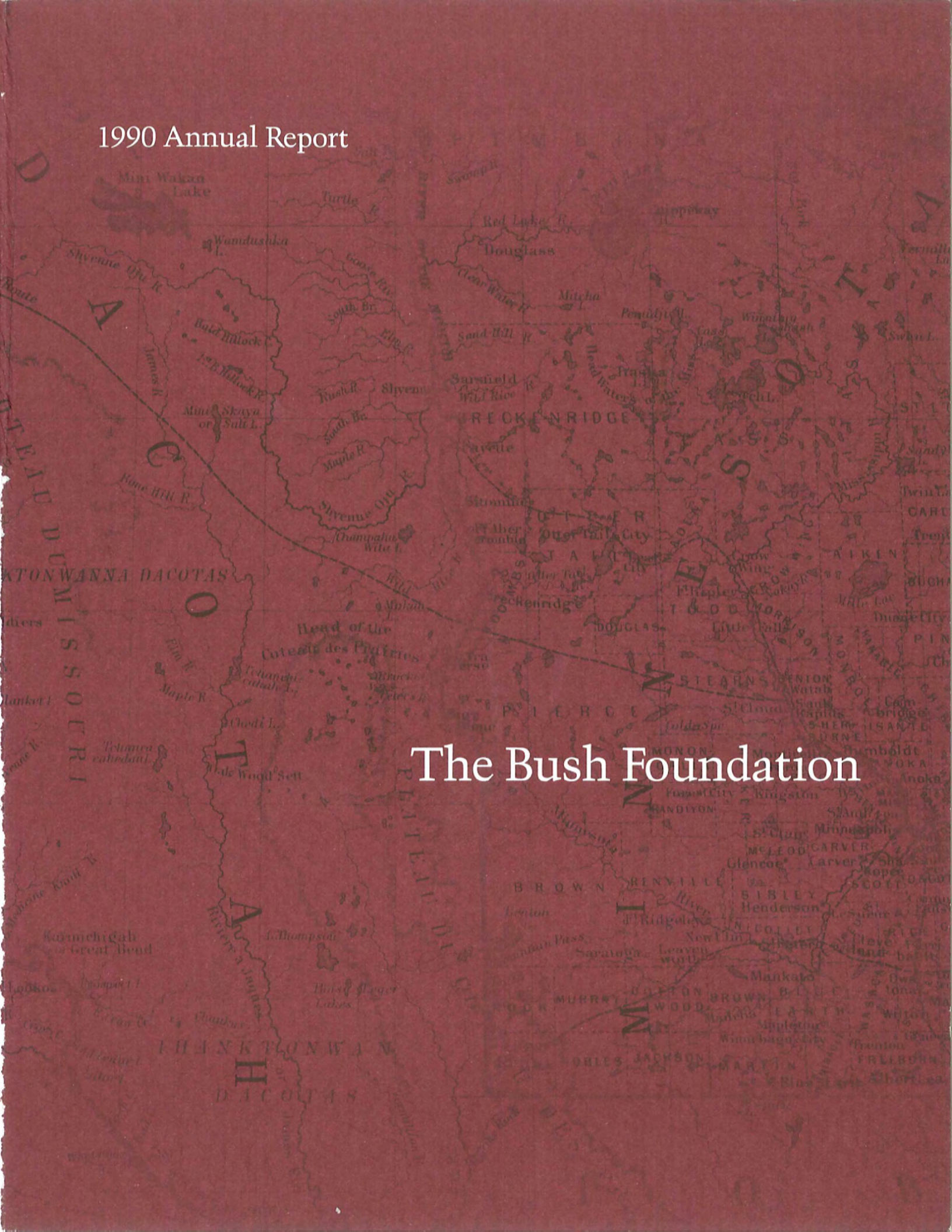


1990 Annual Report



The Bush Foundation

1990 Annual Report
For the Year Ending November 30

The Bush Foundation

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

Table of Contents

The Bush Foundation / 4

Report of the Chairman / 7

Program Notes / 11

 Human Services and Health / 12

 Education / 16

 Arts and Humanities / 22

 Bush Leadership Fellows Program / 23

 Bush Artist Fellowships Program / 26

 Bush Medical Fellows Program / 28

 Bush Principals Program / 29

 Bush Public School Superintendents Program / 30

Summary Statistics on 1990 Grants / 31

Grant Making Policies and Procedures / 33

Foundation Grants / 41

 Grants to Institutions / 42

 Grants to Individuals / 67

Financial Review / 75

Treasurer's Report / 76

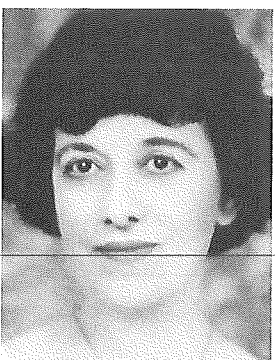
Independent Auditor's Report / 78

Board of Directors and Staff / 85

Index / 86



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, in 1908 hay fever allergy forced him to seek a more pollen-free climate. He moved to Duluth, Minnesota, enrolled in the six-month business course at Duluth Business University, and in 1909 went to work for the 3M Company as assistant bookkeeper. His outgoing, energetic, 57-year career at 3M was mainly in sales and general management. He was Chairman of the corporation's Executive Committee at the time of his death in 1966. Bush also was active in Saint Paul civic affairs, and was a trustee of Hamline University.

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

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

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

During the last two decades, The Bush Foundation has concentrated its grants in the areas of education, humanities and the arts, community and social welfare, health, and leadership development. The Board has defined the Foundation's geography as predominantly regional. The defined region of primary interest is Minnesota, North Dakota and South Dakota, although applicant eligibility in three mid-career 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 1989 list of United States foundations classified by the market value of assets, The Bush Foundation ranked 37th. Within the same list it was one of the thirteen largest regional or predominantly regional foundations. The income available to The Bush Foundation is the investment yield from assets given by Archibald and Edyth Bush. The Foundation is the residuary legatee of the estate of Archibald Bush, from which it received distributions of property and cash. When most of these assets were received by the Foundation in the early 1970s, they were in the form of 3M stock, with a market value of about \$200 million. Since then, the Board has hired professional managers, sold the original 3M stock, and diversified the investment portfolio. At the end of 1990 the portfolio market value was about \$374 million. The Bush Board in 1990 authorized grants for 170 projects totaling \$17.4 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 1990 grants, and a financial review.

Report of the Chairman

The Bush Foundation bylaws permit five consecutive annual terms of service as Chairman, and I feel privileged to have been able to serve in this capacity. Since a new Chairman will be elected in February, 1991, it seems like an appropriate time to look back over the past five years as well as the most recent months.

1990 Grants In 1990, the Foundation made grant payments totaling \$18.9 million, and in the same year authorized \$17.4 million in new grants to be paid in the current or future years. The Foundation's work increasingly emphasizes grants to minority organizations and programs, rural grants, and grants for organizations dealing with matters of particular importance to women. The "Program Notes" section of this Report describes this in more detail.

Biennial Board Retreat In addition to considering a record high number of completed grant proposals, the Directors in 1990 devoted significant time to reflecting on possible new program areas and to reviewing the progress of existing Foundation programs. Directors, staff, and eight consultants met at the Gainey Conference Center, Owatonna, Minnesota for a two-day biennial planning meeting. Principal topics for discussion included regional demographic trends and their effect on public and foundation policies, recent and possible future changes in patterns of regional education and employment, and the increasing stresses on low income families, particularly single parent families. These topics were part of a discussion of desirable emphasis in the future development of Bush Foundation grant programs. Consultants who assisted in these sessions were:

Harold L. Hodgkinson
Director, Center for Demographic Policy,
Institute for Educational Leadership,
Washington, D.C.

Ray Marshall
Professor, Lyndon B. Johnson School of Public Affairs,
University of Texas at Austin and former
U.S. Secretary of Labor

Ann Wynia
Commissioner of Human Services
State of Minnesota

Geraldine L.J. Carter
Founder and Executive Director,
Survival Skills Institute, Inc.,
Minneapolis

"In addition to considering a record high number of completed grant proposals, the Directors in 1990 devoted significant time to reflecting on possible new program areas and to reviewing the progress of existing Foundation programs."

Ann S. Masten

McKnight-Land Grant Professor and Assistant
Professor, Institute for Child Development,
University of Minnesota

At the Gainey Center meeting, the Board also reviewed performance and management strategy for the Foundation's investments, and discussed several aspects of its grantmaking work: usage of consultants for endowment grants, general outlines of continuity and change in Bush grant programs, and the differing responsibilities of the Directors and the staff.

The Board was actively involved in planning the program for the retreat and in soliciting the consultants for the various programs, and investment discussion. The topics emphasized at the Gainey Center meeting were selected by the Board in 1989. Those which are seen to need more attention will be taken up again, and will be the subject of staff and consultant investigation in the coming months.

Other Board Briefings At other regular meetings in 1990, the Board heard consultant presentations concerning two grantmaking areas in which the Foundation has been active. In February, Joseph McDonald, President of Salish Kootenai College, Pablo, Montana, reviewed trends and opportunities in two-year, tribally controlled American Indian Colleges in the United States. In June, two observers reviewed the circumstances of recently arrived refugees in this region. Those presenters were Renee Pan, a Cambodian refugee and Associate Engineer, Mid-continent Area Power Pool, Minneapolis, and Choua Thao, a Laotian refugee and social worker for the Merced County Health Department in California.

Personnel Changes One change occurred among Bush Board officers during 1990. Ellen Z. Green was elected Secretary of the Foundation, replacing Hess Kline, who had served in that office for two years. The Nominating Committee also began its search for four new Directors, to be selected in 1991 to replace members of the Board scheduled to retire.

Two changes occurred in the staff. Shirley A. Swenson, secretary, joined The Bush Foundation in March, 1990. Connie S. Teman replaced David M. Gibbons in August as bookkeeper for the Foundation.

Highlights from 1985 to 1990 Both change and continuity were significant in the Foundation's past five years. During this period the Bush Board considered 1,277 completed proposals and approved 708 of them. On the average, the volume of completed proposals has increased over these years. For example, the Board considered 260 completed proposals in 1986, and 307 in 1990. During the past five years, the Foundation paid a total of \$83.4 million to grant recipients, while the market value of the Foundation's investments increased from \$300 million to \$374 million, or 25 percent.

“Both change and continuity were significant in the Foundation’s past five years. During this period the Bush Board considered 1,277 completed proposals and approved 708 of them.”

There have been several significant changes in grant programs, summarized here in approximate chronological order.

In 1986, the Foundation began, in cooperation with the William and Flora Hewlett Foundation of Menlo Park, California, a twelve-year, \$8 million program of faculty development grants in 23 historically black undergraduate private colleges in the Southeastern United States.

A comparable program, financed solely by The Bush Foundation, began in two-year, tribally controlled American Indian Colleges in the Dakotas and in the Mountain and Southwestern States.

Also in 1986, the Foundation began a cluster of library automation grants within private college consortia in Minnesota and the Dakotas. The Foundation at the same time increased its general emphasis on rural grantmaking.

Between 1988 and 1990 the Foundation approved \$2.7 million in demonstration programs designed to stimulate the improved performance and persistence of girls in mathematics and science, in hopes of increasing the number of women eventually entering related careers.

The Foundation completed its ten-year financing of four University-based centers for child development and public policy. These centers, located at Yale University, the University of Michigan, the University of North Carolina, and the University of California at Los Angeles, conducted conferences, designed public policy studies, and provided internships and postgraduate study for persons concerned both with theories of child development and with their use in the formation of public policy for children and families.

The Foundation also concluded its nineteen-year series of support grants for annual fund drives of the United Way of the Saint Paul Area, Inc., and concluded a ten-year program of endowment matching grants for major arts organizations in the Twin Cities.

This five-year period was one of significant change in the membership of the Bush Board, and seemed to foretell further changes. Seven of the fifteen Directors will have retired (5) or resigned (2) between 1986 and May, 1991. The diversity of the Board has grown. In 1991, the Board probably will launch a new period of planning, priority setting, and change for the years just ahead.

While summaries like this tend to emphasize change and new developments, the main elements of continuity are important also. The Foundation's manner of considering grant proposals seems well tested and likely to continue. Key ingredients of this work pattern include a desire to understand — and if possible to visit — every serious applicant for grant funds before scheduling a Board vote. The Bush Board is actively involved in the grantmaking process and votes on every completed grant request. Compared with many grantmaking foundations of

“The Foundation also concluded its nineteen-year series of support grants for annual fund drives of the United Way of the Saint Paul Area, Inc., and concluded a ten-year program of endowment matching grants for major arts organizations in the Twin Cities.”

“The Foundation’s manner of considering grant proposals seems well tested and likely to continue.”

its size, The Bush Foundation employs a relatively small core staff of program officers, but makes relatively extensive use of consultants. Consultants are used in the preliminary pre-grant assessments, as well as in trying to determine, after the grant period ends, what the Foundation should learn from the experience.

As to regional emphasis, the Bush Board continues to believe that the Foundation should remain predominantly a regional institution. However, the Foundation also supports historically black private colleges and tribally controlled, two-year Indian colleges, which leads to grant payments outside of Minnesota and the Dakotas — our primary geographic grantmaking region. In both of these non-regional programs, the eligible applicant group and the estimated level of out-of-regional spending were determined by the Bush Board before any individual grant proposals were considered. This process of prior program approval is expected to continue in the future.

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

I have enjoyed the last five years and the opportunity to work with each member of the Board, the President and his staff, and with our outside consultants. Perhaps one of the most important functions of the Chairman is to keep in touch with the work of the President and to serve as a sounding board when he wishes to discuss an issue or proposal. One of my personal goals as Chairman was to maintain an open and non-judgmental atmosphere in which each person’s views were welcome and valued. Other goals were to help rotate Board offices and committee assignments, to focus Board attention on the significance of the biennial planning meetings and on the function of the Board, and to bring in to meetings Bush program directors and selected consultants. In all of this I have been fortunate to be associated with individuals of ability and dedication. I appreciate their contributions and their friendship.

Diana E. Murphy
Chairman

Program Notes

Program Notes

Again this year, the Program Notes section is intended for several kinds of readers: those who follow Bush Foundation activity closely and those who rarely do. The authors are Bush Foundation program officers, who estimate that most readers want answers to at least one of the following two questions:

- 1 What is new or particularly noteworthy in the Foundation's 1990 grant programs?
- 2 What are the key elements of continuity for the future?

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

Human Services and Health

In 1990, The Bush Foundation awarded \$4,164,061 in 71 grants for human services and health. These awards reflect the diversity of the region and its needs — from underserved rural communities hit hard by the farm recession to the growing populations of Southeast Asian immigrants concentrated in the Twin Cities.

Specific awards made in 1990 include:

- a grant to SPRC, Inc., a Saint Paul agency that serves the disabled, toward the purchase and renovation of a building;
- a grant to the Khmer Association of Minnesota for programs serving Southeast Asian youth;
- grants to First Nations Financial Project in Kyle, South Dakota and to the Fond du Lac Reservation Business Committee in Cloquet, Minnesota to encourage economic and leadership development;
- a grant to Rapid City Regional Hospital in Rapid City, South Dakota to help train emergency medical technicians in eight western South Dakota hospitals;
- a two-year grant to Model Cities Health Center in Saint Paul to help this clinic in a low-income, minority neighborhood begin a plan for financial stabilization;
- a grant to Healthcare Education and Research Foundation, Inc. in Saint Paul to enable rural hospitals to be included in a project to design and test a system to evaluate physician performance in 32 Minnesota hospitals.

“In 1990, The Bush Foundation awarded \$4,164,061 in 71 grants for human services and health.”

During the 1980s, the human services and health proposals reviewed by The Bush Foundation were diverse in character. This diversity seems to reflect changes in priorities for government-supported services, in financing for these services generally, and in the clientele served by regional human services and health agencies. Over the past ten years, the average number of requests has increased. During this ten-year period, The Bush Foundation reviewed 844 human services proposals; 432 of these were funded, receiving a total of \$26,819,775 in grant awards. Given the wide range of need, the Foundation continues to review proposals for human services and health projects on a case-by-case basis. In this way, the Foundation attempts to help meet the changing needs of the region.

“This diversity seems to reflect changes in priorities for government-supported services, in financing for these services generally, and in the clientele served by regional human services and health agencies.”

Within the overall diversity of projects reviewed and approved by the Foundation over the past decade, some interesting patterns can be noted in the kinds of proposals submitted to the Foundation. The number of proposals for women's programs and family violence projects peaked during the mid-1980s but now appears to have leveled off. Proposals for minority and rural projects, while also experiencing surges in the mid-1980s, are continuing to increase into the 1990s. Finally, immigrant and refugee populations new to the region are beginning to submit more proposals to the Foundation, in part because their long term needs have become more defined at the same time that federal support for them is waning.

Between 1986 and 1990, The Bush Foundation awarded 261 human services grants for a variety of purposes, from major grants for construction and renovation to small planning grants. Examples from this five-year period illustrate with specifics some of the activity noted above and suggest how these categories often overlap.

1986

Girls Club of Rapid City, Inc.

(Rapid City, South Dakota)

A grant of \$17,500 to support a career development program for young low-income women.

Beltrami County Sexual Assault Task Force

(Bemidji, Minnesota)

A grant of \$5,287 to help support a project to assist sexually abused Indian women.

Minneapolis Youth Diversion Program

(Minneapolis, Minnesota)

A grant of \$48,450 to expand a program for Indian youth

Program Notes

1987

Women's Transitional Housing Coalition, Inc.

(Duluth, Minnesota)

A grant of \$130,000 toward the purchase of two apartment buildings for housing homeless women and their children

Carroll Institute

(Sioux Falls, South Dakota)

A grant of \$50,000 to start a halfway house for chemically dependent women

1988

Crow Creek Sioux Child Protection Team

(Fort Thompson, South Dakota)

A grant of \$26,940 to begin a counseling program for teenaged parents on the Crow Creek Indian Reservation

Independent School District #206/Alexandria Technical Institute

(Alexandria, Minnesota)

A grant of \$100,000 to provide assessment, training, and job counseling for displaced rural workers

1989

Association for the Advancement of Hmong Women in Minnesota

(Minneapolis, Minnesota)

A grant of \$40,000 to expand a teen pregnancy prevention program

Family Alternatives, Inc.,

(Minneapolis, Minnesota)

A grant of \$44,000 to increase the number of black families providing foster homes for black children

Legal Assistance of North Dakota, Inc.

(Bismarck, North Dakota)

A grant of \$63,225 toward its farm law project

1990

Lao Family Community of Minnesota, Inc.

(Saint Paul, Minnesota)

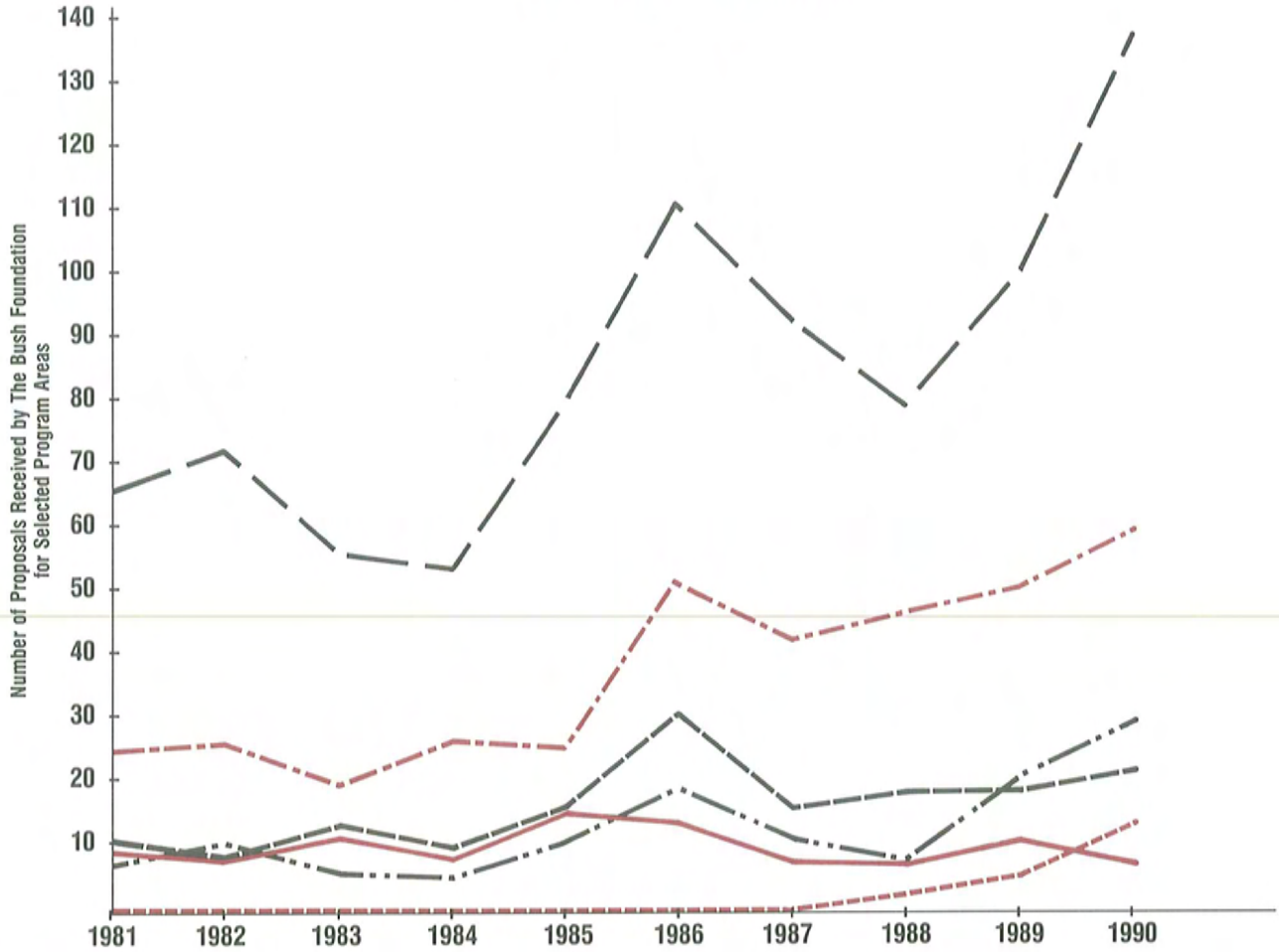
A grant of \$70,000 to expand a juvenile delinquency prevention program

Vietnamese Social Services of Minnesota

(Saint Paul, Minnesota)

A grant of \$20,000 to expand program services for elderly people.

Human Services Proposals: 1981-1990 for Selected Program Areas



- - - - -
 Proposals for Refugees and Immigrants
- - - - -
 Proposals for Women's Projects
- - - - -
 Proposals for Projects Outside the Twin Cities
- - - - -
 Proposals for Minority Projects
- - - - -
 Proposals for Family Violence Projects
- - - - -
 All Human Services Proposals

Program Notes

In the health area, the Foundation has sought proposals for programs and projects that will improve the quality, accessibility, and efficiency of health care services within the Foundation's geographic region. Of particular interest have been programs to improve health care in rural and underserved areas, and to improve racial minorities' access to health professions. The Bush Medical Fellows Program, which makes grants to individual physicians selected its twelfth group of Fellows in 1990. The Medical Fellows program is described in the Fellowship section of this report. The list of Bush Medical Fellows selected in 1990 (page 72) includes a description of their individual programs.

Important Questions The Bush Foundation asks these questions about each proposal it receives for human and health services programs:

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

The section on "Grantmaking Policies and Procedures," beginning on page 33, contains more information useful for persons considering submitting proposals to The Bush Foundation.

Education

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

In elementary and secondary education, after several years of exploration and program development activity, the Foundation in 1988 initiated a significant series of grants designed to improve performance of girls in mathematics and science in the region. The Foundation continues to finance two major mid-career leadership training programs for school administrators: one for school superintendents and assistant superintendents in Minnesota, and the other for Minnesota public elementary and secondary school principals.

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, Inc. and most of which are located in the southeastern United States.

Almost all Foundation activity in education occurs within programs which have either published guidelines or a clear history which defines their pattern. These programs are summarized in the table below. Several also are described in detail later in this section. Omitted from this Education section, but included at the end of the Program Notes, are three other mid-career fellowship programs: the Bush Leadership Fellows Program, the Bush Medical Fellows Program, and the Bush Artist Fellowships. Excluding these last three mid-career fellowship programs, the Bush Board in 1990 authorized education grants totaling \$7,140,605.

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?	1990 Grant Authorizations
* Matching capital grants for four-year private undergraduate colleges in Minnesota and the Dakotas	1976	1997	Open, through October, 1995	\$1,412,500
* Faculty development grants for undergraduate public and private colleges in Minnesota and the Dakotas	1980	1999	Open, through October, 1992	\$2,374,648
* Grants in historically black private undergraduate colleges (in cooperation with The William and Flora Hewlett Foundation)				
1 Matching capital grants	1981	1994	Open, through October, 1992	—

(continued on page 18)

Program Notes

Bush Programs In Education (continued) (Asterisk indicates guidelines are available)	First Year of Operation	Scheduled Final Year for Payments	Is Program Open or Not For Additional Participants?	1990 Grant Authorizations
2 Faculty development grants	1986	195	Not open after February, 1989, except for renewals	\$944,959
*Faculty development grants in accredited tribally controlled Indian colleges on Indian reservations in the United States	1986	No final date scheduled	Open	\$255,006
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	\$1,108,943
Grants for library automation within non-public academic library consortia in Minnesota and the Dakotas	1986	No final date scheduled	Open	—
Bush Public School Superintendents Program	1976	No final date scheduled	Open	—
Bush Principals Program	1985	No final date scheduled	Open	—

Matching Capital Grants for Private Colleges in Minnesota and Dakotas

A program of matching capital grants for four-year undergraduate private colleges in the Foundation's three-state region was launched in 1976 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. In 1989, the Board voted to include two-year accredited private liberal arts colleges in their program. Over the years, this matching grant program has been the largest single Bush program in higher education; during the past fourteen years, the Board has approved \$20 million in matching capital grants to private colleges in Minnesota, North Dakota and South Dakota.

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 discussed below. During the past ten years, the Bush Board approved regional faculty development grants in this program totaling \$17.7 million. This has been the Foundation's second largest and second longest-running program in higher education.

“During the past ten years, the Bush Board approved regional faculty development grants in this program totaling \$17.7 million.”

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. Faculty development proposals are sought which are 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 assess what is being accomplished?

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

- 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.

Program Notes

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 pre-doctoral training, travel to professional meetings, and sabbatical enrichment.

Principal consultants to The Bush Foundation for review of individual proposals and for program design during 1990 were Dean K. Whitla, Director of Instructional Research and Evaluation, Harvard University, Cambridge, Massachusetts; Jerry G. Gaff, consultant and former Dean and Interim President, Hamline University, Saint Paul; and Robert E. Young, Chancellor, University of Wisconsin Center-Fox Valley, Menasha, Wisconsin.

New program guidelines and staff assistance with 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 forty historically black undergraduate colleges. These institutions all are members of the United Negro College Fund, Inc. (UNCF) except for Hampton University, a former UNCF member. This program extends a history of Bush-Hewlett cooperative grant programs in UNCF colleges which began in 1978. The joint program has two parts: a 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 impressive record of producing black managerial and professional leadership, and also in providing college opportunity for students who have relatively weak elementary and secondary school preparation. The UNCF colleges provide instruction in relatively small classes, and compared to predominantly white institutions, generally achieve relatively high retention and completion rates. In almost every instance these colleges operate on thin expense budgets; most of their students require financial aid to stay enrolled. However, a combination of good teaching and administration have contributed to growing institutional strength. This in turn is receiving increased attention in the national press.

The purposes of the Bush-Hewlett matching capital grants program are 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 colleges' 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. Eighteen grants totaling \$7,789,500 were approved at UNCF member or former-member colleges since this program began in 1981.

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

Twenty-three colleges are participating in the Bush-Hewlett faculty development program. These colleges received Bush-Hewlett faculty development and planning grants totaling \$4,430,087 during the past three years. After four selection rounds in 1986 through 1989, new entry to the program has ceased as originally scheduled. Present participants are eligible to apply for renewal grants.

The faculty development program helps to improve student learning in historically black private colleges through increased attention to faculty development activities. The definition of "faculty development" is broad, including 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.

Mathematics and Science Programs for Girls The Bush Foundation began in 1987 to approve grants to encourage elementary and junior high school girls in Minnesota, North Dakota and South Dakota to persist in the study of mathematics and science. The Bush Board's interest in helping girls in mathematics and science developed from a review of research which showed that women are likely to select a more narrow range of occupations than men, and that these occupations are lower-paying than those selected by men. A significant number of higher paying careers are not pursued by women because these careers require mathematics and science skills that many women do not possess. In 1990, the Bush Board approved six grants totaling \$1,108,943 for mathematics and science programs for girls.

Program Notes

“The Foundation concentrates its support specifically on intervention programs which encourage girls in mathematics and science. Those programs may operate in elementary and junior high schools, or be run by other agencies which operate out-of-school programs.”

The Foundation concentrates its support specifically on intervention programs which encourage girls in mathematics and science. Those programs may operate in elementary and junior high schools, or be run by other agencies which operate out-of-school programs. The Foundation Board and staff review several elements in the design of an intervention program before a grant is approved. 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 derive from 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 for financing program costs after Bush support ceases. Finally, it is important that the program plan include careful, long-term evaluation of the project and its effect on participating girls. Possible effects might include changes in the attitudes 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 or science.

In addition to grants that support direct program costs, the Foundation is interested in encouraging collaborative efforts among members of the network of intervention programs in this 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 \$3.0 million, or 17 percent of the Foundation's total grants appropriated in 1990 were made in the arts and humanities. The Bush Board is interested in supporting organizations with consistently high artistic quality and strong management.

“The Foundation makes selective grants to arts and humanities organizations for special program needs or projects which enhance the long-term development of the institution.”

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

In addition to grants for artistic or management development and a limited number of capital grants, the Foundation provides annual operating support to a few selected major arts institutions which provide a range of high quality programs for a broad public, and artistic leadership for other arts activities in the

region. This represents the only Bush grantmaking sector in which recurring grants for general support are a predominant pattern. The Bush Board has not indicated an interest in expanding further the group of arts organizations which receive operating support.

It is rare for the Foundation to support organizations which do not pay artistic staff. The Foundation is also more likely to support full-time arts organizations, as opposed to festivals or summer arts programs, and is unlikely to approve requests for support of a specific exhibition, performance, or conference. As is the case in other program areas, the Foundation is particularly interested in arts and humanities proposals that serve racial minorities.

The Foundation also provides support for the arts through its Bush Artist Fellowships Program, which was established in 1976 to enable selected artists in Minnesota, North and South Dakota and western Wisconsin to spend a concentrated period of time on their work. The fourteenth group of Bush Artist Fellows was selected in 1990. 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 1980s. Proposals in this program were considered through calendar year 1990, when the program ended as scheduled. Between 1981 and 1990, the Foundation's Board of Directors approved eight grants in this endowment program.

Bush Leadership Fellows Program

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

The Bush Leadership Fellows Program was started in 1965 by Archibald Granville Bush. He envisaged a program that would identify emerging leaders in many fields and support unusual development opportunities for them. He wanted to help these persons make significant advances in their work without the kind of financial obstacles he encountered early in his own business career.

Eligibility is restricted to residents of Minnesota, North Dakota, South Dakota and the 26 counties of western Wisconsin which are part of the Ninth Federal Reserve District.* Applicants must be between the ages of 28 and 54 years, with

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

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

Program Notes

at least five years of work experience. The Foundation provides financial support to Bush Leadership Fellows for full-time mid-career study and development — sometimes involving a policy-level internship experience and often leading to an academic degree. Fellows receive stipends of \$3,000 per month for from four to eighteen months, plus reimbursement of one half of tuition and fees up to a maximum of \$17,000, and a travel allowance of up to \$2,000.

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

Criteria for selection 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 final selection committees, who interview the finalists and select award winners. Most members of final selection committees are senior managers or administrators in this region. A few also have been Directors or staff members of The Bush Foundation. Consulting psychologists and persons from outside the region also have served on selection committees.

In 1990, The Bush Foundation awarded 17 long Bush Leadership Fellowships, and 21 short fellowships. Recipients represented the fields of arts administration, large and small business, city and county government, education, engineering, health care administration, journalism, law, and social services.

This diversity in the career paths of fellowship recipients has characterized this program since its inception. The recipients list also is diverse as to race, gender and geographic origin. In 1990, seven selectees were from racial minority groups, 19 were women, and 28 lived outside of the Twin Cities Metropolitan Area.

The names, residences, and occupations of the selection committees follow. A list of the 1990 Fellows can be found beginning on page 67.

In June 1990, the Bush Foundation Board authorized expenditures of \$1,043,000 in stipends and tuition for fellowships to be awarded in 1991.

“Criteria for selection have emphasized demonstrated competence in past work coupled with clear career goals, as well as personal strengths, intellectual ability, and some involvement in community activities.”

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

John Archabal
Program Director

Mary Kaplan
Program Assistant

Bush Leadership Fellows Program Preliminary Selection Committee

Name and Residence	Primary Occupation
Terri Barreiro Maple Grove, Minnesota	<i>United Way Director of Planning and Allocations</i>
Gary Butler Richfield, Minnesota	<i>Purchasing Manager</i>
Donald Lemire Shoreview, Minnesota	<i>Personnel Consultant</i>
Mary Thornton Phillips Saint Paul, Minnesota	<i>Community College System Vice Chancellor</i>

Bush Leadership Fellows Program Final Selection Committee For Long Fellowships

Name and Residence	Primary Occupation
Wilfred D. Antell Saint Paul, Minnesota	<i>Educational Program Manager</i>
Ellen E. Chaffee Bismarck, North Dakota	<i>Associate Commissioner of Higher Education</i>
Shirley M. Clark Minneapolis, Minnesota	<i>University Academic Department Chair</i>
Roland M. Hammer, M.D. River Falls, Wisconsin	<i>Physician</i>
Calvin N. Ryan Mosley Minnetonka, Minnesota	<i>Educational Consultant</i>
Susan K. Stevens Saint Paul, Minnesota	<i>Management Consultant</i>
Jon D. Wempner Waconia, Minnesota	<i>Physician</i>
Helen M. Yates Minneapolis, Minnesota	<i>Hospital Vice President</i>

Bush Leadership Fellows Program Final Selection Committee For Short Fellowships

Name and Residence	Primary Occupation
Gary L. Butler Richfield, Minnesota	<i>Purchasing Manager</i>
David B. Laird, Jr. Saint Paul, Minnesota	<i>Private College Association President</i>

Program Notes

Name and Residence	Primary Occupation
Donald E. Lemire Saint Paul, Minnesota	<i>Personnel Consultant</i>
LeRoy Martin Rochester, Minnesota	<i>Business Owner</i>
Nancy C. Parlin River Falls, Wisconsin	<i>University Vice Chancellor</i>
Mary Thornton Phillips Saint Paul, Minnesota	<i>Community College System Vice Chancellor</i>
Susan E. Showalter Minneapolis, Minnesota	<i>Management Consultant</i>
Anne T. Truax Minneapolis, Minnesota	<i>University Administrator</i>

Bush Artist Fellowships Program

The Bush Foundation Artist Fellowships Program enables selected artists from Minnesota, North Dakota, South Dakota and western Wisconsin to set aside concentrated time for their work, and to increase the quality and pace of their career development. Since the program was initiated in 1976, a total of 177 Artist Fellowships has been awarded.

In March, 1990, the fifteenth group of Bush Artist Fellows was selected from 385 applicants. The artists selected are listed on page 74.

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

Fellowship candidates must be at least twenty-five years old and residents of Minnesota, North Dakota, South Dakota, or 26 counties in western Wisconsin,* and must have been residents for twelve of the thirty-six months preceding the application deadline. Major selection criteria have included exemplary talent and demonstrated artistic ability in past work by the artists. The estimated importance of the applicant's Fellowship plan to his or her development as an artist is also considered. Awards have been made to artists in varying stages of development, from emerging through mature, who have completed their formal training and education and have demonstrated a strong commitment to their art.

Selection of Bush Artist Fellows is accomplished with a two-part panel review process. Separate preliminary selection panels for literature, visual arts, choreography, and music composition review application materials and select

*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, Trempealeau, 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.”

finalists. A final interdisciplinary panel then selects the Fellows. The selection panels, which are different every year, are composed of artists, curators, and critics from outside of Minnesota, North Dakota, South Dakota, and Wisconsin. Names of panelists are announced following the final selection of the Fellows.

Stipends for 1990 Artist Fellows were \$2,166 per month for six to eleven months, or a total possible stipend award of \$26,000 for a "twelve- to eighteen-month" Fellowship period. The program also provided additional funds of up to \$7,000 for travel and production expenses incurred in connection with each Fellow's work. The total amount of stipends and cost allowances authorized for 1990 Fellowships was \$495,000, and for 1991 is \$495,000.

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

Sally Dixon
Program Director

Mirelle Klodin
Program Assistant

Bush Artist Fellowships Program Panelists

Preliminary Panel — Choreography

Sally Banes, Ithaca, New York, *dance historian*
Meredith Monk, New York, New York, *choreographer and composer*

Preliminary Panel — Literature

Jim Heynen, Seattle, Washington, *non-fiction writer*
Lisel Mueller, Lake Forest, Illinois, *poet*
Kate Simon (deceased), New York, New York, *non-fiction writer*
Jean Claude van Itallie, Charlemont, Massachusetts, *playwright*

Preliminary Panel — Visual Arts

Terry Allen, Santa Fe, New Mexico, *visual and performance artist and composer*
JoAnn Callis, Culver City, California, *photographer*
Bruce Ferguson, New York, New York, *filmmaker*
Eric Fischl, New York, New York, *painter*
Barbara Luderowski, Pittsburgh, Pennsylvania, *Executive and Artistic Director,*
Mattress Factory (an installation and performance space)

1990 Final Panel

Sally Banes, Ithaca, New York, *dance historian*
Bruce Ferguson, New York, New York, *filmmaker*
Jim Heynen, Seattle, Washington, *non-fiction writer*
Joseph Melillo, New York, New York, *Director of the New York International Festival*
of the Arts

Program Notes

Bush Medical Fellows Program

Since 1979, Bush Medical Fellowships have been awarded to physicians in Minnesota, North Dakota, South Dakota and 26 counties in western Wisconsin.* This Program seeks to develop individual physicians' potential for increased competence and leadership in clinical medicine, health care delivery, administration, and education. It also seeks to improve the linkages between rural physicians and metropolitan specialists. To date, 111 physicians have participated in the Program.

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

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

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) who want to apply must describe how their programs will benefit an underserved population.

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

A list of Bush Medical Fellows selected in 1990 can be found on page 72.

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

Jon D. Wempner, M.D.
Program Director

Linda Roebke
Program Assistant

*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.

Bush Medical Fellows Program Selection Committee — 1990

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

Brian C. Champion, M.D.
Franciscan Health System
LaCrosse, Wisconsin

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

Jerome A. Crest
Immanuel-St. Joseph's Hospital
Mankato, Minnesota

Beverly G. Finholt
Northfield, Minnesota

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

Delwin K. Ohrt, M.D.
Blue Cross and Blue Shield
Lakeville, Minnesota

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

Bush Medical Fellows Program Policy Board

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

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

Julie C. McDonald
LaCrosse Lutheran Hospital
LaCrosse, Wisconsin

Delwin K. Ohrt, M.D.
Blue Cross and Blue Shield
Lakeville, Minnesota

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

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

Beverly G. Finholt
Northfield, Minnesota

Robert O. Mulhaussen, M.D.
Veterans Administration Hospital
Minneapolis, Minnesota

Clay R. Peterson
Cambridge Hospital
Cambridge, Minnesota

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

Bush Principals Program

The fifth annual group of elementary and secondary school principals and assistant principals was selected in April, 1990, 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 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

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

Program Notes

Center of the University of Minnesota, Carlson School of Management, 271 19th Avenue South, Minneapolis, Minnesota 55455. Inquiries concerning the program are welcomed by Professor Mauriel at this address. Applications are also encouraged from women and minority candidates. The phone number is 612-624-5845.

A list of the individuals selected in 1990 to receive Bush Principals Program awards can be found beginning on page 70.

John J. Mauriel
Program Director

Barbara Tuckner
Associate Program Director

Bush Public School Superintendents Program

The fifteenth annual group of Bush Public School Superintendents was selected in April 1990.

The program provides an intensive six-week course for experienced public school superintendents and central office school administrators 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.

“The curriculum emphasizes management skills, labor relations, and long-range planning for school districts.”

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

A list of the individuals selected in 1990 to receive Bush Public School Superintendents awards can be found beginning on page 69.

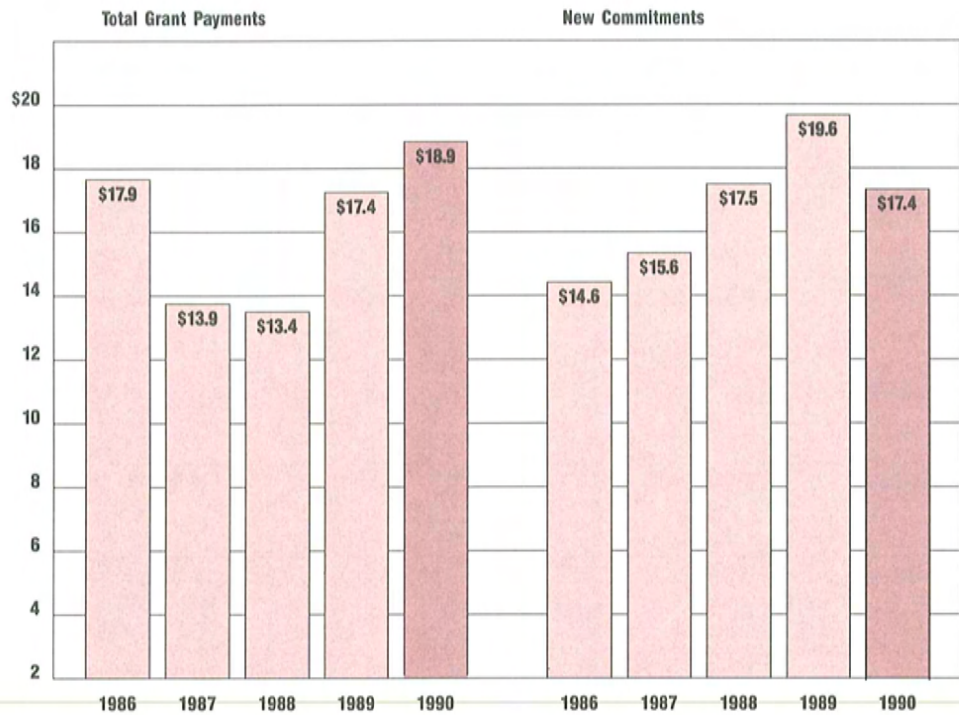
John J. Mauriel
Program Director

Sharon Gannoway
Associate Program Director

Grants Payments and New Commitments 1986-90

(\$'s in millions)

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



Classification of 1990 Grants

These tables show summaries of 1990 grant appropriations, classified by size, duration and location. The Bush Board does not have any prior policies, however, which give automatic preference for any particular grant size, duration or location within the Foundation's primary geographic region.

Classification	Grants Approved
Size	
\$ 0- 9,999	6
10,000- 24,999	39
25,000- 49,999	44
50,000- 99,999	28
100,000- 199,999	30
200,000- 499,999	18
500,000- 999,000	3
1,000,000-2,000,000	2
Total	170
Duration	
1 year	97
2 years	34
3 years	35
5 years	4
Total	170
Geographic Location	
Twin Cities	90
Other Minnesota	30
Total Minnesota	120
North Dakota	17
South Dakota	20
Other	13
Total	170

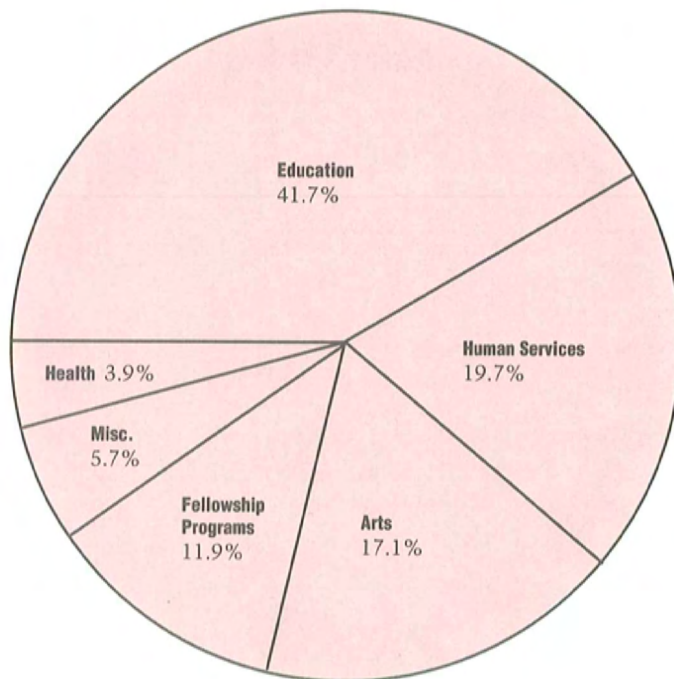
Grants Statistics

Program	1988	1989	1990	3-year Total
Arts & Humanities	\$ 3,181,265 (24) 18.2%	\$ 3,348,821 (16) 17.1%	\$ 2,986,240 (22) 17.1%	\$ 9,516,326 (62) 17.4%
Education	\$ 6,987,534 (40) 39.9%	\$ 9,749,241 (58) 49.6%	\$ 7,261,296 (53) 41.7%	\$ 23,998,071 (151) 44.0%
Health	\$ 451,929 (6) 2.6%	\$ 513,294 (5) 2.6%	\$ 675,156 (8) 3.9%	\$ 1,640,379 (19) 3.0%
Human Services	\$ 3,391,368 (42) 19.4%	\$ 3,293,600 (54) 16.8%	\$ 3,428,105 (63) 19.7%	\$ 10,113,073 (159) 18.5%
Miscellaneous	\$ 1,448,000 (12) 8.2%	\$ 642,785 (10) 3.3%	\$ 990,075 (21) 5.7%	\$ 3,080,860 (43) 5.7%
Fellowship Program Stipends	\$ 2,045,600 (3) 11.7%	\$ 2,090,000 (3) 10.6%	\$ 2,076,000 (3) 11.9%	\$ 6,211,600 (9) 11.4%
Total	\$ 17,505,696 (127) 100%	\$ 19,637,741 (146) 100%	\$ 17,416,812* (170) 100%	\$ 54,560,309 (443) 100%

*Includes \$15,000 awarded and later cancelled in 1990. Does not include an \$845 additional authorization grant to the University of Minnesota.

Grants Classified by Purpose 1988-90

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



Distribution of 1990 Grants

This chart shows the distribution of 1990 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.

Grantmaking Policies and Procedures

Grantmaking Policies and Procedures

Major Current Interests

Overview The Bush Foundation is predominantly a regional grantmaking foundation, with broad interests in education, human services, health, arts and humanities, and in the development of leadership.

Education The Foundation is interested in education at all levels, with major emphasis in higher education. Recently, most of the Foundation's grantmaking in higher education has been in particular, pre-defined areas of emphasis. These include assisting private colleges with matching grants to complete capital fund drives and grants for faculty development.

Human Services The Foundation seeks to support projects which may help demonstrate and evaluate ways to lessen, prevent or resolve contemporary social problems. Those projects which involve the elements of relatively early intervention and reasonable cost are of particular interest.

Health The Foundation seeks to encourage the delivery of good health care, at reasonable cost to recipients and to society. The Foundation wishes to consider proposals for programs that will improve the quality, accessibility, and efficiency of health care services within the Foundation's geographic region. Recently, grants have been approved for programs to develop more information about the provision of health services within the region, and to improve the clinical and leadership skills of physicians.

Arts and Humanities Within its geographic region of major interest, the Foundation supports the arts and humanities, including music, theater, dance, visual arts, literature, and the general preservation of our cultural heritage. The Foundation also provides fellowships for individual artists in the region.

Leadership The development of leadership potential was of particular interest to the founder of The Bush Foundation, and continues to interest its directors and staff.

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

Women and Girls The Foundation supports programs of interest to women both in separate women's programs and in programs available to men and women. The Foundation's recent special interest in this area has been to support regional programs that improve the quantity and quality of options available for women and girls.

Restrictions and Areas of High Selectivity

- 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, the Bush Medical Fellows Program, and the Bush Artist Fellowships Program include these states plus the counties of western Wisconsin which are part of the Ninth Federal Reserve District. A limited number of non-regional programs have been approved, including those to support historically black private colleges and tribally controlled 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 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 Medical 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 for medical facilities, church sanctuaries, nursing homes, individual daycare centers, municipal buildings, and buildings in public colleges and universities.
 - b Proposals requesting support to cover past operating deficits, or to retire mortgages or other debts.
 - c Proposals seeking general and continuing operating support.
- 5 The Foundation has for some time been reluctant to provide funds for basic research within established academic disciplines. In 1974, the Board voted to cease granting funds for research in the biomedical and health sciences. Similarly, few grants are made for individual conferences, seminars, or festivals.

Grantmaking Procedures

Responsibility for Decisions The Board of Directors commits all grant funds. Unlike some other foundations, which authorize staff to make final decisions on small grants, The Bush Foundation submits all requests to the Board. The Board usually meets quarterly, in February, April, June, and October. (In even-

Grantmaking Policies and Procedures

numbered years, the April Board meeting deals only with planning questions and not with individual grant proposals.) The Grants Committee, a six-member subcommittee of the Board, discusses all grants prior to final Board action and makes recommendations of final action to the Board.

Time Required for Decisions Grant proposals should be submitted to the President of the Foundation at least three and one half months prior to the Board meeting. (For example, to have a request considered at the June Board meeting, it should be submitted by March 1.) This allows time for the Foundation to complete consideration of most requests. If the proposal is highly specialized, or if it requires review by outside consultants, the consideration process may take longer.

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

Additional preliminary screening procedures have been approved by the Board for proposals from the University of Minnesota and its affiliated institutions, as well as for requests for construction funds for major hospitals, medical centers, and public colleges and universities. The Foundation staff will explain these steps to anyone wishing further information about them.

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

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

Looking for other Sources of Support Grant applicants ordinarily should explore all other possible sources of support in addition to The Bush Foundation. This search will not hurt the chances for a favorable decision by The Bush Foundation, and it may well improve the chances that the project will find support somewhere. In the event that other sources commit partial or full support, The

Bush Foundation should be notified promptly so that the staff can revise the amount requested to reflect up-to-date and realistic needs.

Grant Proposals

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

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

What to Include—

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

About the Applicant Organization

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

A copy of the organization's most recent tax-exempt ruling from the Internal Revenue Service to the applicant, or to a parent organization of the applicant, recognizing its exempt status under Section 501(c)(3) of the Internal Revenue Code.

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

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

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

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

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

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

Grantmaking Policies and Procedures

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

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

- Position or relationship of the person signing the application to the applicant organization. If the request comes from a department or individual in an organization, the request should also be endorsed by the administrative head of the organization. If possible, the endorsement also should comment upon the relative priority of the request compared with other needs which The Bush Foundation may be asked to support.

—About the Proposed Project

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

- A clear, concise description of the project, what it may be expected to achieve, and why it is important to undertake.
- A detailed income and expense budget for the project, showing how the requested funds would be spent and during what time periods and showing where the income is expected to come from. The budget should make clear how the major elements of income and expense were estimated. Applicants should specify when payment of funds is desired from the Foundation, and in what amount. If more than one payment is requested under the grant, a suggested schedule of payments should be provided.
- A statement of other possible sources of support, public or private, that have been or will be solicited for support of the project. Include any grants or pledges already received. Specify significant financial or in-kind support given to the project by the applicant organization.
- The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.
- For demonstration projects, research studies, and experiments, it is helpful to include a description of similar work carried out by other agencies, along with an estimate of the significance of this prior work to the proposed project.
- Proposals for 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.

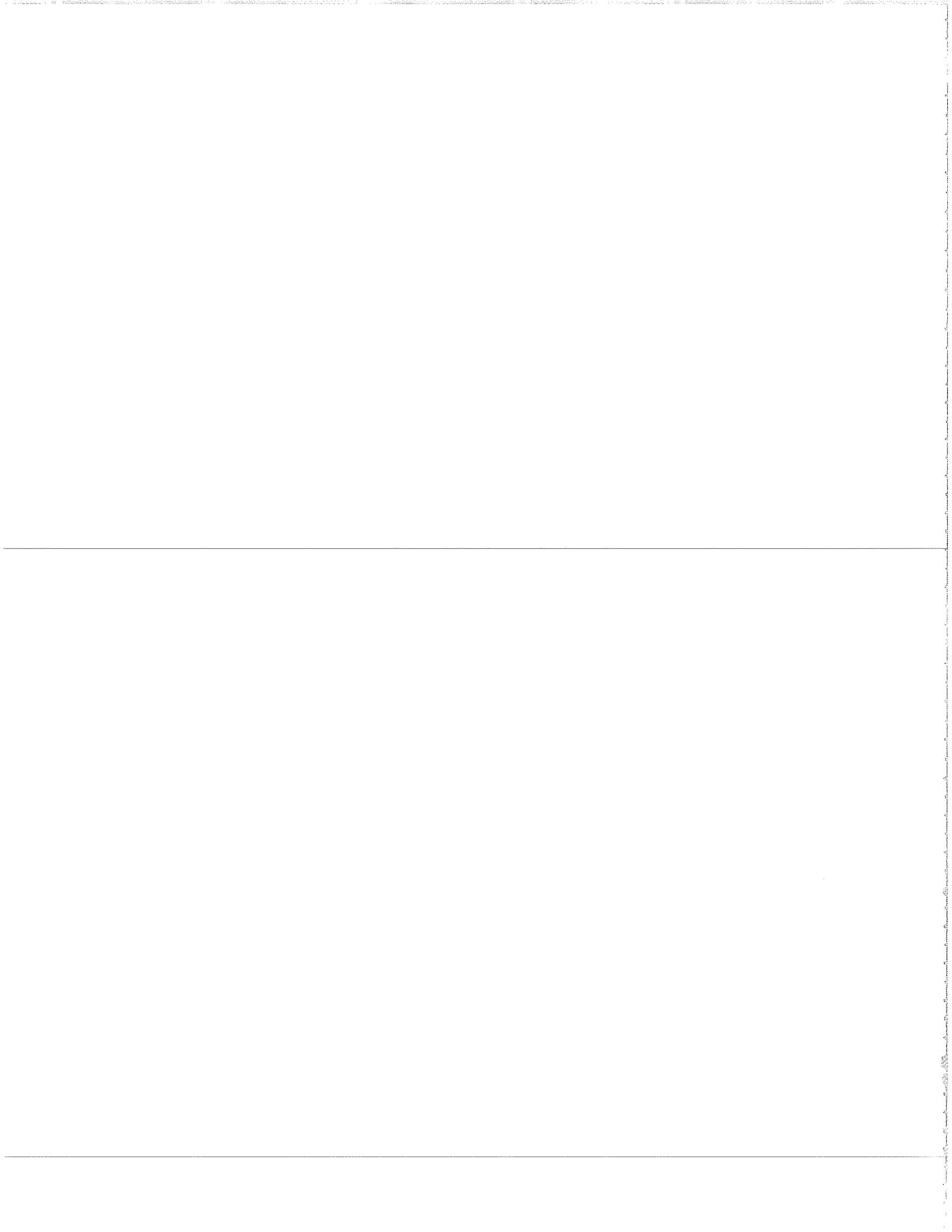
When a grant is made, the recipient is expected to accept the terms and conditions specified in The Bush Foundation's Agreement of Donee. Funds may be spent only for the purposes granted; and funds uncommitted at the end of the grant period must be returned to the Foundation. Interim and final reports may require certification by a Certified Public Accountant.

Administrative Provisions

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

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

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



Grants to Institutions
Grants to Individuals

Foundation Grants

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Arts and Humanities				
Dance				
Minnesota Dance Alliance, Minneapolis <i>To purchase equipment for a dance performance space</i>	\$ 17,000	\$ 17,000	\$ 17,000	\$ —
Literature				
Coffee House Press, Minneapolis <i>To support staff expansion of this literary small press</i>	42,000	42,000	—	42,000
Graywolf Press, Saint Paul <i>To support publication of a memoir series</i>	75,000	—	20,000	—
The Loft, Inc., Minneapolis <i>To match net increased private gifts received in 1989-90</i>	20,000	(4,186)	15,814	—
<i>To support planning and audience development</i>	25,000	25,000	—	25,000
Minnesota Center for Book Arts, Minneapolis <i>To construct a library at the Center</i>	30,000	30,000	—	30,000
Music				
Minnesota Opera Company, Minneapolis <i>To support the construction of the Minnesota Opera Center</i>	300,000	300,000	300,000	—
<i>For operating support for the 1990-91 season</i>	100,000	100,000	100,000	—
Saint Paul Chamber Orchestra Society, Saint Paul <i>Endowment challenge grant</i>	1,000,000	—	500,000	—
<i>For general support of the 1990-91 season</i>	200,000	200,000	200,000	—
Theater				
Brass Tacks Theatre, Minneapolis <i>To implement recommendations of a marketing study</i>	25,000	25,000	15,000	10,000
Children's Theatre Company and School, Minneapolis <i>A three-year matching grant for its cash reserve fund</i>	120,000	—	40,000	—

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Guthrie Theater Foundation, Minneapolis				
<i>To help endow and renovate the Theater</i>	\$2,000,000	\$ —	\$ —	\$1,000,000
<i>To support the 1989-90 and 1990-91 seasons</i>	409,000	—	209,000	—
Hallie Q. Brown Community House, Saint Paul				
<i>To assist Penumbra Theater in establishing itself as a separate non-profit organization</i>	40,000	40,000	—	40,000
Illusion Theater and School, Inc., Minneapolis				
<i>To support the development of a new play for the Theater's prevention program</i>	90,000	90,000	—	90,000
Mixed Blood Theatre Company, Minneapolis				
<i>To provide matching funds for increased private contributions</i>				
1989 grant	10,000	—	10,000	—
1990 grant	7,500	7,500	—	7,500
Ordway Music Theatre, Saint Paul				
<i>To support the Theatre's capital fund drive</i>	600,000	600,000	200,000	400,000
Red Eye Collaboration, Minneapolis				
<i>To renovate this theater's space and for program support</i>	53,540	—	7,500	5,000
Theatre de la Jeune Lune, Minneapolis				
<i>To support artistic initiatives</i>	55,000	—	20,000	10,000
Visual Arts				
Film in the Cities, Inc., Saint Paul				
<i>To support the salary of a managing director</i>	60,000	—	10,000	—
Independent Feature Project/North, Minneapolis				
<i>To help pay the salary of the Executive Director for this organization which offers educational programs for independent feature filmmakers</i>	21,000	21,000	12,000	9,000
Minneapolis Society of Fine Arts, Minneapolis				
<i>To endow general operation of the Institute</i>	750,000	750,000	750,000	—
Walker Art Center, Minneapolis				
<i>To support its endowment</i>	850,000	—	425,000	425,000
<i>To support the exhibitions program</i>	472,500	472,500	157,500	315,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
History				
Mille Lacs Reservation Business Committee, Onamia, Minnesota <i>To support its Oral History Project</i>	\$ 34,120	\$ 34,120	\$ 34,120	\$ —
Other				
Artspace Projects, Inc., Minneapolis <i>To establish a Project Development Fund</i>	100,000	100,000	—	100,000
COMPAS, Inc., Saint Paul <i>To support the Native American Cultural Arts Program</i>	40,620	40,620	40,620	—
Foundation for the Arts in South Dakota, Rapid City, South Dakota <i>To consolidate the administration of three state-wide arts service organizations in South Dakota</i>	26,000	26,000	12,000	14,000
Mammoth Site of Hot Springs, South Dakota, Inc., Hot Springs, South Dakota <i>To add environmental controls to an archeological site</i>	50,000	50,000	—	50,000
Minnesota Alliance for Arts in Education, Minneapolis <i>To support its membership campaign and to match increased contributions in 1989-90</i>	9,250	—	5,250	—
<i>To support the costs of evaluating Minnesota's Comprehensive Arts Planning Program (CAPP)</i>	7,500	7,500	7,500	—
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	—	15,000	—
Science Museum of Minnesota, Saint Paul <i>To help endow the Museum and renovate exhibits</i>	1,080,000	—	—	540,000
Visual Arts Information Service, Saint Paul <i>To support "Artpaper"</i>	8,000	8,000	8,000	—
TOTAL		\$2,982,054	\$3,131,304	\$3,112,500

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Education				
Elementary and Secondary Education				
AFS International/Intercultural Programs, Inc., New York, New York <i>For an international exchange program for teachers from Minnesota and the Dakotas</i>	\$ 130,000	\$ —	\$ 30,000	\$ —
Concordia College, Moorhead, Minnesota <i>Toward a construction project for the Concordia Language Villages</i>	50,000	—	—	50,000
Heart of the Earth Survival School, Inc., Minneapolis <i>To help renovate its building</i>	50,000	50,000	50,000	—
Independent School District #625, Saint Paul <i>For an evaluation of the Saturn School of Tomorrow</i>	90,000	—	45,000	—
<i>To support an education program for hearing-impaired Southeast Asian refugees</i>	55,000	55,000	—	55,000
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	(94,466)	—	—
1988 grant	1,558,720	—	460,000	863,720
Minnesota Humanities Commission, Saint Paul <i>To plan a Minnesota Teachers Center</i>	71,981	71,981	50,000	21,981
North Dakota LEAD Center, Bismarck, North Dakota <i>For a management training program for elementary and secondary school principals in North Dakota</i>	120,000	120,000	60,000	60,000
University of Minnesota, Minneapolis <i>Continued support for a mid-career management training program for school principals and assistant principals</i>				
1987 grant	778,180	—	58,500	—
1989 grant	1,479,326	—	471,450	1,007,876

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
University of North Dakota, Grand Forks, North Dakota <i>Toward a pilot program to reduce attrition among beginning teachers in North Dakota's rural schools</i>	\$ 223,948	\$ —	\$ 68,774	\$ 155,174
Higher Education				
<i>Capital Challenge Grants to UNCF Colleges (in cooperation with The William and Flora Hewlett Foundation)</i>				
Clark Atlanta University, Atlanta, Georgia	350,000	—	350,000	—
Lane College, Jackson, Tennessee	175,000	—	175,000	—
Wilberforce University, Wilberforce, Ohio	300,000	—	143,320	—
Xavier University of Louisiana, New Orleans, Louisiana	900,000	—	900,000	—
<i>Capital Challenge Grants to Minnesota and Dakota Private Colleges</i>				
College of Saint Scholastica, Inc., Duluth, Minnesota	412,500	412,500	—	412,500
Concordia College, Moorhead, Minnesota	1,000,000	—	500,000	500,000
Gustavus Adolphus College, Saint Peter, Minnesota	1,000,000	—	500,000	500,000
Hamline University, Saint Paul	1,000,000	1,000,000	—	1,000,000
Saint Olaf College, Northfield, Minnesota	1,000,000	—	500,000	500,000
<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	—	70,000	—
Clafin College, Orangeburg, South Carolina	99,650	—	29,550	—
Dillard University, New Orleans, Louisiana	210,000	—	70,000	70,000
Fisk University, Nashville, Tennessee	107,758	—	36,398	—
Florida Memorial College, Miami, Florida	210,000	210,000	70,000	140,000
Hampton University, Hampton, Virginia	390,000	—	130,000	—
Johnson C. Smith University, Charlotte, North Carolina	210,000	210,000	70,000	140,000
LeMoyne-Owen College, Memphis, Tennessee	105,000	—	35,000	—
Morehouse College, Atlanta, Georgia	210,000	—	70,000	70,000

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Morris Brown College, Atlanta, Georgia	\$ 210,000	\$ —	\$ 70,000	\$ —
Morris College, Sumter, South Carolina	105,000	—	35,000	35,000
Rust College, Holly Springs, Mississippi	105,000	—	35,700	31,000
Saint Augustine's College, Raleigh, North Carolina	210,000	210,000	70,000	140,000
Stillman College, Tuscaloosa, Alabama	105,000	—	35,000	—
Talladega College, Talladega, Alabama	105,000	—	35,000	35,000
Tougaloo College, Tougaloo, Mississippi				
1989 grant	52,500	—	17,500	—
1990 grant	104,959	104,959	34,996	69,963
Voorhees College, Denmark, South Carolina	105,000	—	35,000	—
Xavier University of Louisiana, New Orleans, Louisiana	210,000	210,000	70,000	140,000
<i>Faculty Development Planning Grants in Minnesota and the Dakotas</i>				
Augustana College Association, Sioux Falls, South Dakota	10,000	10,000	10,000	—
Bethany Lutheran College, Mankato, Minnesota	10,000	10,000	10,000	—
Dakota State University, Madison, South Dakota	9,996	9,996	9,996	—
Dakota Wesleyan University, Mitchell, South Dakota	10,000	10,000	10,000	—
Hamline University, Saint Paul	10,000	10,000	10,000	—
Jamestown College, Inc., Jamestown, North Dakota	10,000	10,000	10,000	—
Mayville State University, Mayville, North Dakota	10,000	10,000	10,000	—
Minnesota Community College System, Saint Paul	9,500	9,500	9,500	—
Mount Marty College, Yankton, South Dakota	9,680	9,680	9,680	—
North Dakota State University, Fargo, North Dakota	10,000	10,000	10,000	—
Northern State University, Aberdeen, South Dakota	10,000	10,000	10,000	—
University of Mary, Bismarck, North Dakota	10,000	10,000	10,000	—
University of Saint Thomas, Saint Paul	10,000	10,000	10,000	—
University of South Dakota, Vermillion, South Dakota	10,000	10,000	10,000	—
Valley City State University, Valley City, North Dakota	10,000	10,000	10,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
<i>Faculty Development Program Grants in Minnesota and the Dakotas</i>				
Augsburg College, Minneapolis	\$ 180,000	\$ 180,000	\$ 60,100	\$ 119,900
Bethel College and Seminary, Saint Paul	180,000	180,000	—	180,000
Black Hills State University, Spearfish, South Dakota and South Dakota School of Mines and Technology, Rapid City, South Dakota	360,000	360,000	120,000	240,000
College of Saint Scholastica, Inc. Duluth, Minnesota	180,000	180,000	62,861	117,139
Concordia College, Saint Paul	180,000	180,000	60,000	120,000
Dakota State University, Madison, South Dakota	75,494	75,494	24,776	50,718
Minnesota Community College System, Saint Paul	913,900	—	303,920	—
Minnesota State University System, Saint Paul	608,153	—	242,047	247,621
Minot State University, Minot, North Dakota	300,000	300,000	100,000	200,000
North Dakota State Board of Higher Education, Bismarck, North Dakota	390,000	—	130,000	—
North Dakota State University, Fargo, North Dakota	218,004	—	109,002	—
Saint John's University, Collegeville, Minnesota and the College of Saint Benedict, Saint Joseph, Minnesota				
<i>For a joint faculty development program at the College of Saint Benedict and Saint John's University</i>	264,350	264,350	92,684	171,666
<i>For an evaluation of the joint faculty development program</i>	34,500	34,500	11,500	23,000
Saint Mary's College, Winona, Minnesota	120,000	120,000	60,000	60,000
University of Minnesota, Saint Paul				
<i>To support regional collaboration in faculty development</i>				
<i>1988 grant</i>	149,910	845	54,758	—
<i>1989 grant</i>	52,600	(27,070)	—	—
University of North Dakota, Grand Forks, North Dakota	299,961	299,961	99,987	199,974

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Grants to Tribally Controlled Indian Colleges				
Blackfeet Community College, Browning, Montana <i>Faculty development program</i>	\$ 50,000	\$ 50,000	\$ 25,000	\$ 25,000
Deganawidah-Quetzalcoatl University, Davis, California <i>Faculty development program</i>	25,000	25,000	25,000	—
Little Hoop Community College, Fort Totten, North Dakota <i>Faculty development planning grant</i>	10,006	10,006	10,006	—
Navajo Community College, Tsaile, Arizona <i>Faculty development program</i>	120,000	120,000	40,000	80,000
Oglala Lakota College, Kyle, South Dakota <i>Faculty development program</i>	75,000	—	25,000	—
Salish Kootenai College, Pablo, Montana <i>Faculty development program</i>	75,000	—	25,000	25,000
Standing Rock Community College, Fort Yates, North Dakota <i>Faculty development program</i>	75,000	—	25,000	25,000
Turtle Mountain Community College, Inc., Belcourt, North Dakota <i>Faculty development program</i>	75,000	—	25,000	25,000
Other Higher Education				
The Bush Foundation, Saint Paul <i>To evaluate Bush-Hewlett program of faculty development grants in historically black private undergraduate colleges</i>	192,040	192,040	—	192,040
Minnesota Private College Research Foundation, Saint Paul <i>To continue regional collaboration in faculty development</i>	120,667	120,667	120,667	—
Native American Educational Services, Minneapolis <i>To develop a legal studies curriculum for the Twin Cities campus</i>	35,000	—	15,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
United Negro College Fund, Inc., New York, New York <i>To support the annual fund drives in 1989, 1990, and 1991</i>	\$ 300,000	\$ —	\$ 100,000	\$ 100,000
University of Minnesota, Saint Paul <i>To plan for career training needs of bilingual workers</i>	24,889	24,889	24,889	—
<i>Toward a program to recruit minority students into graduate teacher-preparation programs</i>	187,530	187,530	88,260	99,270
Child Development				
Greater Minneapolis Day Care Association, Minneapolis <i>Toward a capital campaign to relocate its offices</i>	250,000	250,000	250,000	—
University of Minnesota, Saint Paul <i>For a program at the Institute of Child Development which provides information on children and families to state policymakers</i>	96,464	—	34,570	14,278
Yale University, New Haven, Connecticut <i>To assist preparation by Emily D. Cahan of a history of the Bush Centers in Child Development and Social Policy (1975-1988)</i>	24,300	24,300	20,000	4,300
Mathematics and Science Programs for Girls and Minorities				
American Association for the Advancement of Science, Washington, DC <i>To support a math/science training program with Girl Scout Councils in Minnesota, North and South Dakota</i>	487,819	—	195,983	—
American Indian Science and Engineering Society, Boulder, Colorado <i>To plan a math/science program for Indian students in Minnesota, North Dakota, and South Dakota</i>	55,429	55,429	55,429	—
Girls Club of Rapid City, Inc., Rapid City, South Dakota <i>To support expansion of Operation SMART, a mathematics and science program for girls</i>	128,136	—	63,206	—

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Intermediate District #287 - Hennepin Technical Institute, Plymouth, Minnesota <i>To support Project Link, a math/science program for girls</i>	\$ 149,311	\$ 149,311	\$ 149,431	\$ —
North Dakota State Board for Vocational Education, Bismarck, North Dakota <i>To support a mathematics and science program for girls in school districts in northeastern North Dakota</i>	477,100	477,100	247,000	230,100
University of Minnesota, Saint Paul <i>To increase participation and achievement of girls in the Talented Youth Mathematics Program</i>	175,852	175,852	175,852	—
<i>To support EQUALS, a teacher education mathematics program which helps girls</i>	200,001	200,001	200,001	—
Young Women's Christian Association of Minneapolis, Minneapolis <i>To support Operation SMART, a mathematics and science program for girls</i>	51,250	51,250	51,250	—
Other Education				
American Indian OIC, Inc., Minneapolis <i>Support of professional sales training program</i>	101,601	—	20,531	—
<i>Toward support of renovating a classroom/office building</i>	170,000	170,000	170,000	—
Minnesota Adult Literacy Campaign, Inc., Saint Paul <i>For public education about adult literacy programs</i>	75,000	—	25,000	—
Minnesota Hispanic Education Program, Inc., Saint Paul <i>To increase Hispanic parents' involvement in the education of their children</i>	47,526	—	7,926	—
TOTAL		\$7,140,605	\$9,276,880	\$8,547,220

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Health				
Family Practice Center, Inc., Sioux Falls, South Dakota <i>To develop rural rotations for medical residents</i>	\$ 145,000	\$ —	\$ 47,708	\$ —
Healthcare Education and Research Foundation, Inc., Saint Paul <i>To include rural hospitals in a study of the quality of medical services</i>	64,950	64,950	64,950	—
Minneapolis Children's Medical Center, Minneapolis <i>To help start an Inter-Agency Child Abuse Evaluation Center</i>	100,000	—	20,000	—
Model Cities Health Center, Inc., Saint Paul <i>To support a financial stabilization project</i>	95,000	95,000	—	95,000
North Dakota State College of Science, Wahpeton, North Dakota <i>For a satellite nursing education program in Grafton, North Dakota</i>	25,000	25,000	12,500	12,500
Northwest Suburban Youth Service Bureau, Roseville, Minnesota <i>To support an adolescent health center</i>	80,558	80,558	52,540	28,018
Rapid City Regional Hospital, Inc., Rapid City, South Dakota <i>To train emergency technicians for rural hospitals</i>	100,922	100,922	57,346	43,576
Saint Olaf Hospital Association, Austin, Minnesota <i>Toward expansion of a mental health center</i>	46,000	—	46,000	—
Service League of Hennepin County General Hospital, Minneapolis <i>Toward planning a health interpreter training program</i>	20,000	20,000	20,000	—
SPRC, Inc., Saint Paul <i>Toward building purchase and remodeling</i>	200,000	200,000	—	200,000
Tri-Valley Opportunity Council, Inc., Crookston, Minnesota <i>To educate migrant farmworkers about the dangers of toxic lead</i>	22,038	—	7,942	—

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
University of Minnesota, Saint Paul <i>To develop new programs for Southeast Asians at the Community University Health Care Clinic</i>	\$ 88,726	\$ 88,726	\$ 56,328	\$ 32,398
University of North Dakota, Grand Forks, North Dakota <i>For an AIDS prevention program on North Dakota Indian reservations</i>	412,006	—	121,979	290,027
West Side Community Health Center, Inc., Saint Paul <i>To expand a building for a neighborhood clinic</i>	100,000	(100,000)	—	—
TOTAL		\$575,156	\$507,293	\$701,519

Human Services

Youth and Family

Association for the Advancement of Hmong Women in Minnesota, Minneapolis <i>To expand a teen pregnancy prevention program</i>	40,000	—	15,000	—
Big Brothers and Big Sisters of the Black Hills, Inc., Rapid City, South Dakota <i>To help expand mentor programs for girls living in Black Hills communities</i>	30,663	30,663	30,663	—
Boys' Club of Pierre, Inc., Pierre, South Dakota <i>To purchase capital equipment</i>	12,500	12,500	—	12,500
Boys' Club of Rapid City, Inc., Rapid City, South Dakota <i>To add a new director of individual services staff position</i>	45,000	45,000	20,000	25,000
Boys & Girls Club of Minneapolis, Minneapolis <i>Start-up support for a new multi-service community center</i>	75,000	—	10,000	—
<i>Toward operating support for the Jack Cornelius Boys and Girls Club of Minneapolis</i>	45,000	45,000	30,000	15,000
<i>Program support for the Southside Club</i>	10,000	10,000	10,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Catholic Charities of the Diocese of Saint Cloud, Saint Cloud, Minnesota <i>Toward a capital project</i>	\$ 30,000	\$ —	\$ 15,000	\$ —
Children's Home Society of South Dakota Sioux Falls, South Dakota <i>Toward a capital campaign to expand a residential treatment facility for emotionally disturbed children</i>	125,000	—	125,000	—
The City, Inc., Minneapolis <i>Toward support for a program to deter youth drug and gang activity</i>	75,000	—	25,000	—
Dakota Boys Ranch Association, Minot, North Dakota <i>To help construct a residential diagnostic center for troubled youth</i>	52,000	52,000	—	52,000
Duluth Association of Retarded Citizens, Inc., Duluth, Minnesota <i>Toward its Family Future Planning Project</i>	10,000	10,000	10,000	—
Family Alternatives, Inc., Minneapolis <i>To increase the number of black families providing foster homes for black children</i>	44,000	—	20,000	—
Friends of PACER, Minneapolis <i>Toward a capital fund campaign to purchase a building for an educational program to assist disabled children</i>	50,000	50,000	—	50,000
Leo A. Hoffmann Center, Inc., Saint Peter, Minnesota <i>Toward support for remodeling a classroom office building</i>	120,000	120,000	—	120,000
Home on the Range for Boys, Sentinel Butte, North Dakota <i>Toward building improvements for a residential treatment center for troubled youth</i>	189,000	189,000	—	189,000
Homeward Bound, Inc., New Hope, Minnesota <i>Toward construction of residences for severely disabled youth</i>	105,000	105,000	50,000	55,000
Hospitality House, Inc., Minneapolis <i>To support a preventive drug education program for inner-city minority youth</i>	25,000	25,000	15,000	10,000

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Human Services Council of the Northwestern Suburbs, Inc., Brooklyn Park, Minnesota <i>To expand services to runaway children and their families</i>	\$ 25,000	\$ 25,000	\$ 15,000	\$ 10,000
Independent School District #38, Red Lake, Minnesota <i>To expand a teen pregnancy prevention and parenting project</i>	50,000	50,000	25,000	25,000
Jewish Community Center of Saint Paul, Saint Paul <i>To expand integrated programs for special needs youngsters</i>	10,000	10,000	10,000	—
Khmer Association of Minnesota, Inc., Saint Paul <i>To expand programs for Cambodian youths</i>	35,000	35,000	20,000	15,000
Lao Family Community of Minnesota, Inc., Saint Paul <i>To expand a juvenile delinquency preven- tion program</i>	70,000	70,000	70,000	—
Little Flower Freedom Center, Inc., Minnewaukan, North Dakota <i>For capital needs at its group home for girls</i>	45,000	45,000	45,000	—
Manpower Demonstration Research Corporation, New York, New York <i>To support a pilot program for dis- advantaged teen mothers in Minnesota</i>	150,000	—	75,000	—
Minneapolis American Indian Center, Minneapolis <i>Toward an Indian Child Welfare Program</i>	44,000	—	20,000	—
Minors in Need of Resettlement, Inc., Mankato, Minnesota <i>To expand its program to reunite refugee minors with their families in the U.S.</i>	22,000	22,000	15,000	7,000
Neighborhood House Association, Saint Paul <i>To start a youth leadership program</i>	75,000	75,000	50,000	25,000
Parents Anonymous of Minnesota, Inc., Saint Paul <i>Operating support to expand chapters throughout the state of Minnesota</i>	57,500	—	20,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Park Avenue Urban Program and Leadership Foundation, Minneapolis <i>Toward expansion of a computer-assisted tutorial program for inner-city children</i>	\$ 20,000	\$ 20,000	\$ 20,000	\$ —
Phillips Community Initiatives for Children-PCIC, Minneapolis <i>Toward support for a neighborhood initiative program</i>	35,000	35,000	35,000	—
Planned Parenthood of Minnesota, Saint Paul <i>To help relocate its downtown St. Paul Clinic</i>	31,748	31,748	31,748	—
Resources for Child Caring, Inc., Saint Paul <i>Toward development of an accreditation project for child care professionals</i>	40,118	40,118	40,118	—
Valley-Lake Boy's Home, Inc., Breckenridge, Minnesota <i>Toward Phase II of a capital project for a residential treatment home for troubled boys</i>	30,000	—	30,000	—
Vietnamese Social Services of Minnesota, Saint Paul <i>To expand program services for elderly people</i>	20,000	20,000	12,000	8,000
Village Family Service Center, Bismarck, North Dakota <i>Toward its New Generation Program for youth from single parent families</i>	72,900	—	23,400	12,000
Washburn Child Guidance Center, Minneapolis <i>Toward a capital fund drive</i>	30,000	30,000	—	30,000
Your Emergency Service and Nighttime Emergency Outreach Network, Inc., Minneapolis <i>To help support the costs of a merger of two crisis telephone counseling organizations</i>	20,000	20,000	20,000	—
Domestic Violence				
Abused Adult Resource Center, Bismarck, North Dakota <i>Toward support for a new battered women's shelter</i>	65,213	—	21,738	—

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
The Children's Inn, Inc., Sioux Falls, South Dakota <i>Toward construction of a new battered women's shelter</i>	\$ 75,000	\$ —	\$ 75,000	\$ —
Cornerstone Advocacy Service, Bloomington, Minnesota <i>Toward a capital fund campaign for a program for battered women</i>	75,000	75,000	—	75,000
Domestic Abuse Project, Inc., Minneapolis <i>To help purchase and renovate a building</i>	50,000	(50,000)	—	—
Family Service, Inc., Sioux Falls, South Dakota <i>Toward expansion of a treatment program for sex offenders and their families</i>	77,000	—	24,000	20,000
Greater Minneapolis Council of Churches, Division of Indian Work, Minneapolis <i>Toward a staff development project for its Family Violence Project</i>	15,000	15,000	15,000	—
Safe Alternatives for Abused Families, Devils Lake, North Dakota <i>For program support</i>	10,000	10,000	5,000	5,000
Sexual Assault Program of Northern Saint Louis County, Virginia, Minnesota <i>To develop a preventive education program for children sexually abused by other children</i>	7,000	7,000	7,000	—
Southeastern Mental Health Center, Sioux Falls, South Dakota <i>Toward renovation of space for treatment programs for sex offenders</i>	45,000	—	45,000	—
Women's Transitional Housing Coalition, Inc., Duluth, Minnesota <i>To help establish a transitional housing program for single women</i>	88,000	88,000	88,000	—
Young Women's Christian Association, Huron, South Dakota <i>Toward start-up costs for a battered women's shelter</i>	10,000	10,000	5,000	5,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Health and Rehabilitation for Adults				
Chrysalis, A Center for Women, Minneapolis <i>To support costs of relocation of its headquarters</i>	\$ 30,000	\$ 30,000	\$ 30,000	\$ —
Community Involvement Programs, Minneapolis, Minnesota <i>To support a new horticulture training program for severely retarded adults</i>	87,965	—	32,617	24,269
Equity Services of Saint Paul, Inc., Saint Paul <i>Toward support for a telephone surveillance system for the elderly</i>	25,000	—	10,000	—
Laura Baker School Association, Northfield, Minnesota <i>Toward a capital fund campaign for a residential treatment center for developmentally disabled persons</i>	30,000	30,000	—	30,000
Louise Whitbeck Fraser Community Services, Minneapolis <i>Toward construction of a residence for developmentally disabled adults</i>	50,000	50,000	—	50,000
Minnesota Indian Women's Resource Center, Minneapolis <i>To renovate its building</i>	49,172	49,172	—	49,172
Multi Resource Centers, Inc., Minneapolis <i>To expand an employment program for homebound handicapped people</i>	85,380	85,380	65,380	20,000
National Head Injury Foundation, Minnesota Association, Minneapolis <i>For program expansion</i>	95,000	95,000	38,500	56,500
The Phoenix Residence, Inc., Saint Paul <i>Building repairs</i>	36,434	36,434	36,434	—
Rebuild Resources, Inc., Saint Paul <i>Toward the renovation of a building for an employment program for recovering chemically dependent adults</i>	100,000	100,000	—	100,000
RISE, Inc., Spring Lake Park, Minnesota <i>Toward a capital campaign to expand a sheltered workshop</i>	150,000	—	—	150,000

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Southeastern Minnesota Center for Independent Living, Inc., Rochester, Minnesota <i>For program expansion</i>	\$ 60,000	\$ 60,000	\$ 30,000	\$ 30,000
United Cerebral Palsy of South Dakota, Inc., Sioux Falls, South Dakota <i>Toward support for a capital fund drive to expand a sheltered workshop and residence for developmentally disabled adults</i>	67,200	67,200	—	67,200
The Wayside House, Inc., Minneapolis <i>Toward support for capital campaign for a half-way house for chemically dependent women</i>	100,000	100,000	100,000	—
Yankton Area Adjustment Training Center, Inc., Yankton, South Dakota <i>For new construction and building renovation</i>	100,000	100,000	—	100,000
Law and Corrections				
Cooperative Solutions, Inc., Edina, Minnesota <i>To plan a mediation program in rural areas</i>	10,400	10,400	10,400	—
Hennepin County Bar Association - Legal Advice Clinics, Ltd., Minneapolis <i>Toward its Southeast Asian legal assistance project</i>	45,000	—	15,000	—
Lawrence County Court-Appointed Special Advocate Project, Deadwood, South Dakota <i>To expand services to victims of child abuse and neglect</i>	3,500	3,500	3,500	—
Leech Lake Reservation Legal Services Project, Cass Lake, Minnesota <i>Toward cost of renovating an office building</i>	50,000	—	50,000	—
Legal Assistance of North Dakota, Inc., Bismarck, North Dakota <i>Toward its farm law project</i>	63,225	—	21,075	—
Mediation Center for Dispute Resolution, Saint Paul <i>For education and outreach programs</i>	50,000	50,000	25,000	25,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Minnesota Citizens Council on Crime and Justice, Minneapolis <i>To support an employment training program for ex-offenders</i>	\$ 133,989	\$ —	\$ 44,449	\$ —
Minnesota Lawyers International Human Rights Committee, Minneapolis <i>To expand the pro bono Asylum Project</i>	35,000	35,000	20,000	15,000
180 Degrees, Incorporated, Minneapolis <i>To help renovate a residential community corrections facility for ex-offenders</i>	27,500	27,500	27,500	—
Refugee and Immigrant Resource Center, Saint Paul <i>Toward its Cambodian Legal Services Project</i>	110,000	110,000	20,000	90,000
Southern Minnesota Regional Legal Services, Inc., Saint Paul <i>Toward specialized legal services for Cuban refugees</i>	134,108	—	68,352	—
Rural Family Assistance Programs				
Catholic Charities of the Archdiocese of Saint Paul and Minneapolis, Minneapolis <i>Continued support for its farm family assistance project</i>	65,000	—	25,000	—
Catholic Charities of the Diocese of Fargo, Inc., Fargo, North Dakota <i>Toward its peer counseling program to relieve stress within rural families</i>	34,390	34,390	34,390	—
Minnesota Catholic Conference, Saint Paul <i>To coordinate diocesan family assistance programs in rural Minnesota</i>	40,000	25,000	25,000	—
Other Human Services				
American Refugee Committee, Minneapolis <i>Toward a program for refugee women</i>	35,000	—	10,000	—
Community Administrative Services, Inc., Saint Paul <i>To start an on-site bookkeeping service for small non-profit agencies</i>	23,096	—	9,159	4,280

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Contact Twin Cities, Minneapolis <i>To expand volunteer support base</i>	\$ 30,000	\$ —	\$ 10,000	\$ —
Family and Children's Service, Minneapolis <i>Toward a capital fund campaign</i>	250,000	250,000	—	250,000
First Nations Financial Project, Kyle, South Dakota <i>To support the Lakota Fund, a small business loan fund on the Pine Ridge Indian Reservation</i>	20,000	20,000	20,000	—
Fond du Lac Reservation Business Committee, Cloquet, Minnesota <i>To support the Minnesota Indian Women's Leadership Coalition</i>	39,100	39,100	39,100	—
Jewish Community Relations Council of Minnesota, Minneapolis <i>To support its prejudice reduction program "A World of Difference"</i>	75,000	75,000	75,000	—
Management Assistance Project for Non-Profits, Inc., Saint Paul <i>To start a computer consulting service for non-profit agencies</i>	75,000	—	25,000	50,000
Minnesota Project, Inc., Minneapolis <i>Toward support for a newsletter on rural issues in Minnesota</i>	7,500	—	2,500	—
Mother Cabrini House, Minneapolis <i>To support a program for homeless people</i>	25,000	—	9,000	—
North Dakota Scottish Rite Childhood Language Disorder Center, Fargo, North Dakota <i>To start a center for children with speech and language disorders</i>	80,000	80,000	40,000	40,000
Person to Person, Inc., Minneapolis <i>To expand its volunteer services to residents of low-income housing</i>	25,000	25,000	15,000	10,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Phillips Community Development Corporation, Minneapolis <i>Toward its economic development program</i>	\$ 20,000	\$ 20,000	\$ 20,000	\$ —
Sabathani Community Center, Inc., Minneapolis <i>Toward a capital campaign</i>	350,000	—	350,000	—
Senior Citizen Centers of Greater Minneapolis, Inc., Minneapolis <i>To expand the dayelders program for low income seniors</i>	148,000	148,000	—	148,000
Sharing and Caring Hands, Inc., Minneapolis <i>For expansion of a building to serve very low income individuals and families</i>	25,000	25,000	25,000	—
Twin Cities Neighborhood Housing Services, Inc., Saint Paul <i>To support marketing expenses for a neighborhood housing rehabilitation program</i>	25,000	25,000	25,000	—
Twin Cities Tree Trust, Saint Louis Park, Minnesota <i>To purchase tree moving equipment for use by its crews in public work programs</i>	29,000	29,000	29,000	—
United Way of the Saint Paul Area, Saint Paul <i>Toward the 1989 capital campaign</i>	750,000	—	250,000	250,000
<i>To support member agency operations in 1990</i>	70,000	—	70,000	—
<i>Toward support for a community development fund</i>	140,000	140,000	80,000	60,000
Women's Enrichment Center, Saint Paul <i>For program expansion</i>	10,000	10,000	10,000	—
Rural Development				
Lady Slipper Designs, Inc., Bemidji, Minnesota <i>To support economic development on three Indian reservations</i>	120,000	—	35,000	—

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
University of Minnesota, Saint Paul <i>To help expand the University's role in rural economic development through the Minnesota Extension Service</i>	\$ 450,000	\$ —	\$ 100,000	\$ —
TOTAL		\$3,363,105	\$3,220,023	\$2,384,921

Miscellaneous

Public Broadcasting

Belcourt School District #7,
Belcourt, North Dakota

To support the development office for a radio station serving the Turtle Mountain Indian Reservation

25,000 25,000 25,000 —

Fresh Air, Inc.,
Minneapolis

To support costs for relocating this public radio station

35,000 35,000 27,500 7,500

Independent School District #492,
Austin, Minnesota

To support marketing efforts for television station KSMQ

30,680 30,680 30,680 —

Minnesota Public Radio,
Saint Paul

To match increased membership income in 1989-90

150,000 — 150,000 —

To match increased membership income in 1990-91

150,000 150,000 — 150,000

Northern Community Radio,
Grand Rapids, Minnesota

Support development office expenses for the Superior Radio Network

45,500 45,500 45,500 —

Northern Minnesota Public Television, Inc.,
Bemidji, Minnesota

For marketing activities, and a membership matching grant for 1989-90

72,500 — — 50,000

Environment

International Coalition for Land/Water
Stewardship in the Red River Basin,
Moorhead, Minnesota

To match net increased membership contributions in 1990-91

53,000 53,000 — 53,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Minnesota Parks and Trails Council and Foundation, Saint Paul <i>To purchase land surrounding Pigeon River Falls in northeastern Minnesota</i>	\$ 40,000	\$ 40,000	\$ 40,000	\$ —
National Audubon Society, Minneapolis <i>To support a wetlands education program in Minnesota</i>	30,240	30,240	15,120	15,120
Project Environment Foundation, Minneapolis <i>To support a study of the effects of increased timber harvesting in Minnesota</i>	20,000	20,000	10,000	10,000
Southeastern Minnesota Forest Resource Center, Inc., Lanesboro, Minnesota <i>To support its capital campaign</i>	115,000	115,000	—	115,000
Community Foundations				
Central Minnesota Community Foundation, Saint Cloud, Minnesota <i>Matching grant for endowment</i>	600,000	—	222,000	—
Duluth-Superior Area Community Foundation, Duluth, Minnesota <i>Matching grant for endowment</i>	250,000	—	147,916	—
Other Miscellaneous Grants				
Charities Review Council of Minnesota, Inc., Minneapolis <i>To support research activities</i>	25,000	25,000	—	25,000
Como Zoo Docent Association, Saint Paul <i>For renovation of educational program space at the Como Zoo in Saint Paul</i>	10,000	10,000	10,000	—
CONNECT US-USSR, Minneapolis <i>Support for its cultural exchange programs with the Soviet Union</i>	60,000	—	25,000	10,000
The Foundation Center, New York, New York <i>To support the Center's programs</i>	150,000	—	50,000	50,000
Independent Sector, Washington, DC <i>Toward the expenses of a 10th Anniversary membership campaign</i>	25,000	25,000	25,000	—

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Midwest Assistance Program, Inc., New Prague, Minnesota <i>To provide technical assistance in solid waste disposal and recycling to 16 counties, municipalities, and Indian reservations in our region</i>	\$ 168,705	\$ 168,705	\$109,285	\$ 59,420
Minnesota Food Association, Saint Paul <i>To support public policy and education programs</i>	45,000	—	15,000	10,000
Minnesota Newspaper Foundation, Saint Paul <i>To start a computer news bank for rural newspapers</i>	46,986	46,986	25,386	21,600
Red Lake Band of Chippewa Indians, Red Lake, Minnesota <i>To purchase furnishings for a new library on the Red Lake Indian Reservation</i>	149,964	149,964	—	149,964
Whittier Play Association, Minneapolis <i>To support the Whittier Community Play</i>	20,000	20,000	20,000	—
TOTAL		\$ 990,075	\$993,387	\$ 726,604

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

1986 program	860,000	—	—	—
1987 program	933,000	(60,553)	7,778	—
1988 program	1,015,000	—	94,936	50,395
1989 program	1,054,000	—	454,955	261,829
1990 program	1,057,000	—	353,979	703,021
1991 program	1,043,000	1,043,000	—	1,043,000
TOTAL		\$ 982,447	\$911,648	\$2,058,245

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1990	Amount Paid 1990	Unpaid Balance 1990
Bush Artist Fellowships Program				
<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>				
1986 program	\$ 375,000	\$ —	\$ —	\$ —
1987 program	435,000	(57,845)	—	—
1988 program	480,000	—	43,621	29,588
1989 program	453,600	—	207,825	50,096
1990 program	495,000	—	229,191	265,809
1991 program	495,000	495,000	—	495,000
TOTAL		\$ 437,155	\$ 480,637	\$ 840,493
Bush Medical Fellows Program				
<i>To provide mid-career study opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and western Wisconsin</i>				
1985 program	280,000	(18,134)	150	—
1986 program	430,000	(54,083)	4,282	10,000
1987 program	450,000	(51,910)	9,639	55,000
1988 program	470,000	—	91,944	98,918
1989 program	538,000	—	217,479	202,908
1990 program	538,000	—	89,805	448,195
1991 program	538,000	538,000	—	538,000
TOTAL		\$ 413,873	\$ 413,299	\$ 1,353,021
TOTAL FELLOWSHIP PROGRAMS		\$ 1,833,475	\$ 1,805,584	\$ 4,251,759
GRAND TOTAL		\$16,884,470**	\$18,934,471	\$19,724,523

*Western Wisconsin added for 1990 program.

**This figure is the net total appropriated during the 1990 fiscal year. It represents net new appropriations of \$17,402,717 less net cancellations of \$518,247.

Grants to Individuals*

Bush Leadership Fellows Program - Long Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship 1990-91 <i>Study Site in Italic</i>
Larry J. Burd Grand Forks, North Dakota	Educational Specialist, University of North Dakota Medical Rehabilitation Hospital <i>University of Manitoba</i>
Loretta M. DeLong Bismarck, North	Vice President for Student Affairs, United Tribes Technical College <i>University of North Dakota</i>
Michael G. Diedrich Rapid City, South Dakota	City Attorney and State Senator <i>Harvard University</i>
Doris J. Giago Sioux Falls, South Dakota	Regional Reporter, ARGUS LEADER <i>Kansas State University at Lawrence</i>
Dwight A. Gourneau Rochester, Minnesota	Senior Engineer, IBM Corporation <i>University of Wisconsin-Madison</i>
Jean E. Hammink Minneapolis, Minnesota	Executive Director, Literacy Network, Inc., <i>Harvard University</i>
Thomas L. Johnson Minneapolis, Minnesota	Hennepin County Attorney <i>London School of Economics</i>
Paul K. Legler Fargo, North Dakota	Attorney <i>Harvard University</i>
Helen I. Melland Grand Forks, North Dakota	Assistant Professor of Nursing, University of North Dakota <i>University of Minnesota</i>
Gerald E. Monette Belcourt, North Dakota	President, Turtle Mountain Community College <i>University of North Dakota</i>
Thomas V. Moss Minneapolis, Minnesota	Executive Director, The Episcopal Home of Minnesota <i>Harvard University</i>
Marsha J. Neff Minneapolis, Minnesota	Coordinator of The Women's Studies Program, Metropolitan State University <i>University of Minnesota</i>
Thomas W. Pfeifle Rapid City, South Dakota	Manager, Materials Laboratory, RE/SPEC, Inc., <i>University of California-Berkeley</i>
Jon F. Pratt Minneapolis, Minnesota	Executive Director, Minnesota Council of Nonprofits <i>Harvard University</i>
Carolyn Torma Vermillion, South Dakota	Historical Survey Coordinator, State Historical Preservation Center <i>University of Delaware</i>
Richard W. Weise Minneapolis, Minnesota	Executive Director, Film in the Cities <i>Harvard University</i>
John S. Wright Minneapolis, Minnesota	Chair and Associate Professor, Afro-American Studies Depart- ment, University of Minnesota <i>Harvard University and the University of Pennsylvania</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 23-29.

Grants to Individuals

Bush Leadership Fellows Program - Short Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship 1989-90 <i>Study Site in Italic</i>
John A. Baule Minneapolis, Minnesota	Director, Hennepin County Historical Society <i>Museum Management Institute</i>
Helen B. Bruce Minneapolis, Minnesota	Registered Nurse, Lifespan, Inc. (Abbott-Northwestern Hospital) <i>Frontier School of Midwifery and Family Nursing</i>
Darren D. Carroll Minneapolis, Minnesota	Organizer, Newspaper Guild <i>Harvard University</i>
James L. Davis Belcourt, North Dakota	Superintendent for Education, Bureau of Indian Affairs <i>University of California-Los Angeles</i>
Ellen Glood Rapid City, South Dakota	Vice President, Lutheran Social Services <i>Stanford University</i>
Janette Hare Menomonie, Wisconsin	Associate Professor, Department of Human Development, University of Wisconsin-Stout <i>Internship in Twin Cities Nursing Homes</i>
Judith K. Healey Minneapolis, Minnesota	President, Ink. Inc. <i>University of Minnesota, Harvard, International Peace Academy</i>
Bertha Katschke-Jennings St. Paul, Minnesota	Pastoral Psychotherapist, K-J Counseling Resources, Inc. <i>The Alban Institute</i>
John H. Knight LaCrosse, Wisconsin	Academic Dean, Viterbo College <i>Harvard University</i>
Laurie Kramer St. Paul, Minnesota	Program Director, Jewish Community Center <i>Smith College</i>
Judith A. Lee Cavalier, North Dakota	Speech/Language Pathologist, Cavalier Public Schools <i>John Hopkins University</i>
Don E. Lifo Mahtomedi, Minnesota	Superintendent of Mahtomedi Public School District <i>University of Minnesota</i>
Lee Luebbe Winona, Minnesota	Winona County Commissioner <i>University of Virginia</i>
Russell V. Luepker Minneapolis, Minnesota	Professor, University of Minnesota <i>Carnegie Mellon University</i>
Patrick Madden Hurley, Wisconsin	Circuit Judge, Wisconsin Courts <i>University of Nevada-Reno</i>
Judy Magnuson Grand Forks, North Dakota	Assistant Professor of Pathology, University of North Dakota <i>Memorial Blood Center of Minneapolis</i>
Judy A. Schuck Minneapolis, Minnesota	Director, Student Services, Minneapolis Community College <i>Bryn Mawr College</i>
Gayla L. Shoemake Brooklyn Park, Minnesota	Associate Dean, Institute for Liberal Education, North Hennepin Community College, <i>Harvard University</i>

Bush Leadership Fellows Program - Short Fellowships (continued)

Name and Residence	Employment at the Time of Selection for Fellowship <i>1990-91 Study Site in Italic</i>
Ann M. Shrader St. Paul, Minnesota	Vice President/Administrator, HealthEast-Midway Hospital <i>University of Minnesota</i>
Jose E. Vega River Falls, Wisconsin	Associate Professor, University of Wisconsin-River Falls <i>Carnegie Mellon University</i>
Janet R. Wiessner Falcon Heights, Minnesota	City Administrator of Falcon Heights <i>University of Virginia</i>

Bush Public Schools Superintendent Program*

Name	Title	District/Location
Gerald A. Ackermann	Assistant Superintendent, Burnsville-Eagan-Savage Public Schools	Burnsville, Minnesota
Darwin G. Bostic	Superintendent	Blooming Prairie, Minnesota
Ivan P. Eckstrom	Superintendent, Danube, Renville & Sacred Heart Public Schools	Renville, Minnesota
Judith A. Fletcher	Director of Communica- tions, North St. Paul- Maplewood-Oakdale Public Schools	Maplewood, Minnesota
Merle O. Gamm	Executive Director of Business Services	Eden Prairie, Minnesota
Joyce A. Haskins	Benchmark Support/High Five Kindergarten Program Coordinator	Minneapolis, Minnesota
Daniel M. Hoverman	Director of Special Services, Mounds View Public Schools	St. Paul, Minnesota
Kathleen R. Huyen	Assistant Superintendent, North St. Paul-Maplewood- Oakdale Public Schools	Maplewood, Minnesota
Clifford R. Korkowski	President, Winona Technical College	Winona, Minnesota
Laverne R. Lageson	Superintendent	Big Lake, Minnesota
Janet R. Magnuson	Assistant Director, Personnel Department	St. Paul, Minnesota
Robert Manning	Director of Special Educa- tion, ID#287/Hennepin Technical College	Minneapolis, Minnesota

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

Grants to Individuals

Bush Public Schools Superintenant Program (continued)

Name	Title	District/Location
Gerhard O. T. Meidt	Superintendent	Minneota, Minnesota
Karen A. Orcutt	Director of Special Education, Orono ISD #278	Long Lake, Minnesota
Jerry W. Robicheau	Director of Special Education, Administrative Unit, Cannon Valley Education District	Faribault, Minnesota
Donald B. Sension	Director of Research, Evaluation & Information Systems	Hopkins, Minnesota
Jerald R. Shannon	Director of Elementary Curriculum & Instruction	St. Paul, Minnesota
Michael J. Smith	Superintendent, Wykoff Public Schools; Director, Root River Education District	Wykoff, Minnesota
James H. Stewart	Director of Community Education	Bloomington, Minnesota
John J. Thein	Assistant Superintendent/ Business Services, Roseville Area Schools	Roseville, Minnesota
Jerry A. Wedlund	Director of Curriculum & Instructional Services	Princeton, Minnesota
Linda M. Wood	Supervisor of Special Education	St. Louis Park, Minnesota

Bush Principals Program*

Name	Title	District/Location
Alton Boonstra	Principal	Jefferson Elementary Willmar, Minnesota
Mary K. Boyd	Principal	Open School St. Paul, Minnesota
Thomas Brekke	Assistant Principal	Mankata West High School Mankato, Minnesota
John Clark	Principal	Sauk Rapids Middle School Sauk Rapids, Minnesota
Edward Donahue	Assistant Principal	John F. Kennedy High School Bloomington, 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 (continued)

Name	Title	District/Location
Richard Edinger	Assistant Principal	Fergus Falls Middle School Fergus Falls, Minnesota
Joseph Giesen	Dean of Students	Marshall High School Duluth, Minnesota
David Groth	Principal	Irondale High School New Brighton, Minnesota
John Greupner	Principal	Wayzata East Junior High Plymouth, Minnesota
Dorothy Jenum	Assistant Principal	E. N. Norgaard Elementary Glenwood, Minnesota
Louis Kanavati	Principal	Central High School St. Paul, Minnesota
Sr. Colleen Kimbro, F.S.E.	Principal	Queen of Peace School Cloquet, Minnesota
James LeDuc	Assistant Principal	Cleveland Jr. High School St. Paul, Minnesota
Carol J.G. Lozon	Assistant Principal	Austin Senior High School Austin, Minnesota
Yasmin Lucas-Rivera	Assistant Principal	Murray Jr. High School St. Paul, Minnesota
Richard Lundgren	Principal	Eagle Valley High School Eagle Bend, Minnesota
Walt Lysak	Principal	Park Senior High School Cottage Grove, Minnesota
Frederic Harry Meyer	Associate Principal	Washburn High School Minneapolis, Minnesota
Robert Miller	Principal	Pullman Elementary St. Paul, Minnesota
Joseph Purvis	Principal	Hall Elementary School Minneapolis, Minnesota
Mary Schepman	Principal	Ramsey Intl. Fine Arts Ctr. Minneapolis, Minnesota
Diane Schwinghammer	Principal	Folwell Elementary School Rochester, Minnesota
Sr. Joan Sipe, C.S.J.	Principal	St. Anne's School Wabasso, Minnesota
Henry Snyder	Principal	Sunnyside Elementary New Brighton, Minnesota

Grants to Individuals

Bush Principals Program (continued)

Name	Title	District/Location
Corrine Spector	Principal	Cook High School Cook, Minnesota
Kristin Teberg	Principal	St. Michael's School Duluth, Minnesota
Barb Whiting	Principal	Highland Elementary Columbia Heights, Minnesota
Patricia Wilhelm	Assistant Principal	Humboldt Secondary School St. Paul, Minnesota

Bush Medical Fellows

Name and Residence	Fellowship Purpose	Program Activity
Vicki L. Anderson, M.D. Cloquet, Minnesota	To improve clinical skills in family medicine, especially pulmonary, infectious disease, genetics, emergency medicine, statistics, computer use, and clinical research.	Preceptorships and courses at St. Paul Ramsey Medical Center, St. Paul, University of Wisconsin, Madison, St. Luke's Hospital, Duluth.
Dennis J. Driscoll Bismarck, North Dakota	To increase geriatric skills and start a geriatric program.	Preceptorships and courses at Hennepin County Medical Center, Minneapolis, University of Minnesota, Minneapolis.
Mary Alice Gillispie Fargo, North Dakota	To gain the skills necessary to create and implement effective computer-assisted instruction.	Preceptorships and courses at North Dakota State University, Fargo, University of Minnesota, Minneapolis, and Moorhead State University, Moorhead.
Daniel T. Groebner New Ulm, Minnesota	To gain skills to provide better cardiovascular diagnostic services; to provide clinical internal medicine residency training; to do medical research; and to write.	Preceptorships and courses at Hennepin County Medical Center, Minneapolis, University of Minnesota, Minneapolis, and United Hospitals, Twin Cities.
Alan G. Kenien Fargo, North Dakota	To learn how to diagnose and manage inborn errors of metabolism.	Preceptorships and courses at the University of Colorado Health Science Center, Denver.
Rhonda L. Kettering Rugby, North Dakota	To prepare to become the director of an office of rural health or the medical director of a hospital in a rural area.	University of Wisconsin, Madison.

Bush Medical Fellows (continued)

Name and Residence	Fellowship Purpose	Program Activity
Nina C. Kostraba Duluth, Minnesota	To become proficient in emergency medicine and internal medicine and to apply these skills in rural hospitals.	Preceptorships and courses at the University of California, San Diego, St. Paul Ramsey Medical Center, St. Paul, Denver General Hospital, Denver.
Bruce C. Lushbough Brookings, South Dakota	To prepare to become the medical director of a Health Maintenance Organization, and to provide quality assurance for the South Dakota Peer Review Organization.	University of Wisconsin, Madison, South Dakota State University, Brookings.
Mukhtar S. Nandra Crosby, North Dakota	To improve skills in orthopedics, general surgery, and cardiology.	Preceptorships and courses at St. Alexius Medical Center, Bismarck, and University of Wisconsin, Madison.
William T. Read Eau Claire, Wisconsin	To develop and improve skills in developmental pediatrics, general pediatrics, quality assurance, and computer use.	Preceptorships and courses at the University of Wisconsin, Madison, Gundersen Clinic, La Crosse, University of North Carolina, Chapel Hill and Temple University, Philadelphia.
Randall S. Vollertsen Rochester, Minnesota	To gain the skills to become a medical business manager.	Pursue a Masters in Business Administration at Stanford University Graduate School of Business, Stanford, California.

Grants to Individuals

Bush Artist Fellows

Name and Residence	Discipline
Bruce Cutler St. Paul, Minnesota	<i>poet</i>
David A. Evans Brookings, South Dakota	<i>poet</i>
Patricia S. Kirkpatrick St. Paul, Minnesota	<i>poet</i>
Brett A. Laidlaw Minneapolis, Minnesota	<i>fiction writer</i>
Adrian C. Louis Pine Ridge, South Dakota	<i>poet</i>
Susana di Palma Hauser Minneapolis, Minnesota	<i>choreographer</i>
Paula L. Mann Minneapolis, Minnesota	<i>choreographer</i>
Stephen M. Dahl Minneapolis, Minnesota	<i>photographer</i>
Gregory A. Green St. Paul, Minnesota	<i>painter</i>
Vesna K. Kittelson Minneapolis, Minnesota	<i>painter</i>
Andrew J. Leicester Minneapolis, Minnesota	<i>sculptor</i>
Judy E. McGuire Minneapolis, Minnesota	<i>multimedia artist</i>
David J. Seals Rapids City, South Dakota	<i>video maker</i>
Bill L. Simonett Minneapolis, Minnesota	<i>filmmaker</i>
Timothy L. Solien Pelican Rapids, Minnesota	<i>painter</i>
Michael Sommers Minneapolis, Minnesota	<i>multimedia artist</i>

Treasurer's Report
Independent Auditors' Report

Financial Review

Treasurer's Report

The financial statements of the Foundation appear on the following pages. They have been audited by Deloitte & Touche.

Investment and other income for the year ended November 30, 1990 was \$18,702,000, an increase of \$91,000 over 1988-89. Total expenses were \$4,749,000 for the year.

The market value of the Foundation's assets decreased from \$417,968,000 at November 30, 1989, to \$374,239,000 at November 30, 1990. As of November 30, 1990, the cash and investments portfolio of the Foundation consisted of:

	Percent
Cash and interest-bearing deposits	.2
Money market trusts and short-term investment funds	6.2
Corporate, foreign and U.S. Government and Government Agency bonds and notes	9.5
Common stocks and equity-related preferred stocks	60.6
Foreign stocks	3.4
Real Estate	10.7
Guaranteed Investment Contracts	7.3
Venture capital investments	2.1
TOTAL	100.0

The Foundation staff will provide a schedule of investments held as of November 30, 1990 for any reader who wishes it.

New grant appropriations, net of cancellations, were \$16,884,000 in the year, a decrease of \$2,393,000 from 1988-89. Grant payments of \$18,934,000 were up from \$17,387,000, and grant commitments payable were down from \$21,775,000 at November 30, 1989 to \$19,724,000 at November 30, 1990.

The investment managers employed by the Board of Directors as of November 30, 1990 are:

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

JMB Institutional Realty Corporation, Chicago, Illinois
Jundt Associates, Inc., Minneapolis, Minnesota
R. Meeder & Associates, Inc., Columbus, Ohio
Morley Capital Management, Inc., Lake Oswego, Oregon
Oechsle International Advisors, Boston, Massachusetts
PanAgora Asset Management, Boston, Massachusetts
Sequoia Capital Co-Investment Fund, Menlo Park, California
STW Fixed Income Management, Inc., Carpinteria, California
Wright Investors' Service, Bridgeport, Connecticut

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

Anita M. Pampusch
Treasurer

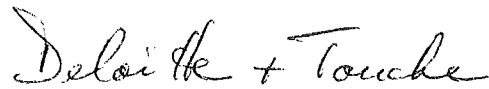
Independent Auditors' Report

The Board of Directors of
The Bush Foundation:

We have audited the accompanying balance sheets of The Bush Foundation as of November 30, 1990 and 1989 and the related statements of revenues, expenses, and changes in fund balances and of changes in financial position for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

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

In our opinion, such financial statements present fairly, in all material respects, the financial position of The Bush Foundation at November 30, 1990 and 1989 and the results of its operations and the changes in its financial position for the years then ended in conformity with generally accepted accounting principles.



Saint Paul, Minnesota
January 11, 1991

The Bush Foundation Balance Sheets, November 30, 1990 and 1989

Assets	Notes	1990 (In thousands of dollars)	1989
CASH AND INTEREST-BEARING DEPOSITS		\$ 932	\$ 696
INVESTMENTS, principally at quoted market value:	1		
Money market trusts and short-term investment funds		22,249	24,581
Corporate, foreign, and U.S. Government and Government Agency bonds and notes, amortized cost of \$34,521,000 in 1990 and \$35,196,000 in 1989		34,344	35,833
Common stocks and equity-related preferred stocks, cost of \$235,860,000 in 1990 and \$225,960,000 in 1989		218,324	268,635
Foreign stocks, cost of \$14,338,000 in 1990 and \$5,576,000 in 1989		12,188	6,032
Real estate, cost of \$35,413,000 in 1990 and \$32,495,000 in 1989		38,410	36,678
Insurance contracts		26,300	27,050
Venture capital investments		7,643	7,388
TOTAL INVESTMENTS		359,458	406,197
DIVIDENDS AND INTEREST RECEIVABLE		7,960	8,865
RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING		5,168	2,084
FEDERAL EXCISE TAX RECEIVABLE		604	—
FURNITURE, EQUIPMENT, AND OTHER ASSETS		117	126
TOTAL ASSETS		<u>\$ 374,239</u>	<u>\$ 417,968</u>
Liabilities and Fund Balances			
ACCOUNTS PAYABLE		\$ 417	\$ 331
ACCRUED AND OTHER LIABILITIES		72	86
ACCRUED FEDERAL EXCISE TAXES:	2		
Current		—	148
Deferred		—	979
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:	1		
1990		—	12,662
1991		14,058	6,468
1992		4,538	2,016
1993		648	629
1994		480	—
Total unpaid grants		19,724	21,775
FUND BALANCES		354,026	394,649
TOTAL LIABILITIES AND FUND BALANCES		<u>\$ 374,239</u>	<u>\$ 417,968</u>

See notes to financial statements.

Financial Statements

Statements of Revenues, Expenses, and Changes in Fund Balances For The Years Ended November 30, 1990 and 1989

	Notes	1990	1989
		<i>(In thousands of dollars)</i>	
INVESTMENT INCOME:			
Dividends		\$ 9,476	\$ 9,149
Interest		7,793	8,318
Other		1,433	1,144
Total investment income		18,702	18,611
EXPENSES:			
Investment expenses	3	(2,310)	(2,057)
Administrative expenses	3	(2,023)	(1,844)
Federal excise tax - current	2	(416)	(763)
Total expenses		(4,749)	(4,664)
Net		13,953	13,947
INVESTMENT GAINS (LOSSES) - NET:			
Net realized gains on investment transactions		26,138	22,138
Unrealized (depreciation) appreciation in market value of investments, net of deferred Federal excise tax (benefit) provision of (\$979,000) and \$780,000 in 1990 and 1989, respectively		(63,830)	38,205
Net		(37,692)	60,343
GRANTS APPROPRIATED - NET OF CANCELLATIONS		(16,884)	(19,277)
(DECREASE) INCREASE IN FUND BALANCE		(40,623)	55,013
FUND BALANCE, BEGINNING OF YEAR		394,649	339,636
FUND BALANCE, END OF YEAR		<u>\$354,026</u>	<u>\$ 394,649</u>

See notes to financial statements.

**Statements of Changes in Financial Position
For The Years Ended November 30, 1990 and 1989**

	1990	1989
	<i>(In thousands of dollars)</i>	
FUNDS PROVIDED (APPLIED):		
Net income from operations	\$ 13,953	\$ 13,947
Net investment (losses) gains	(37,692)	60,343
Grants appropriated - net of cancellations	(16,884)	(19,277)
<hr/>		
(Decrease) increase in fund balance	(40,623)	55,013
(Decrease) increase in grants payable	(2,051)	1,890
Increase in accounts payable and accrued liabilities	72	98
Increase in securities settlements pending	(3,084)	(2,461)
(Decrease) increase in dividends and interest receivable	905	(104)
(Decrease) increase in federal excise taxes	(1,731)	868
Other	9	6
<hr/>		
(DECREASE) INCREASE IN CASH AND INVESTMENTS	(46,503)	55,310
<hr/>		
CASH AND INVESTMENTS - BEGINNING OF YEAR	406,893	351,583
<hr/>		
CASH AND INVESTMENTS - END OF YEAR	<u>\$360,390</u>	<u>\$406,893</u>

See notes to financial statements.

1 Accounting Policies

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

Investments The investments are recorded at quoted market value or at cost which approximates market value. The cost of investments sold is determined on a first-in, first-out basis.

Grant Appropriations Grants are recorded when approved by the Foundation's Board of Directors. Cancellations of grants occur principally when the grantees do not meet the grant terms. Cancellations were \$518,000 in 1990 and \$360,000 in 1989.

2 Federal Excise Taxes and Distribution Requirements

Federal Excise Taxes The Foundation is subject to a two percent excise tax on its taxable investment income, which principally includes income from investments plus net realized capital gains (net capital losses, however, are not deductible). Tax on net investment income is reduced from two percent to one percent for any taxable year in which the private foundation's qualifying distributions meet certain requirements prescribed by Internal Revenue Code Section 4940(c) (2). The Foundation did meet such requirements in 1990, and the current-year tax is based on the one percent tax rate.

Accrued Federal excise taxes at November 30, 1989 include \$979,000 of deferred Federal excise taxes resulting from recorded unrealized appreciation in the market value of investments as well as from timing differences in recognition of income from certain investments. No deferred Federal excise taxes have been recorded at November 30, 1990 due to the unrealized depreciation in the market value of investments.

Distribution Requirements The Foundation is subject to the distribution requirements of the Internal Revenue Code. Accordingly, it must distribute, within one year after the end of each fiscal year, five percent of the average market value of its assets as defined. The Foundation has complied with distribution requirements through November 30, 1990.

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 1990 and 1989 are as follows (in thousands of dollars):

1990	Investment	Administrative	Total
Salaries and staff benefits	\$ 148	\$ 856	\$1,004
Investment management	2,041	—	2,041
Program management	—	355	355
Consulting fees	4	264	268
Other administrative expenses	117	548	665
Total	<u>\$2,310</u>	<u>\$2,023</u>	<u>\$4,333</u>
1989	Investment	Administrative	Total
Salaries and staff benefits	\$ 148	\$ 797	\$ 945
Investment management	1,802	—	1,802
Program management	—	353	353
Consulting fees	5	184	189
Other administrative expenses	102	510	612
Total	<u>\$2,057</u>	<u>\$1,844</u>	<u>\$3,901</u>

4 Pension Plan

The Foundation has a defined contribution pension plan whereby individual annuity contracts with Teachers Insurance and Annuity Association of America and College Retirement Equities Fund are purchased for all qualified employees. The expense of the plan for 1990 and 1989 was \$90,000 and \$87,000, respectively.



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Merlin E. Dewing, *Second Vice Chairman*
New York, New York
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Jane Kretzmann, *Program Associate*
Sarah Lutman, *Program Associate*
Elizabeth Pegues, *Program Associate*

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Shirley A. Swenson, *Secretary*¹

General Counsel
Frank Hammond
Briggs & Morgan
Saint Paul, Minnesota

¹ Appointed in 1990

² Resigned in 1990

Index

A

Abused Adult Resource Center, 56
Ackermann, Gerald A., 69
AFS International/Intercultural Programs, Inc., 45
Allen, Terry, 27
American Association for the Advancement of Science, 50
American Indian OIC, Inc., 51
American Indian Science and Engineering Society, 50
American Refugee Committee, 60
Anderson, Vicki L., M.D., 72
Antell, Wilfred D., 25
Archabal, John, 25, 85
Arts, 9, 23, 32, 44
Arts and Humanities, 22, 23, 32, 34, 42
Artspace Projects, Inc., 44
Association for the Advancement of Hmong Women in Minnesota, 14
Augsburg College, 48
Augustana College Association, 47
Avant, Robert F., M.D., 29

B

Banes, Sally, 27
Barreiro, Terri, 25
Baule, John A., 68
Belcourt School District #7, 63
Beltrami County Sexual Assault Task Force, 13
Benedict College, 46
Bethany Lutheran College, 47
Bethel College and Seminary, 48
Big Brothers and Big Sisters of the Black Hills, Inc., 53
Black Hills State University, 48
Black Private Colleges, 4, 9, 10, 17, 20, 21, 46
Blackfeet Community College, 49
Board of Directors, 85
Boonstra, Alton, 70
Bostic, Darwin G., 69
Boyd, Mary K., 70
Boys & Girls Club of Minneapolis, 53
Boys' Club of Pierre, Inc., 53
Boys' Club of Rapid City, Inc., 53
Brass Tacks Theatre, 42
Brekke, Thomas, 70
Bruce, Helen B., 68
Brunn, Harold W., 29
Burd, Larry J., 67
Bush Artist Fellows, 26
Bush Artist Fellowships Program Panelists, 27
Bush Artist Fellowships Program, 17, 23, 26, 27, 66, 74
Bush Leadership Fellows, 24
Bush Leadership Fellows Program Final Selection Committee For Long Fellowships, 25
Bush Leadership Fellows Program Final Selection Committee For Short Fellowships, 25
Bush Leadership Fellows Program, 17, 23, 24, 65, 67, 68
Bush Leadership Fellows Program — Short Fellowships, 68
Bush Leadership Fellows Program—Long Fellowships, 67
Bush Medical Fellows Program 1990 Selection Committee, 29

Bush Medical Fellows Program Policy Board, 29
Bush Medical Fellows Program, 16, 17, 28, 66, 72
Bush Principals Program, 18, 29, 30, 70
Bush Public School Superintendents Program, 18, 30, 69
Bush, Archibald Granville, 4, 5, 23
Bush, Edith Bassler, 4, 5
Butler, Gary, 25

C

Callis, JoAnn, 27
Campion, Brian C., M.D., 29
Capital Challenge Grants to Minnesota & Dakota Private Colleges, 46
[Also see Education]
Capital Challenge Grants to UNCF Colleges, 46
Capital grants, 17
Capital Grants for Private Colleges in Minnesota and Dakotas, 18
Carroll Institute, 14
Carroll, Darren D., 68
Carter, Geraldine L.J., 7
Catholic Charities of the Archdiocese of Saint Paul & Minneapolis, 60
Catholic Charities of the Diocese of Fargo, Inc., 60
Catholic Charities of the Diocese of Saint Cloud, 54
Central Minnesota Community Foundation, 64
Chaffee, Ellen E., 25
Charities Review Council of Minnesota, Inc., 64
Child Development, 50
Children's Home Society of South Dakota, 54
The Children's Inn, Inc., 57
Children's Theatre Company and School, 42
Chrysalis, A Center for Women, 58
The City, Inc., 54
Claflin College, 46
Clark Atlanta University, 46
Clark, John, 70
Clark, Shirley M., 25
Clifford, Thomas J., 85
Coffee House Press, 42
College of Saint Benedict, 48
College of Saint Scholastica, 48
College of Saint Scholastica, Inc., 46
Collis, Patricia L., 85
Community Administrative Services, Inc., 60
Community Foundations, 64
Community Involvement Programs, 58
Como Zoo Docent Association, 64
COMPAS, Inc., 44
Concordia College, 45, 46, 48
CONNECT US-USSR, 64
Contact Twin Cities, 61
Cooperative Solutions, Inc., 59
Cornerstone Advocacy Service, 57
Council on Foundations, 10
Craig, M. Elizabeth, M.D., 29
Crest, Jerome A., 29
Crow Creek Sioux Child Protection Team, 14
Cutler, Bruce, 74

D

Dahl, Stephen M., 74
Dakota Boys Ranch Association, 54

Dakota State University, 47
Dakota Wesleyan University, 47
Dance, 42
Davis, James L., 68
Deganawidah-Quetzalcoatl University, 49
Degrees, Incorporated, 60
DeLong, Loretta M., 67
Dewing, Merlin E., 85
di Palma Hauser, Susana, 74
Diedrich, Michael G., 67
Dillard University, 46
Dixon, Sally, 27
Dober, Richard P., 18
Doermann, Humphrey, 85
Domestic Abuse Project, Inc., 57
Domestic Violence, 56
Donahue, Edward, 70
Driscoll, Dennis J., 72
Duluth Association of Retarded Citizens, Inc., 54
Duluth-Superior Area Community Foundation, 64

E

Eckstrom, Ivan P., 69
Edinger, Richard, 71
Education, 16, 17, 32, 34, 45, 46, 51
Elementary and junior high schools, 22, 1, 22
Elementary and secondary education, 17, 29, 45
Environment, 63
Equity Services of Saint Paul, Inc., 58
Evans, David A., 74

F

Faculty development, 17-21, 47
Faculty development program, 16, 19, 21, 46, 48
Family Alternatives, Inc., 14, 54
Family and Children's Service, 61
Family Practice Center, Inc., 52
Family Service, Inc., 57
Ferguson, Bruce, 27
Film in the Cities, Inc., 43
Finholt, Beverly G., 29
First Nations Financial Project, 12, 61
Fischl, Eric, 27
Fisk University, 46
Fletcher, Judith A., 69
Florida Memorial College, 46
Fond du Lac Reservation Business Committee, 12, 61
The Foundation Center, 10, 64
Foundation for the Arts in South Dakota, 44
Fresh Air, Inc., 63
Friends of PACER, 54

G

Gaff, Jerry G., 20
Gamm, Merle O., 69
Gannoway, Sharon, 30
Giago, Doris J., 67
Gibbons, David M., 8, 85
Giesen, Joseph, 71
Gillispie, Mary Alica, 72
Girls Club of Rapid City, Inc., 13, 50
Glood, Ellen, 68
Gourneau, Dwight A., 67

Graywolf Press, 42
Greater Minneapolis Council of Churches, Division of Indian Work, 57
Greater Minneapolis Day Care Association, 50
Green, Ellen Z., 8, 85
Green, Gregory A., 74
Greupner, John, 71
Groebner, Daniel T., 72
Groth, David, 71
Gustavus Adolphus College, 46
Guthrie Theater Foundation, 43

H

Hallie Q. Brown Community House, 43
Halver, Janice M., 85
Hamburg, Beatrix A., 85
Hamline University, 46, 47
Hammer, Roland M., M.D., 25
Hammink, Jean E., 67
Hammond, Frank, 85
Hampton University, 20, 46
Hare, Janette, 68
Haskins, Joyce A., 69
Healey, Judith K., 68
Health, 12, 13, 16, 28, 32, 34, 52
Health and Rehabilitation for Adults, 58
[Also see Human Services]
Healthcare Education and Research Foundation, Inc., 52
HealthOne Education and Research Foundation, 12
Heart of the Earth Survival School, Inc., 45
Hennepin County Bar Association - Legal Advice Clinics, Ltd., 59
Hewlett Foundation
William and Flora Hewlett Foundation, 4, 9, 17, 19, 20, 21, 46
Heynen, Jim, 27
Higher Education, 49
[Also see Education]
History, 44
Hodgkinson, Harold L., 7
Holloran, Thomas E., 85
Home on the Range for Boys, 54
Homeward Bound, Inc., 54
Hospitality House, Inc., 54
Hoverman, Daniel M., 69
Human Services, 12, 13, 32, 34, 53, 60
Human Services Council of the Northwestern Suburbs, Inc., 55
Huyen, Kathleen R., 69

I

Illusion Theater and School, Inc., 43
Independent Feature Project/North, 43
Independent School District #206/Alexandria Technical Institute, 14
Independent School District #492, 63
Independent School District #625, 45
Independent School District #8, 55
Independent Sector, 64
Indian colleges, 4, 8-10, 16, 18, 49

Indian colleges, 4, 8-10, 16, 18, 49
Intermediate District #287 - Hennepin
Technical Institute, 51
International Coalition for Land/Water
Stewardship in the Red, 63

J

Jack Cornelius Boys and Girls Club of
Minneapolis, 53
Jamestown College, Inc., 47
Jenum, Dorothy, 71
Jewish Community Center of Saint Paul, 55
Jewish Community Relations Council of
Minnesota, 61
Johnson C. Smith University, 46
Johnson, Deane L., M.D., 29
Johnson, Kim S., 85
Johnson, Thomas L., 67

K

Kanavati, Louis, 71
Kaplan, Mary, 25
Katschke-Jennings, Bertha, 68
Kenien, Alan G., 72
Kettering, Rhonda L., 72
Khmer Association of Minnesota, Inc., 12, 55
Kimbrow, Sr. Colleen, F.S.E., 71
Kirkpatrick, Patricia S., 74
Kittelson, Vesna K., 74
Kline, Hess, 8, 85
Klodin, Mirelle, 27
Knight, John H., 68
Kollasch, Linda M., 85
Korkowski, Clifford R., 69
Kostraba, Nina C., 73
Kramer, Laurie, 68
Kretzmann, Jane, 85

L

Lady Slipper Designs, Inc., 62
Lageson, Laverne R., 69
Laidlaw, Brett A., 74
Laird, David B., Jr., 25
Lane College, 46
Lao Family Community of Minnesota,
Inc., 14, 55
Laura Baker School Association, 58
Law and Corrections, 59
[Also see Human Services]
Lawrence County Court-Appointed Special
Advocate Project, 59
Leadership, 34
LeDuc, James, 71
Lee, Judith A., 68
Leech Lake Reservation Legal Services
Project, 59
Legal Assistance of North Dakota, Inc., 14, 59
Legler, Paul K., 67
Leicester, Andrew J., 74
Lemire, Donald, 25
Lemire, Donald E., 25
LeMoyne-Owen College, 46
Leo A. Hoffmann Center, Inc., 54
Library automation, 9, 16, 18
Lifto, Don E., 68
Literature, 42
Little Flower Freedom Center, Inc., 55
The Loft, Inc., 42
Louis, Adrian C., 74

Louise Whitbeck Fraser Community Services,
58

Lozon, Carol J.G., 71
Lucas-Rivera, Yasmin, 71
Luderowski, Barbara, 27
Luebbe, Lee, 68
Luepker, Russell V., 68
Lundgren, Richard, 71
Lushbough, Bruce C., 73
Lutman, Sarah, 85
Lysak, Walt, 71

M

Madden, Patrick, 68
Magnuson, Janet R., 69
Magnuson, Judy, 68
Mammoth Site of Hot Springs, South Dakota,
Inc., 44
Management Assistance Project for Non-
Profits, Inc., 61
Mann, Paula L., 74
Manning, Robert H., 69
Manpower Demonstration Research
Corporation, 55
Marshall, Ray, 7
Martin, LeRoy, 26
Masanz-Zappetillo, Patricia, 85
Masten, Ann S., 8
Matching Capital Grants, 20, 21
Mathematics and Science, 17, 22
Mathematics and Science Programs for Girls,
9, 18, 21, 50
Mauriel, John J., 29, 30
Mayville State University, 47
McDonald, Joseph, 8
McDonald, Julie C., 29
McFarland, Richard D., 85
McGuire, Judy E., 74
McHugh, John A., 85
Mediation Center for Dispute Resolution, 59
Meidt, Gerhard O.T., 70
Melillo, Joseph, 27
Melland, Helen I., 67
Meyer, Frederic Harry, 71
Midwest Assistance Program, Inc., 65
Mille Lacs Reservation Business Committee,
44
Miller, Robert, 71
Minneapolis American Indian Center, 55
Minneapolis Children's Medical Center, 52
Minneapolis Society of Fine Arts, 43
Minneapolis Youth Diversion Program, 13
Minnesota Adult Literacy Campaign, Inc., 51
Minnesota Alliance for Arts in Education, 44
Minnesota Association of School
Administrators, 30, 45
Minnesota Catholic Conference, 60
Minnesota Center for Book Arts, 42
Minnesota Citizens Council on Crime and
Justice, 60
Minnesota Community College System, 47,
48
Minnesota Dance Alliance, 42
Minnesota Food Association, 65
Minnesota Hispanic Education Program, Inc.,
51
Minnesota Humanities Commission, 45

Minnesota Indian Women's Resource Center, 58
 Minnesota Lawyers International Human Rights Committee, 60
 Minnesota Newspaper Foundation, 65
 Minnesota Opera Company, 42
 Minnesota Parks and Trails Council and Foundation, 64
 Minnesota Private College Research Foundation, 49
 Minnesota Project, Inc., 61
 Minnesota Public Radio, 63
 Minnesota State University System, 48
 Minority Opportunity, 34
 Minors in Need of Resettlement, Inc., 55
 Minot State University, 48
 Mixed Blood Theatre Company, 43
 Model Cities Health Center, Inc., 12, 52
 Monette, Gerald E., 67
 Monk, Meredith, 27
 Morehouse College, 46
 Morris Brown College, 47
 Morris College, 47
 Mosley, Calvin N. Ryan, 25
 Moss, Thomas V., 67
 Mother Cabrini House, 61
 Mount Marty College, 47
 Mueller, Lisel, 27
 Mulhaussen, Robert O., M.D., 29
 Multi Resource Centers, Inc., 58
 Murphy, Diana E., 10, 85
 Music, 42

N

Nandra, Mukhtar S., 73
 Nash, John F., 85
 National Audubon Society, 64
 National Head Injury Foundation, 58
 Native American Cultural Arts Program, 44
 Native American Educational Services, 49
 Navajo Community College, 49
 Neff, Marsha J., 67
 Neighborhood House Association, 55
 North Dakota LEAD Center, 45
 North Dakota Scottish Rite Childhood Language Disorder Center, 61
 North Dakota State Board for Vocational Education, 51
 North Dakota State Board of Higher Education, 48
 North Dakota State College of Science, 52
 North Dakota State University, 47, 48
 Northern Community Radio, 63
 Northern Minnesota Public Television, Inc., 63
 Northern State University, 47
 Northwest Suburban Youth Service Bureau, 52

O

Oglala Lakota College, 49
 Ohrt, Delwin K., M.D., 29
 Oral History Project, 44
 Orcutt, Karen A., 70
 Ordway Music Theatre, 43

P

Pampusch, Anita M., 77, 85
 Pan, Renee, 8
 Parents Anonymous of Minnesota, Inc., 55
 Park Avenue Urban Program and Leadership Foundation, 56
 Parlin, Nancy C., 26
 Pegues, Elizabeth, 85
 Penumbra Theater, 43
 Person to Person, Inc., 61
 Peterson, Clay R., 29
 Pfeifle, Thomas W., 67
 Phillips Community Initiatives for Children-PCIC, 56
 Phillips Community Development Corporation, 62
 Phillips, Mary Thornton, 25, 26
 The Phoenix Residence, Inc., 58
 Planned Parenthood of Minnesota, 56
 Pratt, Jon F., 67
 Project Environment Foundation, 64
 Project Link, 51
 Public Broadcasting, 63
 Purvis, Joseph, 71

R

Rapid City Regional Hospital, Inc., 12, 52
 Read, William T., 73
 Rebuild Resources, Inc., 58
 Red Eye Collaboration, 43
 Red Lake Bank of Chippewa Indians, 65
 Refugee and Immigrant Resource Center, 60
 Refugees, 8, 13
 Resources for Child Caring, Inc., 56
 RISE, Inc., 58
 Robicheau, Jerry W., 70
 Roebke, Linda, 28
 Rothchild, Kennon V., 85
 Rural Development, 62
 Rural Family Assistance Programs, 60
 [See also Human Services]
 Rust College, 47

S

Sabathani Community Center, Inc., 62
 Safe Alternatives for Abused Families, 57
 Saint Augustine's College, 47
 Saint John's University, 48
 Saint Mary's College, 48
 Saint Olaf College, 46
 Saint Olaf Hospital Association, 52
 Saint Paul Chamber Orchestra Society, 42
 Saint Paul-Ramsey United Arts Council, 44
 Salish Kootenai College, 49
 Saturn School of Tomorrow, 45
 Schepman, Mary, 71
 Schuck, Judy A., 68
 Schwinghammer, Diane, 71
 Science Museum of Minnesota, 44
 Seals, David J., 74
 Senior Citizen Centers of Greater Minneapolis, Inc., 62
 Sension, Donald B., 70
 Service League of Hennepin County General Hospital, 52

Sexual Assault Program of Northern St. Louis County, 57
 Shannon, James P., 85
 Shannon, Jerald R., 70
 Sharing and Caring Hands, Inc., 62
 Shepard, Stanley, 85
 Shoemaker, Gayla L., 68
 Showalter, Susan E., 26
 Shrader, Ann M., 69
 Simha, O. Robert, 18
 Simon, Kate, 27
 Simonett, Bill L., 74
 Sipe, Sr. Joan, C.S.J., 71
 Skogley, Gerald M., 85
 Smith, Michael J., 70
 Snyder, Henry, 71
 Solien, Timothy L., 74
 Sommers, Michael, 74
 South Dakota School of Mines and Technology, 48
 Southeastern Mental Health Center, 57
 Southeastern Minnesota Center for Independent Living, Inc., 59
 Southeastern Minnesota Forest Resource Center, Inc., 64
 Southern Minnesota Regional Legal Services, Inc., 60
 Spector, Corrine, 72
 SPRC, Inc., 12, 52
 Staff, The Bush Foundation, 85
 Standing Rock Community College, 49
 Stevens, Susan K., 25
 Stewart, James H., 70
 Stillman College, 47
 Stransky, John, M.D., 29
 Strategic Management Research Center, 29
 Swenson, Shirley A., 8, 85

T
 Talladega College, 47
 Teberg, Kristin, 72
 Teman, Connie S., 8, 85
 Thao, Choua, 8
 The City, Inc., 54
 Theater, 42
 Theatre de la Jeune Lune, 43
 Thein, John J., 70
 Thornton Phillips, Mary, 25, 26
 Torma, Carolyn, 67
 Tougaloo College, 47
 Tri-Valley Opportunity Council, Inc., 52
 Truax, Anne T., 26
 Tuckner, Barbara, 30
 Turtle Mountain Community College, Inc., 49
 Twin Cities Neighborhood Housing Services, Inc., 62
 Twin Cities Tree Trust, 62

U
 United Cerebral Palsy of South Dakota, Inc., 59
 United Negro College Fund, Inc., 17, 20, 46, 50
 [Also see Black Private Colleges]

United Way of the Saint Paul Area, Inc., 9, 62
 University of California, 9
 University of Mary, 47
 University of Michigan, 9
 University of Minnesota, 30, 45, 48, 50, 51, 53, 63
 University of Minnesota School of Management, 30
 University of North Carolina, 9
 University of North Dakota, 46, 48, 53
 University of Saint Thomas, 47
 University of South Dakota, 47

V
 Valley City State University, 47
 Valley-Lake Boy's Home, Inc., 56
 van Itallie, Jean Claude, 27
 Vega, Jose E., 69
 Vietnamese Social Services of Minnesota, 14, 56
 Village Family Service Center, 56
 Visual Arts, 43
 Visual Arts Information Service, 44
 Vollertsen, Randall S., 73
 Voorhees College, 47

W
 Walker Art Center, 43
 Washburn Child Guidance Center, 56
 The Wayside House, Inc., 59
 Wedlund, Jerry A., 70
 Weise, Richard W., 67
 Wempner, Jon D., M.D., 25, 28
 West Side Community Health Center, Inc., 53
 Whiting, Barb, 72
 Whittle, Dean K., 20
 Whittier Play Association, 65
 Wiessner, Janet R., 69
 Wilberforce University, 46
 Wilcox, Michael R., M.D., 29
 Wilderson, Frank B., Jr., 85
 Wilhelm, Patricia, 72
 Women and Girls, 34
 Women's Enrichment Center, 62
 Women's Transitional Housing Coalition, Inc., 14, 57
 Wood, Linda M., 70
 Wright, John S., 67
 Wynia, Ann, 7

X
 Xavier University of Louisiana, 46, 47

Y
 Yale University, 9, 50
 Yankton Area Adjustment Training Center, Inc., 59
 Yates, Helen M., 25
 Young Women's Christian Association, 57
 Young Women's Christian Association of Minneapolis, 51
 Young, Robert E., 20
 Your Emergency Service and Nighttime Emergency Outreach Network, 56
 Youth and Family Services, 53
 [See also Human Services]

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