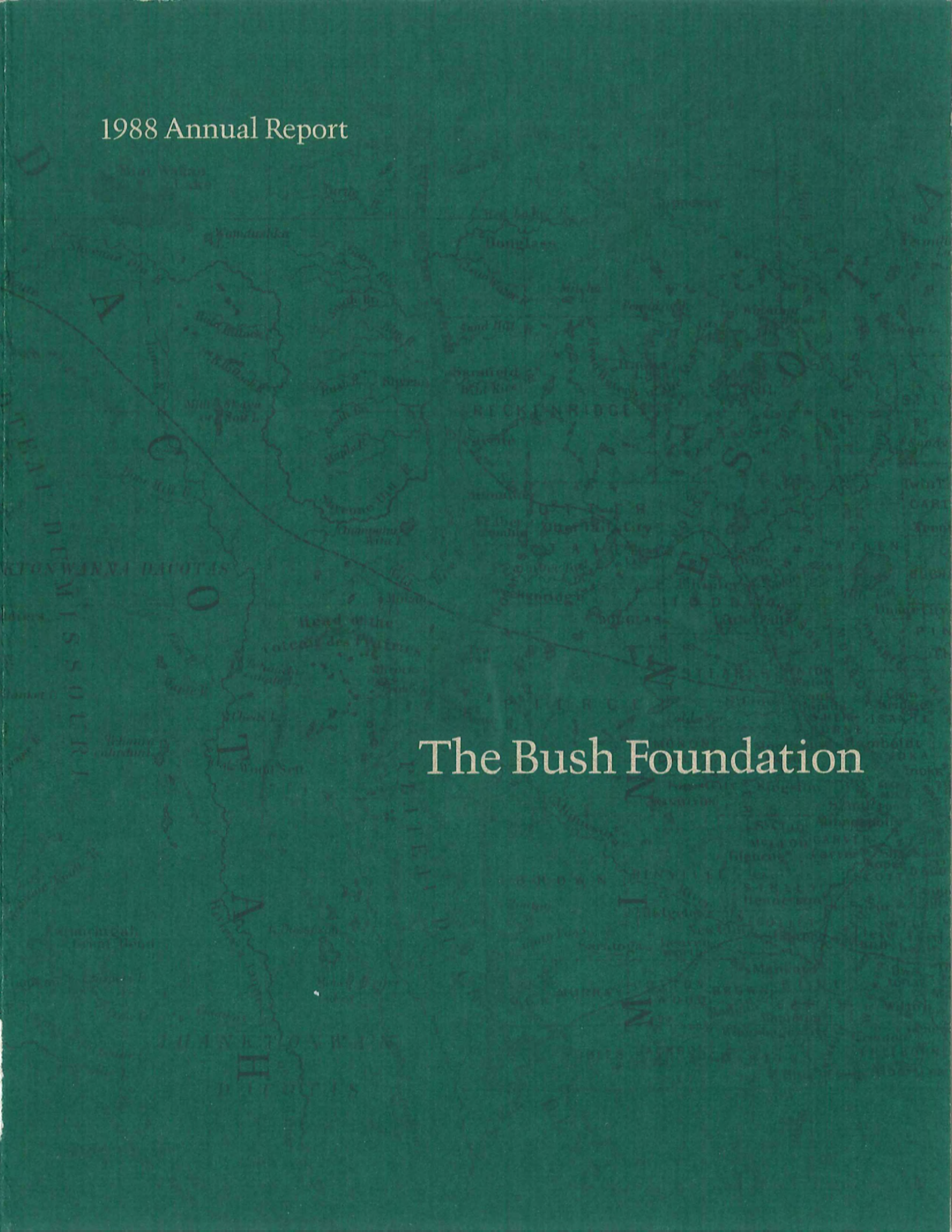


# 1988 Annual Report

## The Bush Foundation



1988 Annual Report  
*For the Year Ending November 30*

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The Bush Foundation

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

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Archibald Granville Bush



Edyth Bassler Bush

## The Bush Foundation

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

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

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

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

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

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

In a 1987 list of United States foundations classified by the market value of assets, The Bush Foundation ranked 33rd. Within the same list it was one of the twelve largest regional or predominantly regional foundations. The income available to The Bush Foundation is the investment yield from assets given by Archibald and Edyth Bush. The Foundation is the residuary legatee of the estate of Archibald Bush, from which it received distributions of property and cash. When most of these assets were received by the Foundation in the early 1970's, they were in the form of 3M stock, with a market value of about \$200 million. Since then, the Board has hired professional managers, sold the original 3M stock, and diversified the investment portfolio. At the end of 1988 the portfolio market value was about \$360 million. The Bush Board in 1988 authorized grants for 127 projects totaling \$17.5 million.

The subsequent sections of this annual report include a Report of the Chairman, a summary of principal features of the Foundation's program interests, a description of grantmaking policies and procedures, a list of 1988 grants, and a summary of financial condition.

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## Chairman's Report

In 1988 The Bush Foundation approved new grants in excess of \$17 million for the third time in its history. Continuing the pattern noted in recent Annual Reports, 40 percent of the funds granted to organizations in the Foundation's three state region were for proposals received from outside the Twin Cities Metropolitan Area. Also, a total of \$793,049 was approved for six programs designed to improve the performance and persistence of girls in mathematics and science; this represents a sharp increase compared with prior years. The math and science program is discussed in more detail in the "Program Review" section of this report.

In May, the Foundation's Board and staff met for two days with consultants to review past performance and consider future changes. At this retreat, and in two subsequent Board meetings, Directors and staff completed review of the Foundation's major programs in higher education. Highlights of the year are summarized below, along with comment on change in Board and staff membership.

*Non-Metropolitan Activity* Outside the Twin Cities metropolitan area, The Bush Foundation continued its earlier support for programs which provide financial, legal, and psychological counseling to rural families hurt by the recent economic downturn in agriculture. Some of these programs also provide career counseling or training for displaced farmers, shopowners, and homemakers. In addition, the Foundation awarded \$450,000 to the University of Minnesota to enhance the role of its Extension Service in rural economic development. Two senior faculty with expertise in this area will be appointed to the Department of Agricultural and Applied Economics at the University. These new faculty will help train county agents and other state employees to work with local community leaders on economic development projects throughout Minnesota. The University plans to underwrite the full program after Bush support is phased out in three years.

*Biennial Policy Meeting* Twelve consultants assisted The Bush Foundation Board and staff at its two day biennial planning meeting at Spring Hill Center, Wayzata, Minnesota. Principal topics for discussion included program development, review of the foundation's portfolio structure and recent performance, an assessment of post-grant reviews, and areas the Foundation staff should investigate in the coming months.

In informal advisory balloting after the meeting, the Board expressed strongest interest in increasing the availability of programs in this region which improve the performance of women and minorities in mathematics and science study. This performance on average is lower in secondary schools than for white males. This, in turn, limits career choice for many women and minorities, and if it continues, appears likely to create personnel shortages in those professions

**"The Bush Foundation continued its earlier support for programs which provide financial, legal, and psychological counseling to rural families hurt by the recent economic downturn in agriculture."**



for which quantitative skill and training is prerequisite. Consultants for the Foundation on this topic at Spring Hill were Dr. Marsha L. Matyas, Project Director for the Women in Science Program of the American Association for the Advancement of Science, Washington, D.C.; Dr. Jane B. Kahle, Professor of Biological Sciences and Education, Purdue University, West Lafayette, Indiana; Nancy Kreinberg, Director, EQUALS Program, Lawrence Hall of Science, University of California, Berkeley; and Nancy B. Walters, Title II Grants Manager, Minnesota Higher Education Coordinating Board and Minnesota Department of Education, Saint Paul, Minnesota.

Consultant recommendations included the following:

- 1 The Bush Foundation should concentrate its efforts in this kind of program within a defined geographic region.
- 2 Programs should be targeted at the pre-collegiate level, eventually dealing with elementary and pre-school students as well as secondary school students.
- 3 Foundation grant programs should help students become more interested and skilled generally in mathematics and science, rather than attempting in a narrow way to produce more scientists and engineers.
- 4 The Foundation should encourage the development of a local network of intervention projects, and encourage collaborative effort among members of the network.
- 5 The Foundation should support adaptation of intervention strategies for sparsely populated rural areas; thus far most of this work has been done in metropolitan areas.
- 6 The Foundation should help build the research base on women in science by supporting careful long-term evaluations of intervention programs.

The Board has already begun to approve grants to help girls in mathematics and science, and asked staff to investigate program possibilities to encourage minorities in this area.

**“Further staff investigation of program possibilities related to homelessness was encouraged by the Bush Board.”**

In a different program area, three consultants discussed aspects of homelessness in Minnesota and the Dakotas: its demography, its relationship to the shrinking supply of affordable housing, and its relationship to issues such as mental health and chemical dependency. The consultants were Sister Amata Miller, Financial Vice President of Sisters, Servants of the Immaculate Heart of Mary, Monroe, Michigan; Dr. Linda A. Wolf, Associate Executive Director, American Public Welfare Association, Washington, D.C.; and Sandra S. Gardebring, Commissioner, Minnesota State Department of Human Services, Saint Paul. Further staff investigation of program possibilities related to homelessness was encouraged by the Bush Board.

Brian O'Connell, President of Independent Sector, Washington, D.C. led a discussion of topics suggested by members of the Bush Board. These included different approaches to assessing a foundation's mission, the respective roles of

board and staff, diversity of board membership, and optimum length of individual Director service on a board.

Three consultants discussed recent Bush Foundation post-grant reviews. The consultants found the reviews informative and worthwhile, discussed the tendency for such assessments to be complimentary to the foundation being examined, and suggested ways in which the Bush processes might be improved. The consultants were Martha J. Greenwald, public affairs research consultant, Lanesboro, Minnesota; Jean E. Hart, Vice President, The Saint Paul Foundation, and Donna M. Peterson, evaluation research consultant, Minneapolis.

Bush Director Thomas E. Holloran and Carter Harrison, Senior Vice President, DeMarche Associates, Kansas City, Missouri, reviewed the process and rationale for the re-design of The Bush Foundation's portfolio management structure in 1982 through 1984. Recent performance results in the Bush portfolio were discussed by the Board, as well as new asset allocation strategies employed in fund management generally.

*Board Policy Votes in Higher Education* The Bush Board in 1988 reviewed major aspects of the Foundation's regional programs in higher education. Three votes, taken at the June and October Board meetings, indicate that the main emphasis of future higher education programs will be similar for the next seven years to their pattern in recent years. These were the three decisions:

- 1 The matching capital grants program for four-year accredited undergraduate private colleges in Minnesota and the Dakotas is renewed through 1995. The program had been scheduled to end in October 1989.
- 2 The faculty development program for accredited public and private colleges in Minnesota and the Dakotas was renewed, but with changes. The purposes of grants in the new program will be more sharply focused than before, and grants to the largest universities and public university systems will be smaller. New entrants will be accepted in this program from 1989 through 1992.
- 3 The Foundation will not consider capital requests from public colleges or universities unless the Foundation's Grants Committee decides beforehand to make a specific exception. The Board reached this conclusion in June, after reviewing and denying two such proposals.

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

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

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

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

*New and Retiring Directors* In May 1988, Harry P. Sweitzer retired as a Bush Director. The Board passed the following resolution describing his service.

"Harry P. Sweitzer served eighteen years as a Director of The Bush Foundation, from 1970 until his retirement in 1988. He served as Secretary of the Foundation 1987-88, and was a member of its Audit and Investment Committees.

Sweitzer participated faithfully in the work of the Foundation, fostering good humor and mutual respect among members of the Board and staff. As one of the two longest-service members of the Board, he provided a sense of its history, and direct memory of its difficult formative years.

He supported the general direction in which the Foundation's grantmaking emphasis evolved, maintaining a special interest and enthusiasm for programs benefiting low-income people, women and minorities.

Born in Ohio, Sweitzer for 15 years was pastor of Central Presbyterian Church in Saint Paul. He moved to Utah in 1973, and is pastor emeritus of First Presbyterian Church of Salt Lake City and a trustee of Westminster College.

We will miss his friendliness and generosity, and are grateful for his long service to The Bush Foundation. We wish him well in his retirement."

**"Harry P. Sweitzer retired as a Bush Director. . . to fill this vacancy, the Board elected Dr. Anita M. Pampusch. . . President of the College of Saint Catherine. . ."**

To fill this vacancy, the Board elected Dr. Anita M. Pampusch of Saint Paul, Minnesota. Dr. Pampusch is President of the College of Saint Catherine and also serves on the boards of the Saint Paul Companies and Saint Paul Academy/Summit School. She is District Chairman of the Rhodes Scholarship Selection Committee, Chair of the Women's College Coalition, Treasurer of the Council of Independent Colleges, and a Director of the American Council on Education. She also chairs the Minnesota Private College Council and Fund.

*Staff Changes* Jane Kretzmann, a new Program Associate, joined the Bush staff in September. Prior to this, she was Director of the Refugee and Immigrant Assistance Division of the Minnesota Department of Human Services, where she worked since 1978. Earlier, she worked with Lutheran Social Service refugee programs in Minnesota and in Fort Indiantown Gap, Pennsylvania.

Meanwhile, an internal shift in staff assignments prepares for the retirement in 1989 of D. Donald Peddie. Peddie has served as Program Director of the Bush Leadership Fellows Program since its beginning in 1965. John Archabal, Bush Program Associate since 1973, began working with Peddie during 1988 and will become Program Director of the Bush Leadership Fellows Program on July 1, 1989. At that time, he will probably spend about half his time as a grants program officer and about half directing the fellowship program.

*Board Notes* During the past year the directors have spent time thinking about the way the board is organized and how it does its business. This has included a review of some of the bylaws and discussion of possible revisions. The goal, of course, is to do the best job we can for the Foundation during our term as directors and to work effectively with our capable staff.

Meeting agendas are always full, but it is useful to make time to consider individual programs in depth when we can. Each year the directors vote on the budgets for the individual fellowship programs sponsored by the Foundation. We take special satisfaction in these grants, but have had little direct contact with the program administrators. For these reasons, we invited the administrators to meet with the Board to discuss their programs. In June, 1988, the Board heard a presentation about the Bush Clinical Fellows Program from its Program Director, Jon D. Wempner, M.D., and Roland Hammer, M.D., a former recipient of a clinical fellowship. At its October meeting, the Board met with Sally Dixon, the Program Director of the Bush Artist Fellowships Program. The presentations were enlightening and resulted in lively discussions. We look forward to other such fellowship program reviews at future Board meetings.

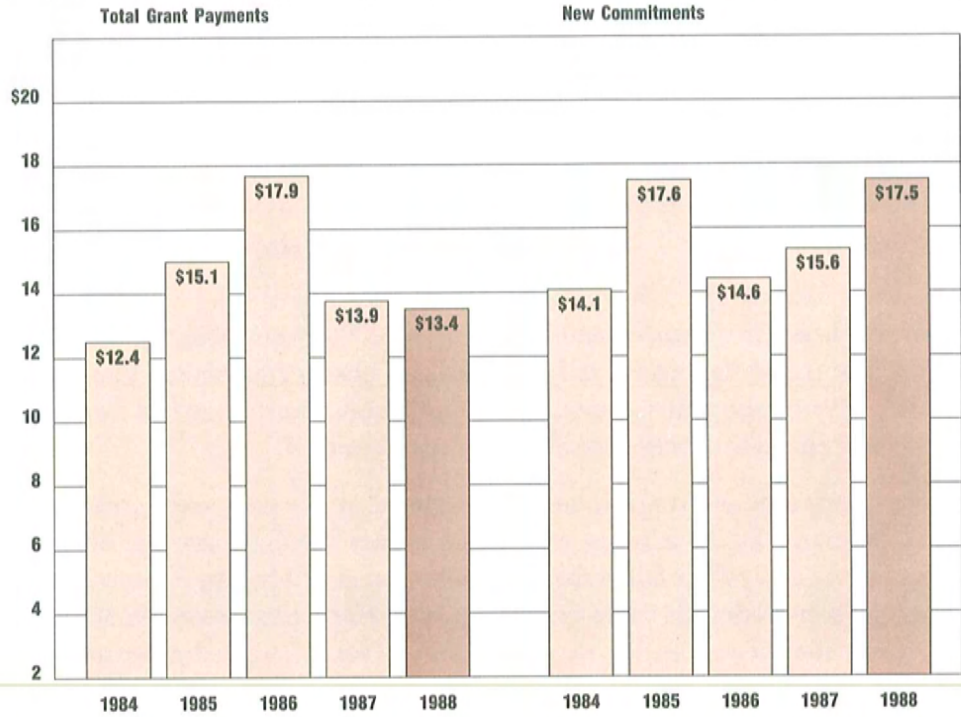
Diana E. Murphy  
*Chairman*

## Statistics on Grants

### Grants Payments and New Commitments 1984-88

(\$'s in millions)

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



### Classification of 1988 Grants

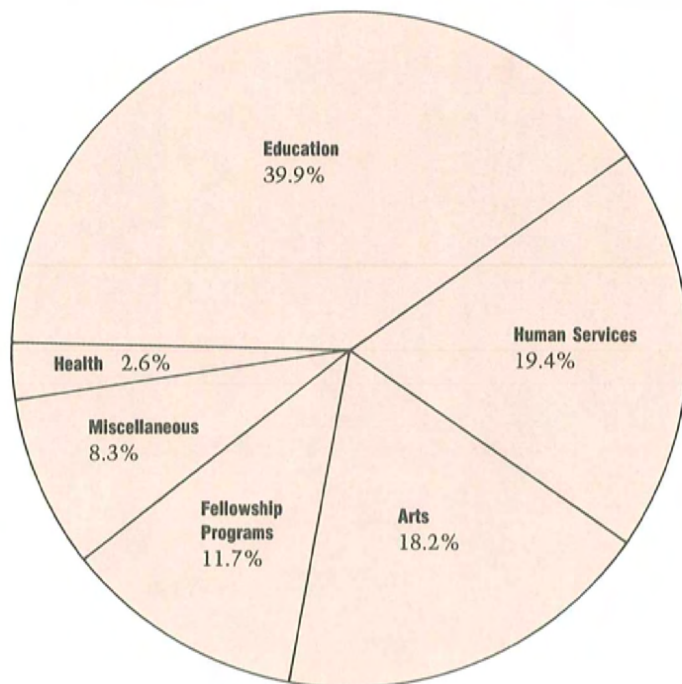
These tables show summaries of 1988 grant appropriations, classified by size, duration and location. The Bush Board does not have any policies, however, which give automatic preference for any particular grant size, duration or location within the Foundation's primary geographic region.

Classification	Grants Approved
<b>Size</b>	
\$ 0- 9,999	4
10,000- 24,999	25
25,000- 49,999	25
50,000- 99,999	24
100,000- 199,999	25
200,000- 499,999	17
500,000- 999,000	4
1,000,000-2,000,000	3
<b>Total</b>	<b>127</b>
<b>Duration</b>	
1 year	69
2 years	30
3 years	27
5 years	1
<b>Total</b>	<b>127</b>
<b>Geographic Location</b>	
Twin Cities	55
Other Minnesota	28
Total Minnesota	83
North Dakota	14
South Dakota	13
Other	17
<b>Total</b>	<b>127</b>

Program Area	1986	1987	1988	3-Year Total
Arts & Humanities	\$ 2,041,171 (20) 14.0%	\$ 3,537,000 (16) 22.6%	\$ 3,181,265 (24) 18.2%	\$ 8,759,436 (60) 18.4%
Education	\$ 3,629,084 (25) 24.9%	\$ 5,371,657 (38) 34.3%	\$ 6,987,534 (40) 39.9%	\$15,988,275 (103) 33.5%
Health	\$ 1,327,802 (10) 9.1%	\$ 857,591 (8) 5.5%	\$ 451,929 (6) 2.6%	\$ 2,637,322 (24) 5.5%
Human Services	\$ 3,059,367 (61) 21.0%	\$ 2,816,995 (43) 18.0%	\$ 3,391,368 (42) 19.4%	\$ 9,267,730 (146) 19.4%
Miscellaneous	\$ 2,703,780 (23) 18.5%	\$ 1,093,285 (15) 7.0%	\$ 1,448,000 (12) 8.3%	\$ 5,245,065 (50) 11.0%
Fellowship Program Stipends	\$ 1,818,000 (3) 12.5%	\$ 1,965,000 (3) 12.6%	\$ 2,045,600 (3) 11.7%	\$ 5,828,600 (9) 12.2%
<b>Total</b>	<b>\$14,579,204</b> (142) 100%	<b>\$15,641,528</b> (123) 100%	<b>\$17,505,696</b> (127) 100%	<b>\$47,726,428</b> (392) 100%

### Grants Classified by Purpose 1986-88

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



### Distribution of 1988 Grants

This chart shows the distribution of 1988 Foundation grant appropriations by program area. The Bush Board does not have any prior policies which determine the amount to be spent in one program area in a given year, except in the Fellowship programs.



# Program Review



## Program Review

This section is intended for several kinds of readers: prospective grant applicants, staff and trustees of foundations, and others with more general interests — some of whom follow Bush Foundation activity closely and some who rarely do so. The authors are Bush Foundation program officers, who estimated that most readers want answers to at least one of the following two questions:

- 1 What is new in the Foundation's grant programs?
- 2 What are the key elements of continuity?

Highlighted new developments include the Bush Board's decisions in 1988 to renew its program of matching capital grants for private colleges in Minnesota and the Dakotas, and to approve a new program of faculty development grants for public and private four year colleges in the same region. The Board in 1988 also enlarged the Foundation's regional program of grants to encourage girls of elementary and secondary school age to persist and perform well in mathematics and science.

Other portions of this section, while discussing new developments, also describe significant continuing elements in The Bush Foundation's approach to its work. These portions include descriptions of Bush-Hewlett grants in historically black private colleges; grants to accredited tribally controlled Indian colleges; grants in the arts, health, and human services; and grants to individuals in mid-career fellowship programs.

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

**“...the Foundation  
...has extended  
eligibility for its  
faculty development  
program to four year  
public colleges and  
universities, to  
community colleges,  
and to tribally-  
controlled Indian  
colleges...”**

### Education

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

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

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

Almost all of this Foundation activity in education occurs within specific programs which either have formal guidelines or a clear history which defines their pattern. These programs are summarized in the table below. Significant education program developments in 1988 are described later in this section. Omitted from this Education section but included at the end of the Program Review are three other midcareer fellowship programs: the Bush Leadership Fellows Program, the Bush Clinical Fellows Program, and the Bush Artist Fellowships. Excluding these last three midcareer fellowship programs, the Bush Board in 1988 authorized education grants totaling \$6,568,329.

#### Summary of Current Bush Programs in Education

Bush Programs in Education (Asterisk indicates guidelines are available)	First Year of Operation	Scheduled Final Year for Payments	Is Program Open or Not For Additional Participants?	1988 Grant Authorizations
*Matching capital grants for four year private undergraduate colleges in Minnesota and the Dakotas.	1976	1997	Open, through October, 1995	\$ 122,500
*Faculty development grants for undergraduate public and private colleges in Minnesota and the Dakotas	1980	1999	Open, through October, 1992	\$1,456,310
*Grants in historically black private undergraduate colleges (in cooperation with The William and Flora Hewlett Foundation)				
1 Matching capital grants	1981	1994	Open, through October, 1992	\$ 502,000
2 Faculty development grants	1986	1995	Not open after new group selected February, 1989	\$1,382,408
Faculty development grants in accredited tribally-controlled Indian colleges on Indian reservations in the United States	1986	No final date scheduled	Open	\$ 75,000
Grants to encourage girls of elementary and secondary school age to persist and perform well in math and science (Minnesota and the Dakotas)	1987	No final date scheduled	Open	\$ 793,049

(continued on page 18)

Program Review

Bush Programs In Education (continued) (Asterisk indicates guidelines are available)	First Year of Operation	Scheduled Final Year for Payments	Is Program Open or Not For Additional Participants?	1988 Grant Authorizations
Grants for library automation within non-public academic library consortia in Minnesota and the Dakotas	1986	No final date scheduled	Open	\$ 91,683
Bush Public School Executive Fellows Program	1976	No final date scheduled	Open	—
Bush Principals' Program	1985	No final date scheduled	Open	\$778,110

**“The Bush Foundation began in 1987 to approve grants to encourage elementary and junior high school girls to persist in the study of mathematics and science.”**

*Mathematics and Science Programs for Girls* The Bush Foundation began in 1987 to approve grants to encourage elementary and junior high school girls in Minnesota, North Dakota and South Dakota to persist in the study of mathematics and science. The Bush Board's interest in helping girls in mathematics and science developed from a review of research which showed that women are more likely to select a more narrow range of occupations than men, and that these occupations are lower-paying than those selected by men. A significant number of higher paying careers are not pursued by women because these careers require mathematics and science skills that many women do not possess. The selection of lower paying occupations is one important factor causing a relatively large percentage of U.S. women and their children to live in poverty. Women in the U.S. on average earn only 71 cents for every dollar that men earn. In 1981, children living in households headed by their mothers were five times more likely to live in poverty than those living in households maintained by men. In 1987, more than two thirds of the children in black and Hispanic female-headed households and more than 45 percent of white children in families headed by women were living in poverty.

The Foundation's mathematics and science program for girls was discussed at the biennial planning meeting of the Bush Board in the spring of 1988. The Chairman's Report, on page 7, describes recommendations made by consultants on how the program should be shaped. Based on those recommendations, the Bush Board has decided to concentrate its support specifically on intervention programs for girls. The Foundation Board and staff review several elements in the design of an intervention program before a grant is approved. The program should be based on an understanding of the national research on the causes of differential mathematics and science performance by girls and boys. It should either replicate intervention programs developed successfully elsewhere or build on the experience of those successful programs. The Bush Board is primarily interested in intervention programs which can be replicated at a reasonable cost. The applicant should have a plan by which the program can be supported beyond the proposed Bush grant period. Although the Foundation Board has approved multi-year grants to start, expand or refine local intervention programs, the applicant should be able to identify other sources of support for program

costs over the long term. Finally, it is important that the program plan include careful, long-term evaluation of the project and its effect on participating girls. This might include a change in the attitude of girls about mathematics and science; improvements in their performance in mathematics and science courses; or girls' selection of college majors or careers using mathematics, science or related technologies.

In 1988, the Bush Board approved six grants totaling \$793,049 for mathematics and science programs for girls. Grant recipients include school districts and colleges which sponsor elementary and junior high school programs, and also include other institutions and agencies which operate out-of-school programs.

In addition to supporting direct program costs, the Bush Board has approved planning grants to help develop intervention programs. The Foundation is also interested in encouraging collaborative efforts among members of a growing network of intervention programs in our region. To help identify and encourage educators interested in local intervention programs, the Foundation sponsored in 1988 a one-day Minnesota conference on the underrepresentation of pre-college females and minorities in mathematics and science. The conference was attended by over 300 educators from schools, colleges, and community groups.

*Matching Capital Grants for Private Colleges in Minnesota and Dakotas* A program of matching capital grants for four-year undergraduate private colleges in Minnesota, North Dakota and South Dakota was launched in 1976 by The Bush Foundation, and renewed in 1984. The Bush Board renewed this program a second time in June 1988, estimating that new applications for the program will continue to be considered through October, 1995. This represents the largest single Bush program in higher education; during the past twelve years the Board has approved \$15.4 million in matching capital grants to these colleges.

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

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

*Faculty Development in Minnesota and the Dakotas* The Bush Foundation program of faculty development grants in public and private colleges in Minnesota and the Dakotas was authorized in April, 1979. Its purposes and general format were similar to the Bush-Hewlett faculty development program mentioned above. During the past nine years, the Bush Board approved regional faculty development grants in this program totaling \$14.5 million. This has been the Foundation's second largest and longest-running program in higher education.

**"A program of matching capital grants for four-year undergraduate private colleges . . . represents the largest single Bush program in higher education . . ."**

**“Grants are intended to improve undergraduate student learning through faculty development and improvement of teaching.”**

In October, 1988 the Bush Board renewed this regional faculty development program, but with revisions. Many of the core elements are identical to the original Bush program. The Foundation offers individual participating colleges a planning grant of up to \$10,000, followed by up to two three-year program grants which vary in maximum payments depending on the student population in the college or public system involved. Grants are intended to improve undergraduate student learning through faculty development and improvement of teaching. Proposals are sought which seem related to important goals of the colleges involved, which improve student learning, and which seem to promise good value for the money spent. Significant faculty participation in the design of proposals is important. Finally, three basic design questions must be answered in a college's proposal:

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

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While the new plan in many ways is similar to its predecessor, there are also significant differences. Some of the differences were suggested by consultant evaluations of the 1979-88 Bush program, and some by the participating colleges. These differences include a sharper focus in the purpose of the grants, and a reduction in the size of maximum grants available to the largest universities and public systems. Planning grants are a prerequisite for initial program grants, rather than being optional as before.

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

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

Colleges may propose Bush support for other faculty development program themes and strategies outside of the suggested five-part list, but the case for them must be unusually well analyzed and supported. Relatively little Bush support is likely for activities normally called individual professional development. Examples of such activities include faculty research mini-grants, individual predoctoral training, travel to professional meetings, and sabbatical enrichment.

Principal consultants to The Bush Foundation for review of individual proposals and for program design are B. Claude Mathis, Director of the Center for the Teaching Professions, Northwestern University, Evanston, Illinois; and Dean K. Whitla, Director of Instructional Research and Evaluation, Harvard University, Cambridge, Massachusetts.

Kenneth E. Eble, Professor of English at the University of Utah, Salt Lake City, served as consultant advisor and evaluator for the Bush faculty development program from its beginning until his death on October 19, 1988. His help to the Bush Board and staff was unusually valuable. We will miss his wisdom, experience, and unfailing good will.

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

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

Most of the historically black private colleges are located in the southeastern United States, and most have been educating black students since the end of the Civil War. These colleges have an unusually strong record in producing black managerial and professional leadership, and also in providing college opportunity for students who have relatively weak elementary and secondary school preparation. The UNCF colleges typically provide instruction in relatively small classes, and compared to predominantly white institutions, generally achieve relatively high retention and completion rates.

**“These (UNCF) colleges have an unusually strong record in producing black managerial and professional leadership. . .”**

## Program Review

The purpose of the Bush-Hewlett matching capital grants program is to help colleges complete comprehensive capital fund drives more quickly than would be possible otherwise, to stimulate higher levels of giving by other donors, and to help build the college's capital assets. This, in turn, should improve the financial independence of these colleges, and enhance their academic programs. In the matching capital grants program, the definition of "capital" purposes includes land purchase, endowment, building construction, and major building renovation. Bush-Hewlett matching capital grants usually provide five percent of the capital amount sought in a college's capital fund drive. Participating colleges may choose one of two types of matching arrangements, depending on which best seems to fit their fundraising plans. Proposals for these grants are considered at the regular quarterly grantmaking meetings of the Bush Board of Directors. Proposals are not considered by the Bush Board until a college already has raised half the capital amounts sought in the fund drive.

In most respects, this program is similar to one which continues for private colleges in Minnesota and the Dakotas, operated solely by The Bush Foundation. The only significant difference is that more capital gift sources can be considered matching-eligible in the UNCF Bush-Hewlett program than is the case in the Bush Upper Midwest program. During 1988, two colleges received Bush-Hewlett matching capital grants: Clark College, Atlanta; and Claflin College, Orangeburg, South Carolina. Fifteen similar grants totaling \$5,912,500 were approved at other UNCF member or former-member colleges in the seven prior years of this program.

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

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

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

Twenty colleges are participating actively in the Bush-Hewlett faculty development program, and five more from a preliminary selection round have been invited to submit planning grant proposals for Bush Board action in 1989.

These colleges received Bush-Hewlett faculty development program grants totaling \$2,458,608 during the past two years:

Benedict College	Morris Brown College
Bennett College	Paine College
Claflin College	Spelman College
Fisk University	Stillman College
Hampton University	Tuskegee University
Johnson C. Smith University	Voorhees College
LeMoyne-Owen College	Xavier University of Louisiana

These colleges received Bush-Hewlett faculty development planning grants:

Dillard University	Rust College
Morehouse College	Talladega College
Morris College	Tougaloo College

These colleges were invited, after the May 1988 preliminary selections, to apply for planning grants in 1989:

Clark College	Philander Smith College
Florida Memorial College	Saint Augustine's College
Jarvis Christian College	

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

## 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 geographic region. In its attempt to achieve good results with limited amounts of money, the Foundation has concentrated its grants on programs to train health professionals for new kinds of health care positions, and to improve the delivery of health care in rural and underserved areas. Improving racial minorities' access to careers in medicine and other health professions also is of major interest to the Foundation.

During the past three years the Foundation has approved 24 grants totaling \$2.6 million for health programs. Among these are grants to assist community clinics for low income people, to develop hospital based centers for children who are victims of sexual abuse, to develop rural rotations for medical residents in South Dakota, to develop new home health services for elderly

**“...the Foundation has concentrated its grants on programs to train health professionals... and to improve the delivery of health care in rural and underserved areas.”**



## Program Review

people, to improve regional medical library networks, and to support centers for the study of health policy at universities within the Foundation's three-state geographic region.

The Bush Clinical Fellows Program, which makes grants to individual physicians, selected its tenth group of Fellows in 1988. Most physicians selected will pursue programs of study designed to help them meet specific health care needs in the rural communities in which they practice. In 1985, the eligibility guidelines for the program were modified to permit a small proportion of fellowship winners to be selected from metropolitan areas. Applicants from metropolitan areas are expected to prepare themselves for leadership roles in the fields of health administration or health policy. A major evaluation of the Program was completed in 1988. The Fellowship section of this report summarizes the outcome of that evaluation. The list of Fellows found on page 68-69 includes a description of their individual programs.

### Human Services

The diversity of human services proposals submitted to The Bush Foundation requires the Foundation Board and staff to approach each human service problem on a case by case basis. A review of the grants section of this report shows how many kinds of human services activities the Foundation has supported. Grants were approved to support programs for troubled and disadvantaged youth; to ease the economic hardship of homeless women and their children by providing emergency housing and employment counseling; to support programs that assist victims of domestic violence; and to assist programs that provide rehabilitation services for developmentally disabled adults.

**“In addition to an established interest in the problems in rural (areas) . . . the Foundation continues to seek to learn more about opportunities for improved services for low-income women and their children.”**

In 1988, the Foundation awarded \$1,192,749 in ten grants for programs dealing with economic development, and for counseling and other forms of assistance for residents living in rural communities within the Foundation's geographical grantmaking area. Bush grants were awarded to support peer counseling programs to relieve stress within rural families; to start job counseling and re-employment programs for displaced rural workers; to support regional economic development planning; and to support rural economic and community development projects.

In addition to an established interest in the problems in rural Minnesota, North Dakota and South Dakota, the Foundation continues to seek to learn more about opportunities for improved housing, employment, educational opportunities, and social services for low-income women and their children. The Board usually has not approved grants for annual operating support for human service organizations, and considers whether the Foundation has enough money to support similar requests from agencies throughout its grantmaking region.

Decisions on individual proposals follow staff and Board appraisal of the answers to five basic kinds of questions:

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

The Foundation plans to continue to concentrate its grants within the human service area on programs which seek to improve the delivery of services to a broad segment of the population within its geographical region.

### Arts and Humanities

In the arts and humanities, the Foundation has approved grants to improve the quality and accessibility of organizations within our region. About \$3.2 million or 18 percent of the Foundation's total grants appropriated in 1988 were made in the arts and humanities. The Bush Board is interested in supporting organizations with high artistic quality and strong management.

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

The following 1988 grants are examples of special program and project grants in the arts and humanities:

Organization	Purpose of Grant	Amount Approved and Duration of Award
COMPAS, Inc., Saint Paul	To plan a small grants fund for Minnesota Native American artists and arts organizations	\$38,050, one year
Saint Paul-Ramsey United Arts Council, Saint Paul	To start a regional regranting program for small arts organizations to develop professional management	\$45,000, two years
Minnesota Dance Alliance, Minneapolis	To plan and develop dance programs in Minnesota outside the Twin Cities	\$14,275, one year

## Program Review

Organization	Purpose of Grant	Amount Approved and Duration of Award
Mille Lacs Reservation Business Committee, Vineland, Minnesota	To support a Native American oral history project	\$ 38,000, one year
Minnesota Historical Society, Saint Paul	To help construct the Minnesota History Center	\$750,000, one year

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

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

The Foundation provides further support for the arts through its Bush Artist Fellowships Program, which was established in 1976 to enable selected artists in Minnesota, North and South Dakota to spend a concentrated period of time on their work. The thirteenth group of Bush Artist Fellows was selected in 1988. The Fellowship section of this report describes this program in more detail.

In 1981, the Foundation initiated a program of matching grants to support endowment fund drives conducted by major arts organizations in Minnesota during the 1980's. Proposals in this program will be considered through calendar year 1990, when the program is scheduled to end. Since 1981, the Foundation's Board of Directors has approved five grants in this endowment program, including an award in 1988 of \$1 million to The Saint Paul Chamber Orchestra's endowment campaign.

### **Bush Leadership Fellows Program**

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

The Bush Leadership Fellows Program was started in 1965 by Archibald Granville Bush. He envisaged a program which would identify emerging leaders in many fields and support unusual development opportunities for them. He wanted to help these persons make significant advances in their work without

the kind of financial obstacles he encountered early in his own business career.

Eligibility is restricted to residents of Minnesota, North Dakota, South Dakota and the 26 counties of Western Wisconsin which are part of the Ninth Federal Reserve District.\* Applicants must be between the ages of 28 and 54 years with at least five years of work experience. The Foundation provides financial support to Bush Leadership Fellows for full-time midcareer study and development — sometimes involving a policy level internship experience and often leading to an academic degree. Fellows receive stipends of \$2,800 per month for from four to eighteen months, plus reimbursement of one half of tuition and fees up to a maximum of \$16,000, and a travel allowance of up to \$2,000.

In 1973, The Bush Foundation added a provision for shorter awards to The Bush Leadership Fellows Program. Successful applicants for Bush Summer Fellowships typically enroll in three to ten-week university programs to enhance managerial skills, usually on a non-degree basis. Applicants for summer fellowships face the same geographic and age eligibility requirements but need seven years of work experience. Stipends of \$550 per week are awarded for three to ten weeks, plus a 50 percent tuition allowance up to \$9,000, and a \$600 transportation allowance.

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

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

In 1988 The Bush Foundation awarded twenty-two Bush Leadership Fellowships, and twenty Bush Summer Fellowships. Fellowship recipients represented the fields of arts administration, business, educational administration, city and state government, health care administration, law, public relations, church administration, social service, trade union administration, and tribal administra-

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

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

## Program Review

tion. This diversity in the career paths of fellowship recipients has characterized this program since its inception. The recipients list also is diverse as to race, gender and residence. In 1988, nine selectees were from racial minority groups, and seventeen were women, and 25 lived outside of the Twin Cities Metropolitan Area.

The names, residences, and occupations of the selection judges follow. A list of the 1988 Fellows can be found on pages 62-64.

In June 1988, the Bush Foundation Board authorized expenditures of \$1,054,000 in stipends and tuition for fellowships to be awarded in 1989.

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

### **Bush Leadership Fellows Judges**

<b>Name and Residence</b>	<b>Primary Occupation</b>
Dean Belbas Edina, Minnesota	<i>Business Executive</i>
Ellen Chaffee Bismarck, North Dakota	<i>Associate Commissioner for Academic Affairs North Dakota State Board of Higher Education</i>
W. Jeremy Davis Grand Forks, North Dakota	<i>Law School Dean</i>
Henry Doerr Minnetonka Beach, Minnesota	<i>Consultant</i>
Humphrey Doermann Saint Paul, Minnesota	<i>Foundation Administrator</i>
Clarence E. Harris Saint Paul, Minnesota	<i>Hospital Vice President</i>
Dorrance W. Larson Brookings, South Dakota	<i>Consulting Psychologist</i>
Mary T. Phillips Saint Paul, Minnesota	<i>Vice Chancellor Community College System</i>
Emily S. Rosenberg Saint Paul, Minnesota	<i>College History Professor</i>
Alva W. Scarbrough Sioux Falls, South Dakota	<i>Hospital Vice President</i>

## **Bush Summer Fellows Judges**

<b>Name and Residence</b>	<b>Primary Occupation</b>
Gary L. Butler Richfield, Minnesota	<i>Purchasing Agent</i>
Kenneth Christianson Jamestown, North Dakota	<i>Consulting Psychologist</i>
Yvonne C. Condell Moorhead, Minnesota	<i>University Biology Professor</i>
Mary Hoaglund Minneapolis, Minnesota	<i>Education Consultant</i>
Donald E. Lemire Saint Paul, Minnesota	<i>Personnel Consultant</i>
Kenneth L. Rice Saint Paul, Minnesota	<i>Financial Consultant</i>
Anne T. Truax Minneapolis, Minnesota	<i>University Administrator</i>

## **Bush Public School Executive Fellows Program**

The thirteenth annual group of Bush Public School Executive Fellows was selected in April, 1988.

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

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

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

A list of the individuals selected in 1988 to receive Bush Public School Executive Fellows awards can be found on pages 64-66.

### **Bush Principals' Program**

The third annual group of elementary and secondary school principals was selected in April, 1988, to enter this mid-career training program. Participants are involved in thirty-four days of formal instruction spread over a two-year period. These sessions vary in length from three to twelve days. The primary mode of instruction is the case method of analysis. Faculty in the program act as advisors to participants during the time between formal sessions, when principals work on special school improvement projects within their own districts.

**“The program attempts to improve principals' skills in areas such as teacher supervision, curriculum design, community-school relationships, and program evaluation.”**

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

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

A list of the individuals selected in 1988 to receive Bush Principals Program awards can be found on pages 66-68.

### **Bush Clinical Fellows Program**

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

In 1988, the Foundation staff and external consultants completed a major evaluation of the Clinical Fellows Program. Evaluator Ilene B. Harris concluded that The Bush Clinical Fellows Program “has proven itself beyond a doubt to have resulted in significant community health care benefits through the professional and personal development of the 73 Fellows to whom it has granted awards.” An external consultant review panel concurred in Harris' conclusion, saying that the Program is “making a substantial contribution to revitalizing the medical practices and upgrading the clinical skills of the fellows, and ultimately improving the quality of medical services, especially in rural communities.” The members of the external review team were: David A. Rogers,

M.D., Walsh McDermott University Professor of Medicine at the New York Hospital - Cornell Medical Center, and Dean K. Whitla, Ph.D., Director of Instructional Research and Evaluation at Harvard University.

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

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

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

Inquiries about this Program should be directed to Jon D. Wempner, M.D., Program Director, Bush Clinical Fellows Program, Box 206, Waconia, MN 55387.

#### **Bush Clinical Fellows Judges**

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

John R. Frobenius  
Saint Cloud Hospital  
Saint Cloud, Minnesota

Sally L. Graven  
Minneapolis, Minnesota

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

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

Robert O. Mulhausen, M.D.  
Ramsey Medical Center  
Saint Paul, Minnesota

Gerald T. Sailer, M.D.  
Hettinger Clinic  
Hettinger, North Dakota

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

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



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

### **Bush Artist Fellowships Program**

The Bush Foundation Artist Fellowships Program enables selected artists from Minnesota, North Dakota and South Dakota to set aside concentrated time for their work, and to increase the quality and pace of their career development. Since the program was initiated in 1976, a total of 146 Artist Fellowships have been awarded.

In March, 1988, the thirteenth group of Bush Artist Fellows was selected from 466 applicants. The artists selected\* are listed on page 70.

Fellows are chosen from three artistic disciplines: literature (writers of fiction and creative non-fiction, poets, and playwrights); visual arts (painters, sculptors, graphic artists, still photographers, filmmakers, and video artists); and performing arts (composers of music and choreographers).

The Bush Board elected to begin alternating the years in which choreography and music composition applications will be accepted. Music composition applications were accepted in the fall of 1988, choreography applications will be accepted in the fall of 1989, and so on.

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

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

Stipends for 1988 Artist Fellows were \$2,000 per month for six to eleven months, or a total possible stipend award of \$24,000 for a twelve to eighteen month Fellowship period. The program also provided additional funds of up to \$6,240 for travel and production expenses incurred in connection with each Fellow's work. The total amount of stipends and cost allowances authorized for 1988 Fellowships was \$480,000, and for 1989 is \$453,600.

\*In 1987 and prior years, eligibility was limited to Minnesota artists.

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

### **Bush Artist Fellowships Panelists**

#### **Preliminary Literature**

Gretel Ehrlich, Shell, Wyoming, *non-fiction writer*  
James Leverett, New York, New York, *Director of Literary Services,  
Theater Communications Group*  
Mary Lee Settle, Charlottesville, Virginia, *fiction writer*  
C.K. Williams, Paris, France, *poet, non-fiction writer*

#### **Preliminary Music Composition**

Earle Brown, Rye, New York, *composer*  
Anne Lockwood, Crompond, New York, *composer*  
Leo Smit, Buffalo, New York, *composer*

#### **Preliminary Choreography**

Laura Dean, New York, New York, *choreographer*  
Alan Kriegsman, Chevy Chase, Maryland, *writer/dance critic for the Washington Post*  
Bruce Marks, Boston, Massachusetts, *Artistic Director, Boston Ballet*

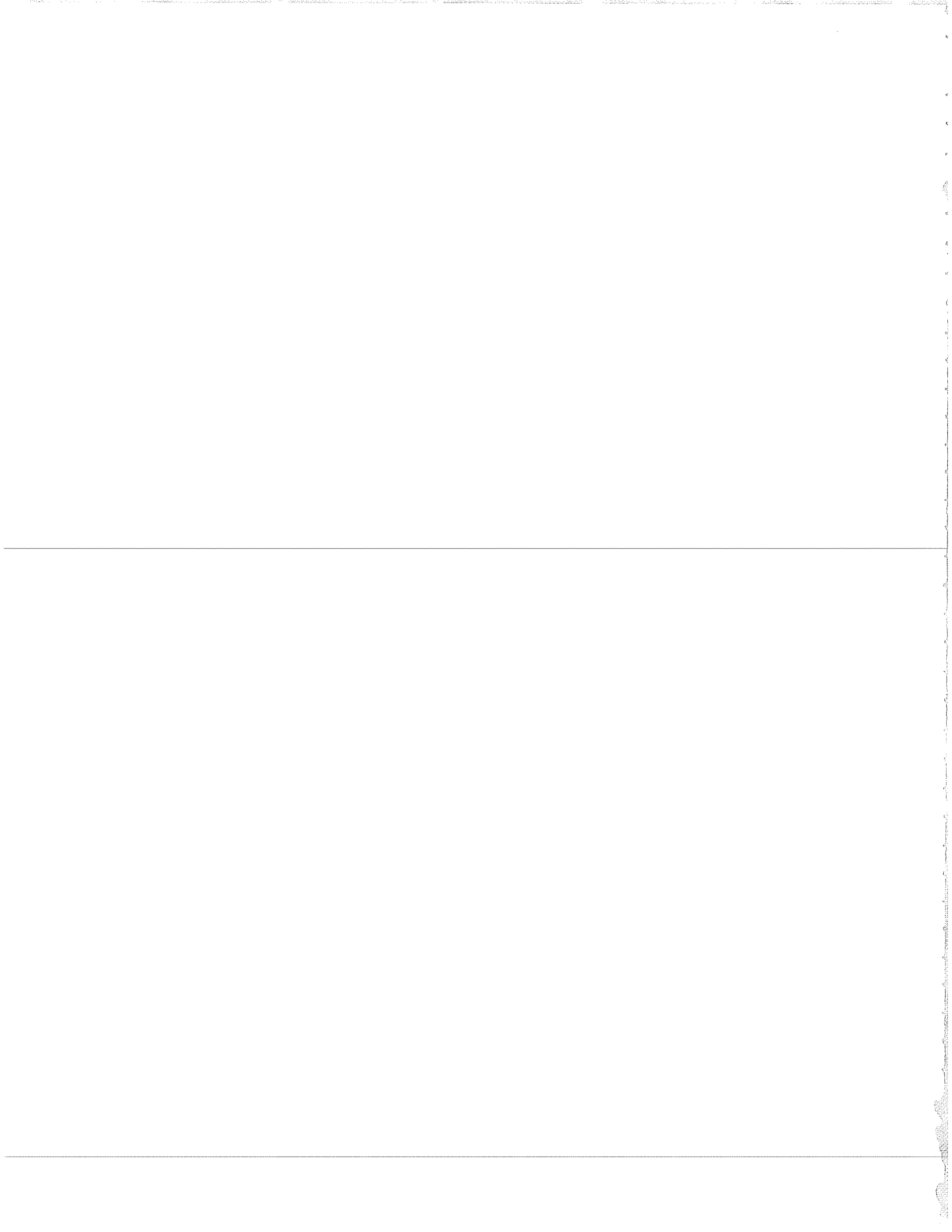
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#### **Preliminary Visual Arts**

Nicholas Africano, Normal, Illinois, *painter*  
Stephanie Barron, Los Angeles, California, *Curator, 20th Century Art,  
Los Angeles County Museum of Art*  
Ping Chong, New York, New York, *multi-media artist*  
Joyce Neimanas, Los Angeles, California, *photographer*

#### **Final Panel**

Earle Brown  
Alan Kriegsman  
Joyce Neimanas  
Anne Truitt, Washington, DC, *sculptor/writer*  
C.K. Williams



# 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 and grants for faculty development.
- 3 The Foundation seeks to support projects which may help demonstrate and evaluate ways to lessen, prevent or resolve contemporary social problems. Those projects which involve the elements of relatively early intervention and reasonable cost are of particular interest.
- 4 The Foundation seeks to encourage the delivery of good health care, at reasonable cost to recipients and to society. The Foundation wishes to consider proposals for programs that will improve the quality, accessibility, and efficiency of health care services within the Foundation's geographic region. Recently, grants have been approved for programs that seek to develop more information about the provision of health services within the region, and to improve the clinical and leadership skills of rural physicians.
- 5 Within its geographic region of major interest, the Foundation supports the arts and humanities, including music, theater, dance, visual arts, and the general preservation of our cultural heritage. Since 1975 the Foundation also has provided fellowships for individual artists in the region.
- 6 The development of leadership potential was of particular interest to the founder of The Bush Foundation, and will continue to command its interest and resources.
- 7 In several of the program areas discussed above, the Foundation has also sought to promote minority opportunity. This represents a continuing interest.
- 8 The Foundation supports programs of interest to women, sometimes in separate programs and sometimes in programs available to both men and women. The Foundation's recent special interest in this general area has been to support programs which improve the quantity and quality of options for women and girls.

### Restrictions and Areas of High Selectivity

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

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

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

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

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

## Grantmaking Policies and Procedures

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

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

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

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

### **Grant Proposals**

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

*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 income and expense budget for the project, showing how the requested funds would be spent and during what time periods and showing where the income is expected to come from. The budget should make clear how the major elements of income and expense were estimated. Applicants should specify when payment of funds is desired from the Foundation, and in what amount. If more than one payment is requested under the grant, a suggested schedule of payments should be provided.
  - 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. This explanation should include an income and expense projection for the program through one year beyond the last year for which Bush support is requested.
- 
- 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 A current declaration signed by an officer of the applicant organization that it has no notice of any adverse action by the IRS with respect to its exempt status or its classification.
  - 9 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.



## Grantmaking Policies and Procedures

- 10 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.
- 11 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.

Grants to Institutions  
Grants to Individuals

Foundation Grants

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
<b>Arts and Humanities</b>				
<b>Dance</b>				
Minnesota Dance Alliance, Minneapolis <i>To support Minnesota dance outside the Twin Cities</i>	\$14,275	\$14,275	\$14,275	\$ —
Nancy Hauser Dance Company and School, Minneapolis <i>To renovate its performance and studio space</i>	16,000	16,000	16,000	—
<b>Literature</b>				
Coffee House Press, Minneapolis <i>To support the marketing efforts of this literary press</i>	21,000	21,000	12,000	9,000
Graywolf Press, Saint Paul <i>To support publication of the first creative nonfiction series of this literary press</i>	45,000	—	5,000	—
<i>To support publication of a memoir series</i>	75,000	75,000	35,000	40,000
The Loft, Inc., Minneapolis <i>To hire a consultant and to match net increased contributions from individuals</i>	14,000	14,000	4,000	10,000
Milkweed Chronicle, Inc., Minneapolis <i>To support a series of collaborative books by writers and visual artists</i>	32,000	—	16,000	16,000
Playwrights' Center, Inc., Minneapolis <i>To match new membership income in 1987-88</i>	10,000	—	10,000	—
<b>Music</b>				
Minnesota Opera Company, Saint Paul <i>To support the 1987-88 season</i>	75,000	75,000	75,000	—
Minnesota Orchestral Association, Minneapolis <i>To support the 1987-88 season</i>	200,000	200,000	200,000	—
Saint Paul Chamber Orchestra Society, Saint Paul <i>Endowment challenge grant</i>	1,000,000	1,000,000	500,000	500,000
<i>To support the 1988-89 and 1989-90 seasons</i>	385,000	385,000	190,000	195,000

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
<b>Theater</b>				
Actors Theatre of Saint Paul, Saint Paul				
<i>To support expansion of its acting company over three years</i>	\$90,000	\$ —	\$20,000	\$ —
<i>To complete renovation of the Theatre</i>	50,000	50,000	50,000	—
At the Foot of the Mountain, Minneapolis				
<i>To support the further development of multi-cultural programs at this women's theater</i>	39,000	—	33,000	6,000
Children's Theatre Company and School, Minneapolis				
<i>A three-year matching grant for its cash reserve fund</i>	120,000	—	40,000	80,000
Guthrie Theater Foundation, Minneapolis				
<i>To help endow and renovate the Theater</i>	2,000,000	—	—	2,000,000
<i>To support the 1988-89 season</i>	184,000	184,000	184,000	—
Illusion Theater and School, Inc., Minneapolis				
<i>To develop an AIDS prevention play for touring</i>	70,000	70,000	70,000	—
Mixed Blood Theatre Company, Minneapolis				
<i>To match increased contributions, and to hire a consultant</i>	24,000	24,000	4,000	20,000
Southern Theater Foundation, Minneapolis				
<i>To support marketing and public relations activities</i>	50,000	50,000	27,500	22,500
Theatre in the Round Players, Inc., Minneapolis				
<i>To support the purchase and renovation of the Theatre's building</i>	50,000	(38,000)	12,000	—
Theatre de la Jeune Lune, Minneapolis				
<i>To support marketing activities in its 1988-89 season</i>	24,240	24,240	24,240	—
<b>Visual Arts</b>				
Film in the Cities, Inc., Saint Paul				
<i>To support the salary of a managing director</i>	60,000	—	—	30,000

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Independent Feature Project/North, Minneapolis <i>To hire a managing director for this organization which offers educational programs for independent feature filmmakers</i>	\$15,000	\$15,000	\$15,000	\$ —
Intermedia Arts of Minnesota, Inc., Minneapolis <i>To support programs in 1988-89 and 1989-90</i>	35,000	35,000	20,000	15,000
Visual Arts Information Service, Minneapolis <i>To support publication of Artpaper, a newspaper about the visual arts</i>				
<i>Toward expenses in 1987-88</i>	16,000	16,000	16,000	—
<i>Toward expenses in 1988-89</i>	14,000	14,000	14,000	—
Walker Art Center, Minneapolis <i>Toward exhibition program expenses over three years</i>	450,000	—	150,000	150,000
<b>Humanities</b>				
Mille Lacs Reservation Business Committee, Vineland, Minnesota <i>To support an oral history project</i>	38,000	38,000	38,000	—
Minnesota Historical Society, Saint Paul <i>To purchase rare books, works of art, and other items for the Society's collection</i>	150,000	—	35,000	25,000
<i>Toward construction of the Minnesota History Center</i>	750,000	750,000	—	750,000
State Historical Society of North Dakota, Bismarck, North Dakota <i>Toward its newspaper microfilming project</i>	100,000	—	75,000	25,000
<b>Other</b>				
Arts Midwest, Minneapolis <i>To provide management assistance to arts organizations in North and South Dakota</i>	100,000	—	50,000	—
Artspace Projects, Inc., Minneapolis <i>To support planning efforts to renovate space for artists and for a Twin Cities arts tour</i>	27,700	27,700	—	27,700
COMPAS, Inc., Saint Paul <i>To plan a Native American Cultural Arts fund</i>	38,050	38,050	38,050	—

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Saint Paul-Ramsey United Arts Council, Saint Paul <i>To help establish a regranting program for small arts organizations to develop professional management</i>	\$45,000	\$45,000	\$ —	\$45,000
<b>TOTAL</b>		<b>\$3,143,265</b>	<b>\$1,993,065</b>	<b>\$3,966,200</b>

## Education

### Elementary and Secondary Education

AFS International/Intercultural Programs, Inc., New York, New York <i>For an international teacher exchange program for teachers from Minnesota and the Dakotas</i>	130,000	130,000	50,000	80,000
Guadalupe Area Project, Inc., Saint Paul <i>Toward construction of a new classroom building</i>	50,000	50,000	—	50,000
The Learning Bank, Inc., Fargo, North Dakota <i>To support an agriculture education program</i>	52,700	—	13,600	—
Minnesota Association of School Administrators, Saint Paul <i>Continued support for a mid-career management training program for public school district superintendents in Minnesota</i>				
1985 grant	1,279,466	—	430,000	309,466
1988 grant	1,558,720	1,558,720	—	1,558,720
University of Minnesota, Minneapolis <i>Continued support for a mid-career management training program for school principals</i>	778,180	—	341,060	437,120
White Earth Tribal Council, White Earth, Minnesota <i>To help operate the industrial arts program at the Circle of Life School in 1988-89</i>	15,300	15,300	15,300	—

### Higher Education

<i>Capital Challenge Grants to UNCF Colleges (in cooperation with The William and Flora Hewlett Foundation)</i>				
Claflin College, Orangeburg, South Carolina	152,000	152,000	—	152,000
Clark College, Atlanta, Georgia	350,000	350,000	—	350,000

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Dillard University, New Orleans, Louisiana	\$500,000	\$ —	\$ —	\$500,000
Morehouse College, Atlanta, Georgia	250,000	—	250,000	—
Rust College, Holly Springs, Mississippi	275,000	—	—	275,000
<i>Capital Challenge Grants to Minnesota and Dakota Colleges</i>				
Augsburg College, Minneapolis	460,000	—	230,000	—
College of Saint Thomas, Saint Paul	1,000,000	—	—	500,000
Jamestown College, Jamestown, North Dakota	122,500	122,500	—	122,500
Macalester College, Saint Paul	750,000	—	750,000	—
Mount Marty College, Yankton, South Dakota	75,000	—	75,000	—
Saint Mary's College, Winona, Minnesota	350,000	—	350,000	—
<i>Faculty Development Planning Grants to UNCF Colleges (in cooperation with The William and Flora Hewlett Foundation)</i>				
LeMoyne-Owen College, Memphis, Tennessee	10,000	10,000	10,000	—
Morehouse College, Atlanta, Georgia	10,000	10,000	10,000	—
Morris College, Sumter, South Carolina	10,000	10,000	10,000	—
Rust College, Holly Spring, Mississippi	10,000	10,000	10,000	—
Talladega College, Talladega, Alabama	10,000	10,000	10,000	—
<i>Faculty Development Program Grants to UNCF Colleges (in cooperation with the William and Flora Hewlett Foundation)</i>				
Benedict College, Columbia, South Carolina	210,000	210,000	70,000	140,000
Clafin College, Orangeburg, South Carolina	99,650	99,650	34,700	64,950
Fisk University, Nashville, Tennessee	107,758	107,758	35,490	72,268
Hampton University, Hampton, Virginia	390,000	390,000	130,000	260,000
Johnson C. Smith University, Charlotte, North Carolina	210,000	—	70,000	70,000
LeMoyne-Owen College, Memphis, Tennessee	105,000	105,000	35,000	70,000
Morris Brown College, Atlanta, Georgia	210,000	210,000	70,000	140,000
Paine College, Augusta, Georgia	105,000	—	35,000	35,000

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Spelman College, Atlanta, Georgia	\$211,200	\$ —	\$65,381	\$81,551
Stillman College, Tuscaloosa, Alabama	105,000	105,000	35,000	70,000
Tuskegee University, Tuskegee, Alabama	390,000	—	130,000	130,000
Voorhees College, Denmark, South Carolina	105,000	105,000	35,000	70,000
Xavier University of Louisiana, New Orleans, Louisiana	210,000	—	70,000	70,000
<i>Faculty Development Program Grants in Minnesota and the Dakotas</i>				
Concordia College, Moorhead, Minnesota	194,900	—	64,100	60,700
Gustavus Adolphus College, Saint Peter, Minnesota	180,000	—	27,350	—
Minnesota Community College System, Saint Paul	913,900	913,900	302,835	611,065
North Dakota State Board of Higher Education, Bismarck, North Dakota	390,000	390,000	130,000	260,000
Saint Mary's College, Winona, Minnesota	180,000	—	60,000	60,000
University of Minnesota, Minneapolis	149,910	152,410*	48,371	104,039
University of South Dakota, Vermillion, South Dakota	300,000	—	100,000	—
<i>Grants to Tribally-Controlled Indian Colleges</i>				
Oglala Lakota College, Kyle, South Dakota				
<i>For construction of a classroom building on the Pine Ridge Reservation</i>	225,000	225,000	93,045	131,955
<i>To support a faculty development program</i>	75,000	75,000	—	75,000
Salish Kootenai Community College, Inc., Pablo, Montana				
<i>To support planning for a faculty development program</i>	10,000	—	10,000	—
Sinte Gleska College Center, Rosebud, South Dakota				
<i>To support a faculty development program</i>	74,745	—	24,915	24,915
Standing Rock Community College, Fort Yates, North Dakota				
<i>To support a faculty development program</i>	75,000	—	25,000	—

\*\$2,500 of unused balance of a 1987 grant to the University of Minnesota was added to the 1988 appropriation.



Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Turtle Mountain Community College, Belcourt, North Dakota <i>To support a faculty development program</i>	\$75,000	\$ —	\$25,000	\$ —
<b>Other Higher Education</b>				
American Indian OIC, Inc., Minneapolis <i>Support of professional sales training program</i>	101,601	101,601	41,962	59,639
The Minneapolis Foundation, Minneapolis <i>To help pay consultant expenses of the Governor's Blue Ribbon Commission on the University of Minnesota</i>	20,000	20,000	20,000	—
North Dakota State University, Fargo, North Dakota <i>To help start a program to train family therapists</i>	190,352	—	61,468	63,468
Purdue Research Foundation, West-Lafayette, Indiana <i>To assist Dr. Douglas R. Powell to evaluate the parent education programs of Minnesota Early Learning Design in Minneapolis</i>	299,599	—	54,637	—
United Negro College Fund, New York, New York <i>To support UNCF annual fund drives in 1986, 1987, and 1988</i>	270,000	—	90,000	—
<i>To support the annual fund drives in 1989, 1990, and 1991</i>	300,000	300,000	—	300,000
University of North Dakota, Grand Forks, North Dakota <i>To support planning for an assistance program to first year teachers in elementary and secondary schools throughout North Dakota</i>	20,807	20,807	20,807	—
William Hood Dunwoody Industrial Institute, Minneapolis <i>To support its 75th Anniversary Fund Campaign</i>	150,000	—	150,000	—
<b>Academic Library Automation</b>				
Augustana College, Sioux Falls, South Dakota <i>To support a library automation project for a consortium of four libraries in Sioux Falls</i>	150,000	(30,000)	—	120,000
Mount Marty College, Yankton, South Dakota <i>To help the library join the automated South Dakota state library network</i>	40,516	40,516	40,516	—

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Presentation College, Aberdeen, South Dakota <i>To help the library join the automated South Dakota state library network</i>	\$51,167	\$51,167	\$51,167	\$ —
<b>Mathematics and Science Programs for Girls</b>				
Intermediate District #287 - Hennepin Technical Institute, Plymouth, Minnesota <i>To support Project Link, a science program for girls</i>	179,858	179,858	93,371	86,487
Minnesota Higher Education Coordinating Board, Saint Paul <i>To plan a conference on the underrepresentation of females and minorities in mathematics and science</i>	6,180	6,180	6,180	—
State of Minnesota, Department of Education, Saint Paul <i>To underwrite costs of a conference on the underrepresentation of females and minorities in mathematics and science</i>	27,817	27,817	27,817	—
University of Minnesota, Minneapolis <i>To support EQUALS, a teacher education mathematics program which helps girls</i>	389,205	389,205	195,532	193,673
University of Minnesota Foundation, Minneapolis <i>To increase participation and achievement of girls in the Talented Youth Mathematics Program</i>	131,969	131,969	131,969	—
Young Women's Christian Association of Minneapolis, Minneapolis <i>To support Operation SMART, a mathematics and science program for girls</i>	58,020	58,020	58,020	—
<b>Other Education</b>				
Minnesota Adult Literacy Campaign, Inc., Saint Paul <i>For public education about adult literacy programs</i>	75,000	75,000	25,000	50,000
Minnesota Hispanic Education Program, Inc., Saint Paul <i>To increase Hispanic parents' involvement in the education of their children</i>	47,526	47,526	24,750	22,776

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
University of Minnesota, Minneapolis <i>For a pilot project at the Institute for Child Development to provide factual information on children and families to state policymakers</i>	\$23,130	\$23,130	\$23,130	\$ —
<b>TOTAL</b>		<b>\$6,960,034</b>	<b>\$5,397,473</b>	<b>\$7,832,292</b>

## Health

The Baptist Home, Inc., Bismarck, North Dakota <i>Toward a renovation project and staff training</i>	50,000	50,000	50,000	—
Children's Hospital, Inc., Saint Paul <i>To develop the Midwest Children's Resource Center for child abuse</i>	150,000	—	50,000	50,000
Ebenezer Foundation, Minneapolis <i>To provide research capacity for Seniors Plus, an experimental social/HMO project</i>	119,720	—	61,320	—
Equity Services of Saint Paul, Inc., Saint Paul <i>To expand a Homemaker/Home Health Aid Service</i>	25,000	25,000	15,000	10,000
Family Practice Center, Inc., Sioux Falls, South Dakota <i>To develop rural rotations for medical residents</i>	145,000	145,000	51,592	93,408
Freshwater Foundation, Navarre, Minnesota <i>To support publication of an environmental health newsletter</i>				
1986 grant	254,323	—	37,717	24,842
1988 grant	31,929	31,929	19,074	12,855
Helping Hand Health Center, Inc., Saint Paul <i>To expand the services of a neighborhood health center</i>	50,000	—	10,000	—
Minneapolis Children's Medical Center, Minneapolis <i>To help start an Inter-Agency Child Abuse Evaluation Center</i>	100,000	100,000	50,000	50,000

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
St. Mary's Hospital, Pierre, South Dakota <i>To start a parent education program</i>	\$106,093	\$ —	\$34,017	\$20,760
Saint Paul-Ramsey Hospital and Medical Center, Saint Paul <i>To expand a supported living program for mentally ill people</i>	50,000	—	15,000	10,000
Tri-College University, Fargo, North Dakota <i>To support a consortium-based nursing education program</i>	208,000	—	79,351	—
University of North Dakota, Grand Forks, North Dakota <i>To support the Center for Rural Health Services, Policy, and Research</i>	500,479	—	147,777	47,427
University of South Dakota, Vermillion, South Dakota <i>To develop a medical information system for the state of South Dakota</i>	131,778	—	24,314	—
West Side Community Health Center, Inc., Saint Paul <i>To expand a building for a neighborhood clinic</i>	100,000	100,000	—	100,000
<b>TOTAL</b>		<b>\$451,929</b>	<b>\$645,162</b>	<b>\$419,292</b>

## Human Services

### Youth and Family Services

Big Brothers and Big Sisters of the Black Hills, Rapid City, South Dakota <i>To expand programs to increase the participation of girls</i>	27,594	27,594	27,594	—
Boys & Girls Club of Minneapolis, Minneapolis <i>Start-up support for a new multi-service community center</i>	75,000	—	40,000	35,000
Catholic Charities of the Diocese of Fargo, Inc., Fargo, North Dakota <i>Toward support for a capital project</i>	120,000	120,000	60,000	60,000
Children's Defense Fund, Saint Paul <i>To support an office in Minnesota to study state policies which affect low-income children</i>	139,000	—	50,000	39,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Children's Home Society of Minnesota, Saint Paul <i>To support a capital fund campaign</i>	\$250,000	\$250,000	\$ ___	\$250,000
Crow Creek Sioux Child Protection Team, Fort Thompson, South Dakota <i>To begin a counseling program for teenaged parents on the Crow Creek Indian Reservation</i>	26,940	26,940	16,940	10,000
Dakota Boys Ranch Association, Minot, North Dakota <i>To support a new drug and alcohol abuse treatment program</i>	43,000	___	10,000	___
<i>Toward construction of a residential treat- ment center for troubled boys in Fargo, North Dakota</i>	25,000	___	25,000	___
Divorce Education Outreach Family Center, Alexandria, Minnesota <i>To support counseling programs</i>	17,000	___	3,000	___
East Side Neighborhood Service, Inc., Minneapolis <i>For renovation of its main building</i>	55,000	55,000	55,000	___
Family Networks, Inc., Minneapolis <i>To purchase and renovate a building</i>	60,000	___	60,000	___
Home on the Range for Boys, Sentinel Butte, North Dakota <i>To develop a treatment program for sexual abuse offenders and victims</i>	52,000	52,000	32,000	20,000
Little People Day Care Center, Minneapolis <i>To establish a food preparation center for day care centers</i>	36,000	36,000	36,000	___
Lutheran Social Services of South Dakota, Sioux Falls, South Dakota <i>To support a construction project at Woodfield Center for emotionally disturbed children</i>	100,000	___	___	100,000
Minneapolis Urban League, Minneapolis <i>To renovate a group home for teenaged boys</i>	35,000	___	35,000	___
Minneapolis Youth Diversion Program, Minneapolis <i>To expand its program for Indian youth</i>	48,450	___	24,225	___

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Park Avenue Urban Program and Leadership Foundation, Minneapolis <i>Toward relocation costs for a computer learning center for low-income school-age children</i>	\$15,000	\$15,000	\$15,000	\$ —
P.O.R.T. of Crow Wing County, Inc., Brainerd, Minnesota <i>To support a capital project for a community corrections facility for troubled youth</i>	60,000	60,000	60,000	—
Charles Hall Youth Services (United Church of Christ), Bismarck, North Dakota <i>Toward a renovation project for a group home for troubled youth</i>	50,000	50,000	50,000	—
Urban Coalition of Minneapolis, Minneapolis <i>To support its program for disadvantaged children and their families</i>	20,729	—	20,729	—
Volunteers in Partnership, Inc., Brainerd, Minnesota <i>Operating support for a volunteer counseling program for troubled youth</i>	70,000	70,000	40,000	30,000
Women's Transitional Housing Coalition, Inc., Duluth, Minnesota <i>Toward purchase of two apartment buildings for housing homeless women and their children</i>	130,000	—	130,000	—
<b>Family Violence</b>				
Domestic Abuse Project, Inc., Minneapolis <i>To help purchase and renovate a building</i>	50,000	—	—	50,000
PACER Center, Inc., Minneapolis <i>To support an abuse prevention education program for school professionals who work with handicapped children</i>	68,000	68,000	—	68,000
Region IV Council on Domestic Violence, Fergus Falls, Minnesota <i>Operating support for a battered women's program</i>	5,249	5,249	5,249	—
Resource Center for Women, Aberdeen, South Dakota <i>To help purchase a house for a battered women's shelter</i>	32,595	—	32,595	—
South Dakota Coalition Against Domestic Violence & Sexual Assault, Black Hawk, South Dakota <i>Toward operating expenses</i>	43,000	43,000	28,000	15,000

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Southern Valley Alliance for Battered Women, Belle Plaine, Minnesota <i>To expand its program</i>	\$20,000	\$ —	\$5,000	\$ —
United Battered Families Network, Bloomington, Minnesota <i>Toward staff salaries</i>	7,000	7,000	7,000	—
<b>Health and Rehabilitation for Adults</b>				
Black Hills Workshop and Training Center, Inc., Rapid City, South Dakota <i>To start a treatment program for people with brain injuries</i>	90,000	—	40,000	—
Brookings Area Adjustment Services, Brookings, South Dakota <i>Toward support of a capital fund drive to expand an employment program for developmentally disabled adults</i>	70,000	70,000	70,000	—
Carroll Institute, Sioux Falls, South Dakota <i>To start a halfway house for chemically dependent women</i>	50,000	—	20,000	—
Cedar Valley Rehabilitation Workshop, Inc., Austin, Minnesota <i>For a construction project</i>	40,000	40,000	40,000	—
Duluth Lighthouse for the Blind, Inc., Duluth, Minnesota <i>For a job development project</i>	125,000	—	125,000	—
Minnesota Indian Primary Residential Treatment Center, Inc., Sawyer, Minnesota <i>To help construct a building addition</i>	25,000	—	25,000	—
Multi Resource Centers, Inc., Minneapolis <i>To start an employment program for homebound handicapped people</i>	176,798	176,798	93,410	83,388
Owobopte Industries, Inc., Lakeville, Minnesota <i>To expand a community-based employment program for handicapped people</i>	10,975	—	10,975	—
Rebuild Resources, Inc., Minneapolis <i>To support an employment program for chemically dependent people</i>	30,000	—	5,000	—

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Rochester Center for Independent Living, Inc., Rochester, Minnesota <i>To start an independent living skills training program for handicapped adults</i>	\$35,000	\$ —	\$15,000	\$ —
We Can Ride, Inc., Minnetonka, Minnesota <i>For a therapeutic horseback riding program for handicapped children</i>	17,500	—	7,500	—
<b>Law and Corrections</b>				
Amicus, Inc., Minneapolis <i>To support its volunteer recruitment program</i>	30,000	—	5,000	—
Community Extended Nuclear Transition Residence for Ex-Offenders, Inc., Fargo, North Dakota <i>Toward renovation of a half-way house for ex-offenders</i>	50,000	50,000	50,000	—
Duluth Bethel Society, Inc., Duluth, Minnesota <i>To support building renovations for a residence for men convicted of crimes involving alcohol</i>	25,000	—	25,000	—
Mediation Center for Dispute Resolution, Saint Paul <i>To support the Center's program and for community mediation projects</i>	100,000	—	20,000	—
Minnesota Correctional Facility/ Shakopee, Saint Paul <i>Staff support for two-way interactive television at Shakopee Women's Correctional Facility</i>	85,558	85,558	53,305	32,253
Nexus Juvenile Program, Inc., Minnetonka, Minnesota <i>Building improvements for a residential corrections program</i>	45,000	—	45,000	—
<b>Rural Family Assistance Programs</b>				
Catholic Charities of the Diocese of Fargo, Inc., Fargo, North Dakota <i>Toward its peer counseling program to relieve stress within rural families</i>	137,710	137,710	69,175	68,535
Catholic Charities of the Diocese of Saint Cloud, Saint Cloud, Minnesota <i>Toward its farm family assistance project</i>	34,061	—	23,979	—



## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Catholic Charities of the Archdiocese of Saint Paul and Minneapolis, Minneapolis <i>Toward its farm family assistance project</i>	\$102,990	\$ —	\$43,047	\$ —
Catholic Social Services, Diocese of Winona, Inc., Winona, Minnesota <i>Toward its farm family assistance project</i>	91,016	—	46,618	—
Diocese of New Ulm, New Ulm, Minnesota <i>Toward its farm family assistance project</i>	26,500	—	13,400	—
Help of Pine County, Pine City, Minnesota <i>Toward support of a family assistance program</i>	20,000	20,000	10,000	10,000
Independent School District #206, Alexandria Technical Institute, Alexandria, Minnesota <i>To provide assessment, training, and job counseling for displaced rural workers</i>	100,000	100,000	50,000	50,000
Lutheran Social Service of Minnesota, Minneapolis <i>Toward a reemployment program for displaced rural workers</i>	200,000	200,000	—	200,000
Minnesota Catholic Conference, Saint Paul <i>To coordinate diocesan family assistance programs in rural Minnesota</i>	100,770	100,770	60,770	40,000
Southeastern North Dakota Community Action Agency, Fargo, North Dakota <i>Toward support of a self-sufficiency counseling program for low-income families</i>	44,969	44,969	29,000	15,969
<b>Other Human Services</b>				
American Refugee Committee, Minneapolis <i>To support an educational program for Hmong women</i>	40,000	40,000	40,000	—
Channel One, Inc., Rochester, Minnesota <i>To help start a cooperative food purchasing program for low-income people</i>	16,200	16,200	16,200	—
First Nations Financial Project, Falmouth, Virginia <i>To support the Lakota Fund, a small business loan fund on the Pine Ridge Indian Reservation</i>	31,000	31,000	31,000	—

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Neighborhood Involvement Program, Inc., Minneapolis <i>To help finish its building fund drive</i>	\$35,000	\$35,000	\$35,000	\$ —
Nutritional Resources, Inc., Crookston, Minnesota <i>Toward support of a surplus food distribution program for regional food shelves</i>	125,000	125,000	50,000	75,000
People Serving People, Inc., Minneapolis <i>To analyze data about homeless people</i>	65,000	—	15,000	—
Sabathani Community Center, Inc., Minneapolis <i>Toward a capital campaign</i>	350,000	350,000	—	350,000
The Salvation Army, Brooklyn Center, Minnesota <i>Toward construction of a new Harbor Light Center in Minneapolis</i>	325,000	—	—	325,000
The Salvation Army, Jamestown, North Dakota <i>Toward a capital campaign</i>	25,000	25,000	25,000	—
The Salvation Army, Mitchell, South Dakota <i>Toward a capital campaign</i>	50,000	50,000	—	50,000
The Salvation Army, Watertown, South Dakota <i>Toward a capital campaign</i>	50,000	50,000	50,000	—
Transition of the Twin Cities, Minneapolis <i>Career counseling for women</i>	13,000	13,000	13,000	—
United Way of Rapid City, Rapid City, South Dakota <i>For a community needs assessment project</i>	15,280	15,280	15,280	—
United Way of the Saint Paul Area, Inc., Saint Paul <i>To support installation of a targeted allocations system</i>	88,900	—	25,300	—
<i>To support member agency operations in 1988</i>	210,000	—	210,000	—
<i>To support member agency operations in 1989</i>	140,000	140,000	—	140,000
<b>Rural Economic Development</b> Community Design Center of Minnesota, Minneapolis <i>To assist a regional development corporation planning project</i>	106,000	106,000	53,000	53,000

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Hoyt Lakes Cottage Industries, Inc., Hoyt Lakes, Minnesota <i>Toward operating expenses and equipment purchases</i>	\$21,500	\$21,500	\$21,500	\$ ____
The Minnesota Project, Inc., Minneapolis <i>To support rural economic and community development projects</i>	11,800	11,800	11,800	____
University of Minnesota, Minneapolis <i>To help expand the University's role in rural economic development through the Minnesota Extension Service</i>	450,000	450,000	200,000	250,000
<b>TOTAL</b>		<b>\$3,391,368</b>	<b>\$2,676,591</b>	<b>\$2,420,145</b>

## Miscellaneous

### Public Broadcasting

Belcourt School District #7, Belcourt, North Dakota <i>To start a development office for a radio station serving the Turtle Mountain Indian Reservation</i>	30,000	30,000	30,000	____
Minnesota Public Radio, Inc., Collegeville, Minnesota <i>To start a public news and information station at Saint John's University</i>	82,000	82,000	____	82,000
Minnesota Public Radio, Inc., Saint Paul <i>To match increased membership income in 1987-88</i>	150,000	____	150,000	____
<i>To match increased membership income in 1988-89</i>	150,000	150,000	____	150,000
Northern Minnesota Public Television, Inc., Bemidji, Minnesota <i>To support market research</i>	13,000	13,000	13,000	____
<i>To support new marketing efforts to increase viewership</i>	68,000	68,000	68,000	____
South Dakota Friends of Public Broadcasting, Vermillion, South Dakota <i>To support long range planning</i>	45,000	45,000	45,000	____
Twin Cities Public Television, Inc., Saint Paul <i>Operating support for its 1987-88 and 1988-89 fiscal years</i>	180,000	180,000	180,000	____

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
<b>Environment</b>				
The Nature Conservancy, Minneapolis <i>To support its project to preserve the piping plover in North Dakota</i>	\$200,000	\$200,000	\$200,000	\$ ____
Project Environment Foundation, Minneapolis <i>To assist the State of Minnesota in developing improved management plans for state forest land</i>	25,000	____	10,000	____
<b>Community Foundations</b>				
Central Minnesota Community Foundation, Saint Cloud, Minnesota <i>Matching grant for endowment</i>	600,000	600,000	____	600,000
Duluth-Superior Area Community Foundation, Duluth, Minnesota <i>Matching grant for endowment</i>	250,000	____	____	216,667
Sioux Falls Area Foundation, Sioux Falls, South Dakota <i>Matching grant for endowment and early operating costs</i>	550,000	____	142,000	82,971
<b>Other Miscellaneous Grants</b>				
American Farmland Trust, Washington, DC <i>Toward support of a water fowl restoration project in south central Minnesota</i>	45,000	45,000	21,000	24,000
Central America Resource Center, Saint Paul <i>To provide educational materials to Minnesota schools</i>	15,000	____	8,000	____
The Foundation Center, New York, New York <i>To support the Center's programs</i>	135,000	____	45,000	____
Lexington-Hamline Community Council, Inc., Saint Paul <i>To support planning efforts to become self-sufficient</i>	15,000	____	5,000	____
Midwest China Study Resource Center, Saint Paul <i>To expand the Center's programs</i>	40,000	____	5,000	____

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
Minnesota Food Association, Saint Paul <i>To support the study of problems of food production and distribution</i>	\$60,000	\$ —	\$15,000	\$ —
The Minnesota Project, Inc., Minneapolis <i>Toward support of a newsletter on rural issues in Minnesota</i>	5,000	5,000	5,000	—
Minnesota Women's Consortium, Saint Paul <i>To purchase and renovate the Minnesota Women's Building</i>	50,000	—	50,000	—
Northwest Economic Development, Inc., Crookston, Minnesota <i>To support economic development on three Indian reservations</i>	70,000	—	20,000	—
Ramsey County Board of Commissioners, Saint Paul <i>For the Economic Impact of Divorce for Divorced Parties and their Children Study</i>	30,000	30,000	—	30,000
<b>TOTAL</b>		<b>\$1,448,000</b>	<b>\$1,012,000</b>	<b>\$1,185,638</b>

## Fellowship Programs

### Bush Leadership Fellows Programs

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

1985 program	822,000	(14,063)	12,469	189
1986 program	860,000	28,277*	61,140	2,000
1987 program	933,000	(14,214)	456,198	142,858
1988 program	1,015,000	—	367,020	647,980
1989 program	1,054,000	1,054,000	—	1,054,000
<b>TOTAL</b>		<b>\$1,054,000</b>	<b>\$896,827</b>	<b>\$1,847,027</b>

\*Amount transferred from appropriation for 1985 and 1987 programs

Organization and Purpose	Initial Grant	Appropriated 1988	Amount Paid 1988	Unpaid Balance 1988
<b>Bush Artist Fellowships Program</b>				
<i>To enable selected writers choreographers, composers, and visual artists in Minnesota, North Dakota, and South Dakota to set aside a significant period of time for work in their chosen art forms</i>				
1985 program	\$375,000	\$ —	\$ 3,766	\$ 133
1986 program	375,000	—	38,871	3,978
1987 program	435,000	—	209,802	85,541
1988 program	480,000	—	154,709	325,291
1989 program	453,600	453,600	—	453,600
<b>TOTAL</b>		<b>\$453,600</b>	<b>\$407,148</b>	<b>\$868,543</b>
<b>Bush Clinical Fellows Program</b>				
<i>To provide mid-career study opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and Western Wisconsin</i>				
1984 program	280,000	—	3,006	85,896
1985 program	280,000	—	751	32,293
1986 program	430,000	—	100,589	73,861
1987 program	450,000	—	162,331	221,726
1988 program	470,000	—	76,224	393,776
1989 program	538,000	538,000	—	538,000
<b>TOTAL</b>		<b>\$538,000</b>	<b>\$342,901</b>	<b>\$1,345,552</b>
<b>TOTAL FELLOWSHIP PROGRAMS</b>		<b>\$2,045,600</b>	<b>\$1,646,876</b>	<b>\$4,061,122</b>
<b>GRAND TOTAL</b>		<b>\$17,440,196*</b>	<b>\$13,371,167</b>	<b>\$19,884,689</b>

\*This figure is the net total appropriated during the 1988 fiscal year. It represents gross new appropriations of \$17,505,696, plus a transfer of \$2,500 to a grant approved in 1988 from a grant approved earlier, less cancellations of \$68,000.

## Grants to Individuals\*

### Bush Leadership Fellows Program

Name and Residence	Employment at the Time of Selection for Fellowship <i>1988-89 Study Site in Italic</i>
Margaret Arzdorf-Schubbe Saint Paul, Minnesota	Director, Minnesota Program for Battered Women, Saint Paul <i>Harvard Kennedy School - deferred</i>
Loretta Bad Heart Bull Aberdeen, South Dakota	Health Systems Specialist, Indian Health System, Aberdeen <i>University of Oklahoma Public Health</i>
William R. Bradford Hopkins, Minnesota	Executive Director, Child's Play Theatre Co., Minnetonka <i>University of Wisconsin-Madison, Arts Administration</i>
Joseph N. Bresette Lac du Flambeau, Wisconsin	Executive Director, Great Lakes Inter-Tribal Council, Lac du Flambeau <i>Harvard Kennedy School</i>
John L. Brown Buffalo, South Dakota	State Senator and Ranch Manager, Cave Hills Cattle Co., Buffalo <i>University of South Dakota Law School</i>
H. Yvonne Cheek Minneapolis, Minnesota	Director of Citizen Education, Humphrey Institute for for Public Affairs, University of Minnesota, Minneapolis <i>Harvard Kennedy School - deferred</i>
Raymond Cross Parshall, North Dakota	Staff Attorney, Three Affiliated Tribes, New Town <i>Harvard Kennedy School</i>
Karen J. Gillis Dunseith, North Dakota	Principal, BIA-Dunseith Day School, Dunseith <i>University of North Dakota, Educational Administration</i>
Waldo A. Hagen River Falls, Wisconsin	Associate Director, Physical Plant, University of Wisconsin-River Falls, River Falls <i>University of Minnesota, School of Management</i>
Jerome E. Johnson Burnsville, Minnesota	Manager, Advanced Electronics, Onan Corp., Minneapolis <i>The Stanford Sloan Program for Executives</i>
Knute Knudson, Jr. Rapid City, South Dakota	Planning Director, City of Rapid City, Rapid City <i>Harvard Kennedy School</i>
Timothy J. Langley Kranzburg, South Dakota	Executive Director, South Dakota Peace and Justice Center, Watertown <i>University of Iowa Law School</i>
Alan A. Larson Mankato, Minnesota	Controller and Associate Treasurer, Hubbard Milling Co., Mankato <i>Stanford University, Business School</i>
Karen E. Nagle Hibbing, Minnesota	Provost, Rainy River Community College, International Falls <i>Harvard Kennedy School</i>
Gregory J. Peterson Minneapolis, Minnesota	Director of Communications, Minnesota Governor's Office, Saint Paul <i>Harvard Kennedy School</i>
Alyce L. Spotted Bear Halliday, North Dakota	Federal Programs Administrator/Principal, Trenton School, Trenton <i>Cornell University, Educational Administration</i>

\*All grants to individuals are made only through a competitive awards process within several pre-defined fellowship programs. For further information, see the fellowship program descriptions on pages 26-33.

## Bush Leadership Fellows Program

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Name and Residence	Employment at the Time of Selection for Fellowship <i>1988-89 Study Site in Italic</i>
Joyce E. Stenstrom Red Wing, Minnesota	Self-employed Human Factors Consultant, Red Wing <i>Virginia Polytechnic Institute, Human Factors Engineering</i>
LeRoy A. Stumpf Plummer, Minnesota	State Senator, Saint Paul <i>Syracuse University,</i> <i>Maxwell School</i>
Robert L. Thomas Sioux Falls, South Dakota	Attorney, Managing Partner, May, Johnson, Doyle & Becker, Sioux Falls <i>deferred</i>
Dennis R. Thompson Marshall, Minnesota	Loan Officer, Farm Credit Services of Minnesota Valley, Marshall <i>University of Minnesota, School of</i> <i>Management</i>
Erma J. Vizenor Ponsford, Minnesota	Chief School Administrator, Pine Point Public School District, Ponsford <i>Harvard University, Educational</i> <i>Administration</i>
Steven J. Zellmer Pierre, South Dakota	Commissioner of Finance and Management, State of South Dakota, Pierre <i>Harvard Kennedy School</i>

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## Bush Summer Fellows

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Name and Residence	Employment at the Time of Selection for Fellowship <i>1988-89 Study Site in Italic</i>
Larry L. Brown Austin, Minnesota	Manager of Distribution, George A. Hormel Co., Austin <i>Northwestern Executive Development Program and</i> <i>Penn State Executive Program</i>
Gloria D. Brush Duluth, Minnesota	Acting Dean, School of Fine Arts, University of Minnesota, Duluth <i>Byrn Mawr Summer Institute for Women in Higher</i> <i>Education Administration</i>
Brian C. Campion Saint Paul, Minnesota	Director, Cardiology, Saint Paul-Ramsey Medical Clinic/Ramsey Clinic, Saint Paul <i>Columbia University,</i> <i>Executive Program</i>
Carolyn D. DeCato Minneapolis, Minnesota	Registrar, Walker Art Center, Minneapolis <i>University of California Berkeley Museum Management</i> <i>Institute</i>
Robert T. Derus Maple Grove, Minnesota	City Clerk/Administrator, City of Corcoran, Minnesota, <i>Harvard Program for Senior Executive Fellows</i>
Rita G. Goldhammer Minneapolis, Minnesota	Assistant Executive Director, Girl Scout Council of Saint Croix Valley, Saint Paul <i>University of Minnesota,</i> <i>Management Institute</i>
Esperanza Guerrero Golden Valley, Minnesota	President and Chief Executive Officer, Metropolitan Economic Development Association, Minneapolis <i>Yale</i> <i>Executive Management Program</i>
Gail H. Hagerty Bismarck, North Dakota	Burleigh County Judge, Bismarck <i>University of</i> <i>Nevada-Reno Law</i>



## Grants to Individuals

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

<b>Name and Residence</b>	<b>Employment at the Time of Selection for Fellowship 1988-89 Study Site in <i>Italic</i></b>
Jane A. Howard Minneapolis, Minnesota	Membership Director, Minnesota Public Radio, Saint Paul <i>Smith College Management Program</i>
Marlys C. Johnson Saint Peter, Minnesota	Vice President, Citizen's Scholarship Foundation of America, Inc., Saint Peter <i>Stanford Marketing Program and Yale Executive Management Program</i>
Rock J. LaManna Inver Grove Heights, Minnesota	President and Chief Operating Officer, Vomela Specialty Co., Saint Paul <i>Harvard Owner/President Program</i>
Roger G. Martin Sioux Falls, South Dakota	Neonatal Nurse Practitioner, Sioux Valley Hospital, Sioux Falls <i>University of Texas-El Paso, Nursing</i>
Robert C. Mazanec Saint Paul, Minnesota	Deputy Department Director, Metropolitan Council of the Twin Cities, Saint Paul <i>University of Strathclyde, England, Planning</i>
Timothy P. Mullner Mandan, North Dakota	Director, Division of Faith Formation, Diocese of Bismarck, <i>Seattle University, Ministry</i>
Keith B. Norton Robbinsdale, Minnesota	Director of Organizing, G.C.I.U. Local 1M, Saint Paul <i>Harvard Trade Union Program</i>
Ronald A. Prasek Bloomington, Minnesota	Senior Pastor, Oak Grove Lutheran Church, Richfield <i>Yale Executive Management Program and University of California Graduate Theological Union</i>
Josephine Reed-Taylor Saint Louis Park, Minnesota	Dean of Students, Minneapolis Community College, Minneapolis <i>Carnegie-Mellon College Management Program</i>
Richard H. Smith Jamestown, North Dakota	Academic Dean, Jamestown College, Jamestown <i>Harvard Institute for Educational Management</i>
Herbert Yoskowitz Saint Louis Park, Minnesota	Rabbi, B'nai Emet Synagogue, Saint Louis Park <i>Georgetown and Michigan State Universities, Medical Ethics</i>
Judith K. Zivanovic Brookings, South Dakota	Professor, South Dakota State University, Brookings <i>Carnegie-Mellon College Management Program</i>

### **Bush Public Schools Executive Fellows\***

<b>Name</b>	<b>Title</b>	<b>District / Location</b>
Martin J. Avelsgaard	Superintendent	Ellendale-Geneva, Minnesota
Bonnie Bray Carlson	Regional Special Education Projects Supervisor, ECSU-5	Staples, Minnesota

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

## Bush Public Schools Executive Fellows

Name	Title	District / Location
Sharon L. Cox	Assistant Director, Curriculum & Instruction: Special Education, Instructional Programs	Saint Paul, Minnesota
Judee G. Crep	Superintendent	Cass Lake-Bena, Minnesota
Richard D. Fish	Superintendent	Owatonna, Minnesota
David M. Flannery	Superintendent	Elk River, Minnesota
Allen C. Frazier	Superintendent	Waconia, Minnesota
Karen P. Gates	Curriculum Director	Sauk Rapids, Minnesota
Bruce R. Halgren	Executive Director of Academic Services	Wayzata, Minnesota
Thomas V. Hoppe	Superintendent	Isle, Minnesota
Sheldon D. Johnson	Superintendent	Monticello, Minnesota
Kenneth J. La-Croix	Superintendent	Hastings, Minnesota
Brad L. Madsen	Superintendent	Underwood, Minnesota
Thomas E. McMullen	Director of Community Services & Strategic Planning, ISD#16	Spring Lake Park, Minnesota
Thomas A. Nelson	Director of Support Services, ISD#196	Rosemount, Minnesota
Richard J. Pederson	Superintendent	Elgin-Millville, Minnesota
John V. Reishus	Superintendent	Warroad, Minnesota
Dennis M. Rettke	Superintendent	Morris, Minnesota
Linda A. Ruberto	Regional Special Education Supervisor, NW ECSU	Thief River Falls, Minnesota
Kenneth E. Runberg	Director of Special Education & Related Services, Roseville Area Schools	Roseville, Minnesota
Warren D. Schmidt	Superintendent	Crosby, Minnesota
John M. Sedey	Director of Occupational Education & Student Services	Mounds View, Minnesota
Russell O. Smith	Superintendent	Cloquet, Minnesota

Grants to Individuals

**Bush Public Schools Executive Fellows** (continued)

Name	Title	District / Location
Ted L. Suss	Administrator, Minnesota State Board of Education	Saint Paul, Minnesota
John K. Tritabaugh	Superintendent	Atwater, Minnesota

**Bush Principals' Program\***

Name	Title	District / Location
John E. Bell, Jr.	Assistant Principal	Anwatin Junior High School Minneapolis Public School District Minneapolis, Minnesota
Denis A. Biagini	Assistant Principal	Hosterman Junior High School Robbinsdale Public School District New Hope, Minnesota
Judith L. Brandon	Principal	Washington Elementary School Mankato Public School District Mankato, Minnesota
Patricia Erlandson	Principal	Pinewood Elementary School Moundsview Public School District Mounds View, Minnesota
Kenneth D. Greener	Principal	Minnehaha Academy Minneapolis, Minnesota
Roger W. Hahn	Principal	Hubert Olson Junior High Bloomington Public School District Bloomington, Minnesota
Milton J. Hoff	Principal	Franklin Middle School Thief River Falls, Minnesota
Bob Hogenson	Principal	Washington Kosciusko Elementary Winona Public School District Winona, Minnesota
William F. Kazee	Principal	Minnesota State Academy for the Blind Fairbault, Minnesota
Paul J. Leverentz	Assistant Principal	Bridge View Elementary Saint Paul Public School District Saint Paul, Minnesota

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

## **Bush Principals' Program**

<b>Name</b>	<b>Title</b>	<b>District / Location</b>
Stephan P. Lund	Principal	Brookside School Albert Lea Public School District Albert Lea, Minnesota
John W. Lyngdal	Principal	Central Middle School Eden Prairie Public School District Eden Prairie, Minnesota
Beth Mason Mackey	Principal	McKinley Elementary School Anoka Public School District Ham Lake, Minnesota
Marie McCarthy	Principal	Saint John's Elementary Duluth, Minnesota
Nan Mizuhata	Assistant Principal	John F. Kennedy High School Bloomington Public School District Bloomington, Minnesota
Roger A. Peterson	Principal	Concord Elementary School Edina Public School District Edina, Minnesota
Thomas E. Rolloff	Principal	Farmington Senior High School Farmington Public School District Farmington, Minnesota
Shelton M. Rucker	Principal	Sanford Junior High School Minneapolis Public School District Minneapolis, Minnesota
Eddie R. Ryshavy	Principal	Glenn Lake Elementary School Hopkins Public School District Plymouth, Minnesota
Marvin D. Schubbe	Principal	John F. Kennedy Elementary School Ely Public School District Babbitt, Minnesota
Kathryn Schultz	Principal	Elton Hills Elementary School Rochester Public School District Rochester, Minnesota
Eleanor Ruth Schultz	Assistant Principal	Folwell Junior High School Minneapolis Public School District Minneapolis, Minnesota
Douglas Schuster	Principal	Field Elementary School Minneapolis Public School District Minneapolis, Minnesota
Luz Maria Serrano	Principal	Cleveland Junior High School Saint Paul Public Schools Saint Paul, Minnesota

## Grants to Individuals

### **Bush Principals' Program** (continued)

<b>Name</b>	<b>Title</b>	<b>District / Location</b>
Joan A. Sorenson	Principal	Washington Junior High Saint Paul Public School District Saint Paul, Minnesota
Terry Tofte	Principal	Minnetonka Intermediate School Minnetonka Public School District Excelsior, Minnesota
Shirley Vaux	Assistant Principal	Edina High School Edina Public School District Edina, Minnesota

### **Bush Clinical Fellows**

<b>Name and Residence</b>	<b>Fellowship Purpose</b>	<b>Program Activity</b>
Lowell W. Barr, M.D. Albert Lea, Minnesota	To study adolescent medicine and clinic administration	Preceptorships in Minneapolis at the Family Therapy Institute, University of Minnesota, and Minneapolis Children's Hospital, and at the University of Wisconsin, Madison
Edward P. Ehlinger, M.D. Minneapolis, Minnesota	To study the use of television to advance public health issues	Selected conferences in Minneapolis and courses at the University of Minnesota, the Old Log Theater, KARE/TV, and the Guthrie Theater.
Warren N. Gollhofer, M.D. Spearfish, South Dakota	To study the skills, design and management of college sports medicine, and community wellness programs.	Post-graduate courses, at the Cleveland Clinic, and conferences at the National Wilderness Center, San Diego, California; the University of Virginia, Charlottesville; the Olympic Training Center at Colorado Spring, Colorado; Michigan State University, East Lansing; and at the Cardiac Rehabilitation Center in Los Angeles, California
Glenn E. Kerr, M.D. Jamestown, North Dakota	To study clinical topics, management, and research techniques in preventive medicine.	Program in preventive medicine at Loma Linda University, Riverside, California
John R. Kludt, M.D. Eau Claire, Wisconsin	To study medical administration in a hospital setting.	The Program in Administrative Medicine at the University of Wisconsin, Madison, plus a preceptorship and courses arranged through the American Academy of Medical Directors
William D. Manahan, M.D. Mankato, Minnesota	To study community-based primary care.	Preceptorships at Carney Hospital, Boston, Massachusetts, and courses in epidemiology elsewhere

## Bush Clinical Fellows

Name and Residence	Fellowship Purpose	Program Activity
Charn S. Nandra, M.D. Crosby, North Dakota	To study geriatric medicine.	Preceptorships at Hennepin County Medical Center, Minneapolis, Minnesota
Michael I. Neren, M.D. Saint Paul, Minnesota	To study management and health policy.	Courses at the University of Minnesota School of Business, Minneapolis, and preceptorships at Interstudy and Honeywell, Inc. in Minnesota
Paul S. Sanders, M.D. Cambridge, Minnesota	To study organizational leadership, management and professional liability and quality assurance issues.	Conferences at the University of Wisconsin, Madison and The American Academy of Medical Directors; and preceptorships in Minneapolis at Park Nicollet Medical Center, the Minnesota Medical Association, and the Minnesota Medical Indemnity Exchange
Tim B. Schmitt, M.D. Wadena, Minnesota	To study geriatric medicine and sports medicine.	Preceptorships at Oxford and Glasgow Universities in the United Kingdom, at Harvard University, Cambridge, Massachusetts, and at the Mayo Clinic, Rochester, Minnesota
Peter T. Smyth, M.D. Glencoe, Minnesota	To study medical management, acute care, gastroenterology, and geriatrics.	Preceptorships in Minneapolis at the University of Minnesota, Park Nicollet Medical Center, Methodist Hospital and Abbott Northwestern Hospital; and a geriatric fellowship in England
David E. Westgard, M.D. La Crosse, Wisconsin	To study topics in family medicine and medical management.	Courses in the Administrative Medicine Program at the University of Wisconsin, Madison; preceptorships at the Mayo Clinic, Rochester, Minnesota; and independent study
Blake J. Williamson, M.D. Minot, North Dakota	To study the administration of prepaid health plans.	Courses at the Program in Administrative Medicine, University of Wisconsin, Madison, Wisconsin

## Grants to Individuals

### **Bush Artist Fellows**

<b>Name and Residence</b>	<b>Discipline</b>
Douglas L. Argue Minneapolis, Minnesota	<i>painter</i>
Bradley A. Bombardier Duluth, Minnesota	<i>composer</i>
Kathleen A. Coskran Minneapolis, Minnesota	<i>fiction writer</i>
Irve W. Dell Minneapolis, Minnesota	<i>sculptor</i>
Barbara J. Field Minneapolis, Minnesota	<i>playwright</i>
Davida D. Kilgore Saint Paul, Minnesota	<i>fiction writer</i>
Kevin L. Kling Minneapolis, Minnesota	<i>playwright</i>
Michael F. Kosch Minneapolis, Minnesota	<i>composer</i>
William Kent Krueger Saint Paul, Minnesota	<i>fiction writer</i>
Kevin E. Locke Wakpala, South Dakota	<i>choreographer</i>
David S. Means Minneapolis, Minnesota	<i>composer</i>
Wendy C. Morris Minneapolis, Minnesota	<i>choreographer</i>
David A. Mura Saint Paul, Minnesota	<i>poet</i>
John Olive Minneapolis, Minnesota	<i>playwright</i>
Jim F. Tittle Minneapolis, Minnesota	<i>photographer</i>

Treasurer's Report  
Independent Auditors' Report

Financial Review



## Treasurer's Report

The financial statements of the Foundation appear on the following pages. They have been audited by Deloitte Haskins + Sells.

Investment and other income for the year ended November 30, 1988, was \$16,515,000, an increase of \$1,391,000 over 1986-87. Net investment income also increased to \$14,320,000 compared to \$12,139,000 in 1986-87. Investment expenses were \$1,911,000 for the year.

The market value of the Foundation's assets increased to \$360,476,000 at November 30, 1988, from \$332,263,000 a year earlier. As of November 30, 1988, the cash and investment portfolio of the Foundation consisted of:

	Percent
Cash and interest bearing deposits	.5
Money market trusts and short-term investment funds	5.2
Corporate, foreign and U.S. Government and Government Agency bonds and notes	9.7
Common stocks and equity-related preferred stocks	64.6
Foreign stocks	.5
Real Estate	10.1
Guaranteed Investment Contracts	7.3
Venture capital investments	2.1
<b>TOTAL</b>	<b>100.0</b>

The Foundation staff will provide a schedule of investments held as of November 30, 1988, for any reader who wishes it.

New grant appropriations, net of cancellations, were \$17,440,000 in the year, an increase of \$1,969,000 from 1986-87. Grant payments of \$13,371,000 were down from \$13,890,000 in 1986-87, and grant commitments payable were up from \$15,816,000 at November 30, 1987 to \$19,885,000 at November 30, 1988.

The investment managers employed by the Board of Directors as of November 30, 1988 are:

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

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

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

Kennon V. Rothchild  
*Treasurer*

## Independent Auditors' Report

The Board of Directors of  
The Bush Foundation:

We have audited the balance sheets of The Bush Foundation of Saint Paul, Minnesota as of November 30, 1988 and 1987 and the related statements of revenue, expense, and changes in fund balances, and of changes in financial position for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

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

In our opinion, such financial statements present fairly, in all material respects, the financial position of The Bush Foundation at November 30, 1988 and 1987 and the results of its operations and the changes in its financial position for the years then ended in conformity with generally accepted accounting principles.



Deloitte Haskins + Sells  
January 6, 1989

## The Bush Foundation Balance Sheets, November 30, 1988 and 1987

Assets	Notes	1988 (in thousands of dollars)	1987
CASH AND INTEREST-BEARING DEPOSITS		\$ 1,575	\$ 1,698
INVESTMENTS, principally at quoted market value:	1		
Money market trusts and short-term investment funds		18,417	22,563
Corporate, foreign and U.S. Government and Government Agency bonds and notes, amortized cost of \$33,234,000 in 1988 and \$31,232,000 in 1987		33,977	32,868
Common stocks and equity-related preferred stocks, cost of \$221,753,000 in 1988 and \$229,212,000 in 1987		227,170	200,633
Foreign stocks, cost of \$1,640 in 1988		1,703	—
Real estate, cost of \$32,803,000 in 1988 and \$30,644,000 in 1987		35,579	33,105
Guaranteed investment contracts		25,700	26,051
Venture capital investments		7,462	5,191
TOTAL INVESTMENTS		350,008	320,411
DIVIDENDS AND INTEREST RECEIVABLE		8,761	6,933
RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING		—	3,112
FURNITURE, EQUIPMENT AND OTHER ASSETS, net of accumulated depreciation of \$35,000 in 1988 and \$38,000 in 1987	1	132	109
TOTAL ASSETS		<u>\$360,476</u>	<u>\$332,263</u>

Liabilities and Fund Balances	Notes	1988 (in thousands of dollars)	1987
ACCOUNTS PAYABLE		\$ 256	\$ 251
ACCRUED AND OTHER LIABILITIES		63	69
DUE FOR SECURITIES WITH SETTLEMENTS PENDING		377	—
ACCRUED FEDERAL EXCISE TAXES:	2		
Current		60	1,142
Deferred		199	—
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:	1		
1988		—	10,663
1989		13,670	3,599
1990		4,262	544
1991		1,935	1,010
1992		18	—
Total unpaid grants		19,885	15,816
FUND BALANCES		339,636	314,985
TOTAL LIABILITIES AND FUND BALANCES		<u>\$360,476</u>	<u>\$332,263</u>

See accompanying notes to financial statements.

Financial Statements

**Statements of Revenue, Expense, and Changes in Fund Balances,  
For the Years Ended November 30, 1988 and 1987**

	Notes	1988 (In thousands of dollars)	1987
<b>INCOME FUND</b>			
Investment income:			
Dividends		\$ 7,952	\$ 6,211
Interest		7,560	8,217
Other income		1,003	696
Less:			
Investment expenses	3	(1,911)	(1,843)
Provision for Federal excise tax - current	2	(284)	(1,142)
Net investment income		14,320	12,139
Administrative expenses	3	(1,761)	(1,535)
Investment income available for grant appropriation		12,559	10,604
Grants appropriated during year - net of cancellations	1	(17,440)	(15,471)
Deficiency for the year		(4,881)	(4,867)
Balance (deficit) at beginning of year		(1,831)	3,036
<b>BALANCE (DEFICIT) AT END OF YEAR</b>		<b>\$ (6,712)</b>	<b>\$ (1,831)</b>
<b>PRINCIPAL FUND</b>			
Net realized gains (losses) on investment transactions		\$ (3,795)	\$ 42,628
Prior years' depreciation (appreciation) on investments sold during the year		10,583	(15,751)
Increase in unrealized appreciation (depreciation) in market value of investments		22,943	(33,807)
Credit (Provision) for deferred Federal excise taxes	2	(199)	524
Excess (deficiency) for the year		29,532	(6,406)
Balance at beginning of year		316,816	323,222
<b>BALANCE AT END OF YEAR</b>		<b>\$346,348</b>	<b>\$316,816</b>
<b>COMBINED INCOME AND PRINCIPAL FUNDS</b>			
Excess (deficiency) of investment income, gains and appreciation over expenses, grants and taxes		\$ 24,651	\$ (11,273)
Balances at beginning of year		314,985	326,258
<b>BALANCES AT END OF YEAR</b>		<b>\$339,636</b>	<b>\$314,985</b>

See accompanying notes to financial statements.

**Statements of Changes in Financial Position,  
For the Years Ended November 30, 1988 and 1987**

	1988	1987
	<i>(In thousands of dollars)</i>	
<b>FUNDS PROVIDED</b>		
From operations:		
Net investment income	\$ 14,320	\$ 12,139
Net realized gains (losses) on investment transactions less appreciation (depreciation) recognized in prior years	6,788	26,877
Net unrealized appreciation (depreciation) in market value of investments	22,943	(33,807)
Other	7	7
<b>Total from operations</b>	<b>\$ 44,058</b>	<b>\$ 5,216</b>
Decrease in dividends and interest receivable	—	904
Increase in grants payable	4,069	1,581
Increase (decrease) in accounts payable and accrued liabilities	(1)	33
Increase in settlements pending	3,489	—
Other	—	51
<b>TOTAL FUNDS PROVIDED</b>	<b>\$ 51,615</b>	<b>\$ 7,785</b>
<b>FUNDS APPLIED</b>		
To operations:		
Grants appropriated - net of cancellations	\$ 17,440	\$ 15,471
Administrative expenses	1,761	1,535
<b>Total to operations</b>	<b>\$ 19,201</b>	<b>\$ 17,006</b>
Decrease in settlements pending	—	5,491
Increase in dividends and interest receivable	1,828	—
Decrease in Federal excise taxes payable	1,082	52
Other	30	—
<b>TOTAL FUNDS APPLIED</b>	<b>\$ 22,141</b>	<b>\$ 22,549</b>
<b>INCREASE (DECREASE) IN CASH AND INVESTMENTS</b>	<b>\$ 29,474</b>	<b>\$ (14,764)</b>
<b>CASH AND INVESTMENTS AT BEGINNING OF YEAR</b>	<b>322,109</b>	<b>336,873</b>
<b>CASH AND INVESTMENTS AT END OF YEAR</b>	<b><u>\$351,583</u></b>	<b><u>\$322,109</u></b>

*See accompanying notes to financial statements.*

## 1 Accounting Policies

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

*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.

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. The cost of investments sold is determined on a first-in, first-out basis.

*Property* For financial reporting purposes, the Foundation allocates the cost of property (principally office furniture and equipment) between investment and administrative activities, using the method allowed by Internal Revenue Service regulations. The allocated cost of investment assets is capitalized and depreciated using the straight-line method over a useful life of ten years. The cost of assets allocated to administrative activities is charged to operations in the year of acquisition, and amounted to \$115,000 in 1988 and \$25,000 in 1987.

*Grant Appropriations* Grants are recorded when approved by the Foundation's Board of Directors. Cancellations of grants occur principally when the grantees do not meet the grant terms. Cancellations were \$68,000 in 1988 and \$171,000 in 1987.

## 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, 1988 include \$199,000 of deferred Federal excise taxes resulting from recorded unrealized appreciation in the market value of investments as well as from timing differences in recognition of income from certain investments. At November 30, 1987, market value of investments was less than cost, and since the Foundation cannot deduct net losses on investments, no deferred taxes had been recorded at year-end.

*Distribution Requirements* The Foundation is subject to the distribution requirements of the Internal Revenue Code. Accordingly, it must distribute, within one year after the end of each fiscal year, 5% of the average market value of its assets as defined. The foundation has complied with distribution requirements through November 30, 1988.

### 3 Investment and Administrative Expenses

The classification of expenses between investment and administrative (grant-related) activities is determined by either specific identification of the expense or by an allocation based on management estimates. The classifications for 1988 and 1987 are as follows in thousands of dollars:

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

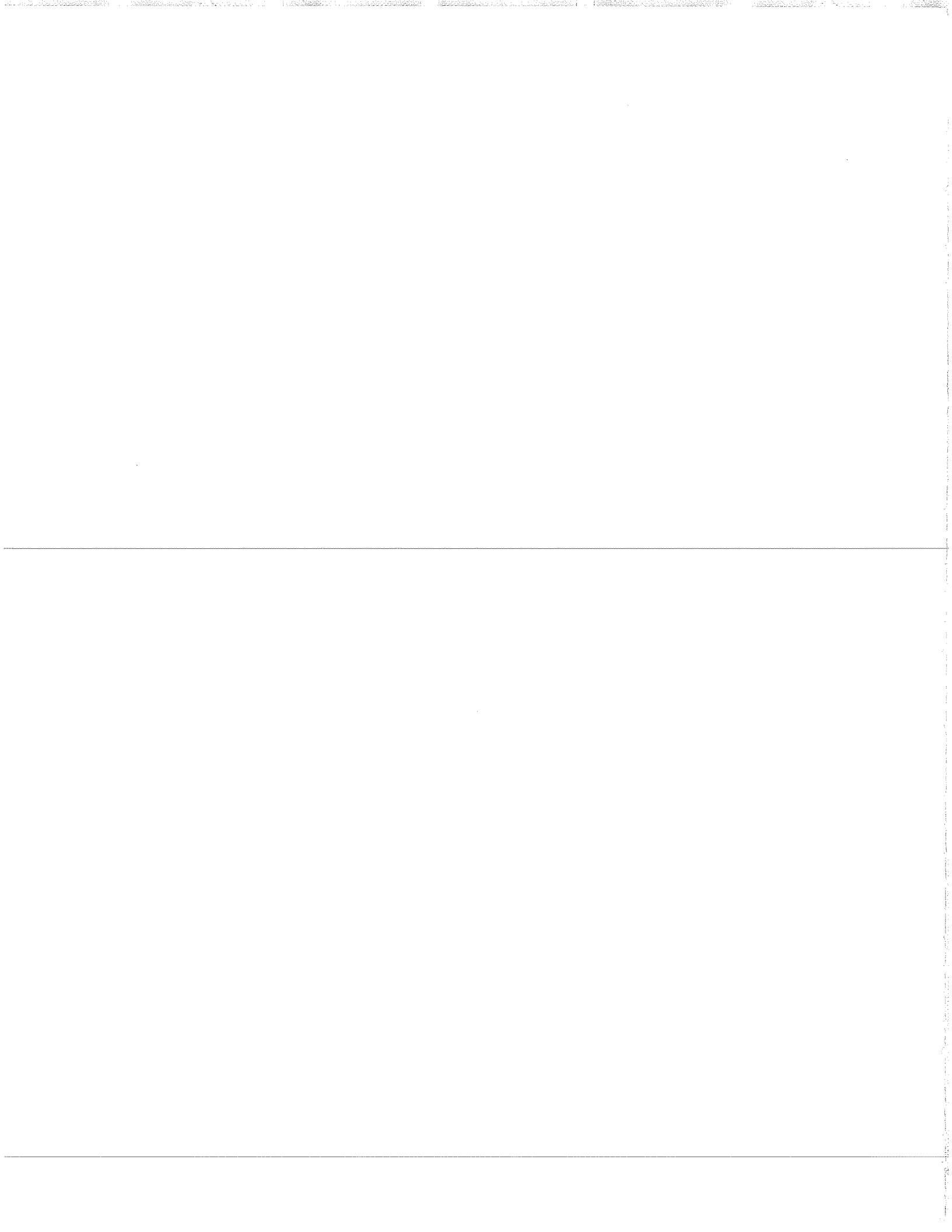
  

1987	Investment	Administrative	Total
Salaries and staff benefits	\$ 130	\$ 627	\$ 757
Investment management	1,604	—	1,604
Program management	—	348	348
Consulting fees	3	128	131
Other administrative expenses	106	432	538
<b>Total</b>	<b>\$1,843</b>	<b>\$1,535</b>	<b>\$3,378</b>

### 4 Pension Plan

The Foundation has a defined contribution pension plan, whereby individual annuity contracts with Teachers Insurance and Annuity Association of American and College Retirement Equities Fund are purchased for all qualified employees. The expense of the plan for 1988 and 1987 was \$79,000 and \$72,000, respectively.





## Board of Directors

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Phyllis B. France, *Second Vice Chairman*  
Duluth, Minnesota  
Hess Kline, *Secretary*  
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## Staff

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Saint Paul, Minnesota

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