, 11.75%, due November 15, 1985	3,000,000	3,001,079	2,920,320
U.S. Treasury Notes, 13%, due November 15, 1990	2,000,000	1,872,616	2,014,380
U.S. Treasury Notes, 13.75%, due May 15, 1986	1,500,000	1,390,610	1,543,125
U.S. Treasury Notes, 13.375%, due March 31, 1985	2,250,000	2,080,675	2,292,187
U.S. Treasury Notes, 13.25%, due April 15, 1988	1,000,000	976,005	1,016,870
U.S. Treasury Notes, 14%, due June 30, 1985	2,000,000	1,947,425	2,062,500
U.S. Treasury Notes, 14.875%, due August 15, 1981	6,050,000	6,015,999	6,583,126
U.S. Treasury Notes, 16.25%, due August 31, 1983	1,250,000	1,250,715	1,318,363
U.S. Treasury Notes, 16%, due September 30, 1983	1,250,000	1,260,719	1,317,575
U.S. Treasury Notes, 15.375%, due October 15, 1988	1,550,000	1,563,344	1,690,461
U.S. Treasury Bonds, 9%, due February 15, 1994	2,500,000	1,905,147	1,875,775
U.S. Treasury Bonds, 13.375%, due August 15, 2001	1,000,000	978,272	1,029,370
U.S. Treasury Bonds, 15.75%, due November 15, 2001	4,150,000	4,666,919	4,865,875
U.S. Treasury Bonds, 7.625%, due February 15, 2007	1,000,000	884,695	641,250
Total Corporate, Foreign and U.S. Government and Government Agency Bonds and Notes	\$68,806,133	\$ 58,634,406	\$ 58,105,278
Equity Related Preferred Stocks and Bonds:			
Allis Chalmers Corporation, \$5.875 cumulative convertible preferred stock, Series C	15,200	\$ 720,220	\$ 573,800
Anacomp, Inc., 9.50% convertible subordinated debentures, due September 1, 2000	\$ 500,000	537,637	480,000
Beatrice Foods Company, \$3.38 convertible preferred stock, Series A	11,000	488,975	398,750

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
CPT Corporation, 10% convertible subordinated debentures, due November 15, 2001	\$ 500,000		
Citicorp, 5.75% convertible subordinated notes, due June 30, 2000	\$ 500,000	\$ 500,000	\$ 500,000
First Bank System, Inc., 6.25% convertible subordinated debentures, due June 30, 2000	\$ 500,000	408,111	351,250
First International Bancshares, Inc., 7.75% convertible bonds, due August 15, 2005	\$ 500,000	445,742	387,500
Heublein, Inc., 4.50% convertible subordinated debentures, due May 15, 1997	\$1,000,000	1,070,625	1,175,000
Inexco Oil Company, 8.50% convertible subordinated debentures, due September 1, 2000	\$ 250,000	160,482	147,500
K Mart Corporation, 6% convertible subordinated debentures, due July 15, 1999	\$ 400,000	465,185	456,000
Pitney Bowes, Inc., \$2.12 convertible preferred stock	\$ 500,000	484,369	310,000
Storage Technology Corporation, 9% convertible subordinated debentures, due May 15, 2001	14,000	537,775	348,250
Sun Company, Inc., 10.75% convertible debentures	\$ 500,000	500,000	572,500
Time, Inc., 4.50% convertible preferred stock	\$ 750,000	750,000	757,500
Weyerhaeuser Company, \$2.80 convertible preferred stock	15,000	808,000	1,008,750
Total Equity Related Preferred Stocks and Bonds	11,000	<u>496,100</u>	<u>440,000</u>
		\$ 8,373,221	\$ 7,906,800
Common Stocks:			
Abbott Laboratories			
Amax, Inc.	50,000	\$ 590,223	\$ 1,481,250
American Home Products Corporation	18,000	1,131,138	879,750
American Telephone & Telegraph Company	39,000	1,174,333	1,438,125
Applecon, Inc.	57,406	2,946,510	3,408,481
Archer Daniels Midland Company	20,000	662,375	732,500
Arkansas Louisiana Gas Company	42,000	903,225	719,250
Atlantic Richfield Company	20,000	647,799	735,000
Avnet, Inc.	95,000	3,946,284	4,666,875
Avon Products, Inc.	11,000	541,114	550,000
Barnett Banks of Florida, Inc.	17,500	662,032	568,750
Bendix Corporation	45,000	601,000	1,113,750
Best Products Company, Inc.	5,000	314,500	283,750
Bristol Myers Company	30,000	390,012	525,000
CPT Corporation	33,500	1,790,382	1,934,625
C3, Inc.	39,087	481,475	718,224
Cameron Iron Works, Inc.	46,000	734,800	1,069,500
Caterpillar Tractor Company	30,000	298,600	1,365,000
Coca Cola Company	39,801	2,504,012	2,268,657
Connecticut General Corporation	30,000	1,098,991	1,068,750
Corning Glass Works	35,000	1,285,725	1,907,500
Corning Glass Works	20,000	1,113,568	1,120,000
Data Card Corporation	15,000	231,125	170,625
Datapoint Corporation	12,000	546,000	585,000

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
Dayton Hudson Corporation	\$ 10,000	\$ 275,650	\$ 271,250
Deere & Company	40,034	1,590,388	1,536,305
Diamond Shamrock Corporation	29,000	1,048,463	812,000
Disney (Walt) Productions	20,000	980,319	1,090,000
Dow Chemical Company	60,000	2,010,262	1,567,500
Dravo Corporation	33,000	641,721	552,750
Dun & Bradstreet Corporation	15,000	819,613	967,500
DuPont (E. I.) de Nemours & Company	13,000	684,262	521,625
Exxon Corporation	50,300	1,772,245	1,647,325
Federal Express Corporation	12,000	540,000	721,500
General Electric Company	10,000	533,400	603,750
General Mills, Inc.	25,700	866,920	94,475
General Signal Corporation	22,000	565,492	841,500
Genuine Parts Company	35,000	971,760	1,172,500
Georgia Pacific Corporation	50,000	1,292,223	1,056,250
Gillette Company	20,000	594,895	650,000
Global Marine, Inc.	20,000	185,500	470,000
Goodyear Tire & Rubber Company	40,000	757,800	750,000
Gulf Oil Corporation	27,000	1,077,898	975,375
Halliburton Company	30,000	824,869	1,758,750
Honeywell Inc.	14,900	1,481,288	1,083,975
Hospital Corporation of America	29,998	181,260	1,162,423
Houston Industries, Inc.	72,000	1,454,627	1,386,000
Hughes Tool Company	40,000	466,508	1,790,000
Hyster Company	10,000	263,750	336,250
Illinois Power Company	25,000	486,125	525,000
Intergraph Corporation	10,000	254,625	263,750
International Business Machines Corporation	48,000	3,284,837	2,616,000
International Paper Company	18,800	866,162	775,500
K Mart Corporation	35,000	791,730	564,375
Lilly (Eli) & Company	18,000	1,140,197	963,000
Lubrizol Corporation	26,000	742,300	650,000
Marathon Oil Company	15,000	1,055,147	1,575,000
Medtronics, Inc.	20,000	223,750	800,000
Merck & Company, Inc.	18,000	1,423,162	1,541,250
Merrill Lynch & Company, Inc.	20,000	654,640	710,000
Mesa Petroleum Company	80,000	681,380	1,860,000
Minnesota Mining & Manufacturing Company	56,333	1,961,971	3,056,065
Missouri Pacific Corporation	10,000	449,125	860,000
Mobil Corporation	30,000	952,020	795,000
Monsanto Company	25,000	1,252,070	1,809,375
Motorola, Inc.	12,000	860,812	777,000
NLT Corporation	30,000	715,800	735,000
National Medical Care, Inc.	56,250	336,813	548,438
National Medical Enterprises, Inc.	75,000	772,000	1,415,625
Norfolk & Western Railway Company	15,000	699,000	813,750
Northwest Airlines, Inc.	30,000	890,144	873,750
Omark Industries, Inc.	35,000	840,224	708,750
Panhandle Eastern Corporation	26,000	826,800	962,000
Parker Drilling Company	30,000	265,000	652,500
Parker Hannifin Corporation	42,000	954,139	987,000
Pennzoil Company	19,000	1,054,969	995,125
Peoples Energy Corporation	32,900	1,478,029	1,332,450
Phibro Corporation	20,000	226,930	572,500
Phillips Petroleum Company	50,000	1,795,662	2,168,750
Pioneer Corporation	60,000	427,600	1,680,000
Pioneer Hi-Bred International, Inc.	5,000	221,250	257,500
Raytheon Company	30,000	1,217,600	1,301,250

Description	Number of Shares or Principal Amount	Cost or Stated Value	Market Value
Reynolds (R. J.) Industries, Inc.	\$ 56,700	\$ 1,744,556	\$ 2,877,525
Rockwell International Corporation	50,000	1,726,763	1,456,250
Rowan Companies, Inc.	40,000	156,350	680,000
Santa Fe Industries, Inc.	30,000	472,625	686,250
Schlumberger, Ltd.	24,750	136,249	1,416,937
Searle (G. D.) & Company	22,800	764,234	738,150
Sedco, Inc.	48,000	504,972	1,722,000
Smithkline Corporation	10,000	430,500	662,500
Southern California Edison Company	30,000	817,290	900,000
Sperry Corporation	40,139	1,856,745	1,374,773
Standard Oil Company (Indiana)	35,000	947,500	1,942,500
Storage Technology Corporation	25,000	519,500	934,375
Super Valu Stores	60,000	356,681	1,095,000
Superior Oil Company	60,000	507,996	2,407,500
TRW, Inc.	15,000	511,500	841,875
Tandy Corporation	12,000	437,136	424,500
Texas Instruments, Inc.	10,000	1,157,225	767,500
Texas Oil & Gas Corporation	25,000	951,625	890,625
Texas Utilities Company	40,000	842,000	835,000
Time, Inc.	14,000	569,927	579,250
Triton Oil & Gas Corporation	20,000	501,975	350,000
Union Pacific Corporation	67,000	2,433,416	3,785,500
United Technologies Corporation	20,000	840,717	862,500
Upjohn Company	25,000	1,218,288	1,362,500
Virginia Electric & Power Company	100,000	1,157,999	1,275,000
Wachovia Corporation	45,000	808,998	1,237,500
Wang Laboratories, Inc., Class B	20,000	607,325	660,000
Warner Communications, Inc.	15,000	197,204	849,375
Washington National Corporation	30,000	512,855	588,750
Wells Fargo & Company	25,000	666,100	712,500
Wolverine World Wide Corporation	15,000	251,208	249,375
Xerox Corporation	30,000	1,715,290	1,185,000
Yellow Freight System, Inc.	14,200	240,375	216,550
Total Common Stocks		<u>\$102,841,473</u>	<u>\$126,692,128</u>
Total Investments Held at November 30, 1981		<u>\$206,026,947</u>	<u>\$228,882,053</u>