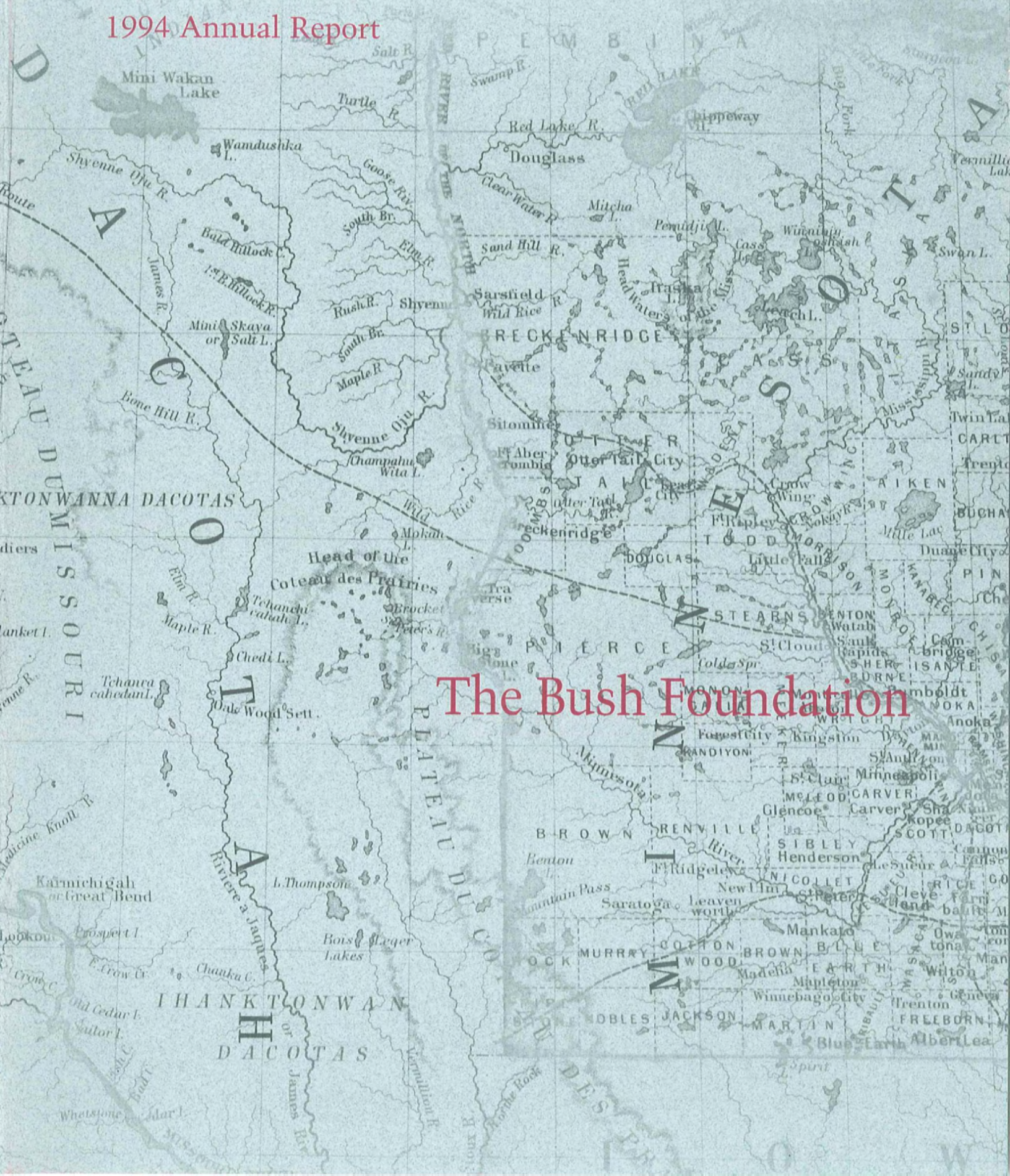


# 1994 Annual Report



The Bush Foundation

1994 Annual Report  
*For the Year Ending November 30*

The Bush Foundation

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

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**Archibald Granville Bush**



**Edyth Bassler Bush**

## The Bush Foundation

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

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

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

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

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

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

In a 1994 list of United States' foundations classified by the market value of assets, The Bush Foundation ranked 49th. Within the same list, it was one of the top 25 largest regional or predominantly regional foundations. The income available to The Bush Foundation is the investment yield from assets given by Archibald and Edyth Bush. The Foundation is the residuary legatee of the estate of Archibald Bush, from which it received distributions of property and cash. When most of these assets were received by the Foundation in the early 1970's, they were in the form of 3M stock, with a market value of about \$200 million. Since then, the Board has hired professional managers, sold the original 3M stock, and diversified the investment portfolio. At the end of 1994 the portfolio market value was about \$443.7 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 1994 grants, and a financial review.



## Report of the Chairman

In 1994, The Bush Foundation paid to grant and fellowship recipients \$22.3 million. This is a record high amount for the Foundation. The Bush Board of Directors authorized \$21.6 million for new grants which were scheduled for payment either in 1994 or in later years. The year also provided significant opportunities to reflect upon the Foundation's program emphasis and grantmaking process.

The rising trend of human services proposals, which was highlighted in last year's annual report, leveled out in 1994. This seemed, at least temporarily, to reduce the need for administrative reform in how The Bush Foundation investigates and analyzes new proposals, and appeared to postpone its need to adopt pre-screening measures which would restrict the number of completed proposals which receive full investigation. Consequently, no administrative measures of this kind were undertaken in 1994.

*Self-Assessment* Every second year the Bush Board of Directors, staff and program consultants hold a two-day meeting to assess in strategic terms how the Foundation's work is going, and what general changes in process and program emphasis seem desirable. This year the biennial meeting was held April 19 and 20 at the Gainey Center, Owatonna, Minnesota. Major discussion topics included a review of investment performance and a discussion of new grantmaking program ideas for staff and consultant exploration. Two consultant panels concentrated discussion on the Foundation's grantmaking programs in the arts and in human services.

Susan E. Showalter, President, Showalter & Company, Minneapolis and a program consultant to The Bush Foundation, reported the results of a 1994 survey of 135 Bush grant applicants whose recent proposals had been approved or denied. When asked, generally, how satisfied they were with the Foundation's grant review process, 80 percent said they were either very satisfied (52%) or satisfied (28%). Twelve percent of respondents to the question expressed dissatisfaction, while eight percent did not offer an opinion. These reactions were distributed surprisingly evenly throughout many different subdivisions of the responding population: applicants who were denied, rural applicants as well as urban, and minority applicants as well as non-minority.

**"In 1994, The Bush Foundation paid to grant and fellowship recipients \$22.3 million. This is a record high amount for the Foundation. The Bush Board of Directors authorized \$21.6 million for new grants which were scheduled for payment either in 1994 or in later years."**



Recurring advice to the Foundation from survey respondents included the following:

- Be clearer as to what the Foundation will not support.
- Explain more clearly to applicants what process steps take place between a proposal site visit and the final Board vote, and indicate when the key judgments occur.
- Clarify the role of program staff, program consultants, and the Board of Directors in the decision-making process.
- Do not have unrealistic expectations about the ability of some organizations quickly to develop financial self-sufficiency. Be more willing to make longer-term investments in programs.

**“Beatrix A. Hamburg retired from The Bush Foundation Board of Directors in May, 1994, after eight years of extremely effective service. Shirley M. Clark, Vice Chancellor for Academic Affairs in the Oregon State System of Higher Education, was elected to join the Bush Board in May.”**

Following suggestions both from the Showalter survey respondents and the human services panelists at the Gainey meeting, the Foundation staff wrote new sections for its grant information leaflet. The Board approved these changes in June, 1994. The new material attempts to describe more completely the procedural steps to be expected by an applicant between the submission of a completed proposal and the final Board vote. A second new section also concentrates on human services proposals, and provides observations by the Foundation staff as to specific and common characteristics of approved proposals. Also, the list of purposes for which Bush grants are unlikely was made more specific. These changes are presented in detail in both the human services portion of the “Program Notes” section of this annual report, and in the “Grantmaking Policies and Procedures” section.

*Board Changes* Beatrix A. Hamburg retired from The Bush Foundation Board of Directors in May, 1994, after eight years of extremely effective service. Shirley M. Clark, Vice Chancellor for Academic Affairs in the Oregon State System of Higher Education, was elected to join the Bush Board in May. The Board’s resolution concerning Hamburg’s service, and background information about Clark appear immediately following this report.

Meanwhile, Phyllis B. France in February was elected Secretary of the Board, replacing Sharon Sayles Belton who continues to serve as a Director of the Foundation.

*Staff Changes* Judith A. Fritzinger, Secretary, joined the Bush staff in November, replacing Shirley A. Swenson, who resigned earlier in the year. Martha A. Lee accepted the appointment of Program Assistant for the Bush Leadership Fellows Program, replacing Mary Kaplan. Sara S. Whicher was appointed Program Assistant for the Bush Artist Fellowships Program, replacing Abigail Nesbitt.

*Predominantly Regional Geographic Definition* 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, American Indian colleges, which results in grant payments outside of Minnesota and the Dakotas — the Foundation's primary geographic grantmaking region. In both of these non-regional programs, the eligible applicant group and the estimated level of out-of-region spending were determined by the Bush Board before any individual grant proposals were considered. This process of prior program approval is expected to continue.

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

*Thanks* Without all sorts of information and judgment, freely offered by many people from many viewpoints, The Bush Foundation Board and staff could not hope to make sensibly the decisions they must make each year. The continuing generosity and wisdom of people in this region, and their willingness to help us in our work, seems truly remarkable. The Bush Board and I offer our warmest thanks for this invaluable help.

Thomas E. Holloran  
Chairman of the Board

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

## Beatrix A. Hamburg

On April 19, 1994, The Bush Foundation Board of Directors approved the following resolution concerning Beatrix A. Hamburg.

Betty Hamburg was a Director of The Bush Foundation from 1986 until her retirement in 1994. She was First Vice Chairman of the Board from 1989 until 1991. She served four years on the Grants Committee, four on the Nominating Committee and two on the Audit Committee.

She first became known to the Foundation as a consultant. In the health and human services fields, she was unusually skilled at assessing which program evaluation strategies might produce valid results and yet not be so complicated as to divert unduly the service energy of an applicant agency. In 1984, she served on an evaluation team which reported to the Bush Board at a planning retreat concerning perceived strengths and weaknesses in the operation of the Foundation's grantmaking process.

She gave national perspective to the Foundation's predominantly regional work in a variety of ways. Her own teaching and research brought a professional view of the fields of child development and health care. Her many networks of acquaintance identified invaluable consultants, particularly when specialized or controversial questions seemed to be at issue. She sharpened the perspective of many Board discussions, and also helped program staff members think through proposal reviews and program development sequences in the early stages of problem definition. In important Board policy discussions, she both made her views known clearly, and also provided for those who did not agree a graceful way of keeping their own positions (or retreating).

Dr. Hamburg is President of the William T. Grant Foundation, and is also a trustee of the Greenwall Foundation and the Revson Foundation. She is a Fellow of the New York Academy of Medicine and Professor of Psychiatry and Pediatrics at Mount Sinai School of Medicine. She is a member of the Institute of Medicine and the National Academy of Sciences. She is a member of the Public Health Council for the State of New York, the Governor's Task Force on Life and the Law, and the New York State Council on Graduate Medical Education.

## Shirley M. Clark

Shirley M. Clark joined The Bush Foundation Board May 1, 1994. She is Vice Chancellor for Academic Affairs of the Oregon State System of Higher Education and Adjunct Professor of Educational Policy and Management at the University of Oregon. She has served on the faculties of the Ohio State University, the University of Illinois at Urbana-Champaign, and the University of Minnesota. At the University of Minnesota her service included chairing the Department of Educational Policy and Administration and serving as Acting Vice President for Academic Affairs and provost of the Twin Cities campus. She is a resident of Eugene, Oregon.

## Program Notes

## Program Notes

This section describes key elements of continuity in The Bush Foundation grantmaking programs, and also highlights the most significant changes which occurred in 1994. As the "Report of the Chairman" notes, the years 1994 and 1995 were and will be particularly active self-assessment years for Bush grantmaking programs.

### Education

Program evaluation was an important part of the Foundation's work in the field of faculty development: a review of the Foundation's regional grants to colleges will take place in 1995, and an assessment of its grants in historically black colleges (shared with The William and Flora Hewlett Foundation) is almost complete.

Dean K. Whitla, Director of Instructional Research and Evaluation at Harvard University, and Asa Grant Hilliard III, University Professor at Georgia State University, visited Bush-Hewlett faculty development projects at historically black private colleges and wrote the following preliminary assessment of the impact of these grants.

In our visits to the colleges which received Bush-Hewlett faculty development grants, we were impressed with the diversity of the institutions themselves, and with the diversity of the projects' specific purposes. For all the variety, however, virtually all of the projects concentrated ultimately on meeting student needs rather than concentrating on other outcomes such as research or faculty sabbaticals. Finally, the overwhelming majority of the projects appeared to be operating effectively and achieving important results.

We probably do not need to dwell on the differences among the colleges. Less obvious, however, is the large variety of activities being carried out under these locally designed projects. Following is a sample list of project activities.

- Workshops to improve the computer skills of the faculty.
- Development of writing-across-the-curriculum materials.
- Individual and group faculty travel to conferences on how to teach critical thinking.
- Development of general education curricula.
- Mini-grants to individual faculty members to develop new courses.
- Development of "learning communities" which reflect different learning styles.
- Development of collaborative learning experiences.
- Development of teaching strategies to improve student competence in reading, writing and mathematics.

- Programs to improve faculty productivity.
- Assisting students to pass standardized examinations for entry to graduate school or for teacher certification.
- Computer literacy programs.

Even at this early stage of our evaluation we have found overwhelming evidence of the positive influence of the Bush-Hewlett faculty development program in historically black private colleges. The thoughtful concern and interest in instruction demonstrated by the faculty have increased markedly. The number of innovative ideas that have been incorporated into students' academic programs has been impressive. These ideas range from complicated computer programming to simple tallying of class attendance, from writing-across-the-curriculum to interpreting the African-American experience. By our assessment these colleges are creating, through multicultural faculties, a student body better prepared for the modern world. While many of these conclusions are based on qualitative data, we are confident that subsequent quantitative studies will support these observations.

**“In the three-state region of Minnesota, North Dakota and South Dakota, the Foundation’s largest spending for faculty development is in direct grants to public and private colleges and universities.”**

In the three-state region of Minnesota, North Dakota and South Dakota, the Foundation’s largest spending for faculty development is in direct grants to public and private colleges and universities. Initial and renewal grants have been awarded at most of the eligible institutions. A 1995 review of recent experience in these projects will precede judgment by The Bush Foundation Board as to whether this general program should continue for several more years, whether it should continue but with changes, or whether it should cease and the flow of funds be reallocated.

A separate but increasingly important part of the Foundation’s faculty development activity in the same geographic area has been its support of the Regional Collaboration in Faculty Development, based at the Minnesota Private College Research Foundation, Saint Paul, and headed by Lesley K. Cafarelli. In many different ways, the Collaboration gives faculty and administrators at eighty-four campuses in the region an opportunity to become acquainted with each other, work together on strengthening college teaching and learning, and enrich faculty careers. The Collaboration also invites participation from faculty at thirty-four Native American and historically black private colleges which are outside the three-state region.

In February, 1994, the Foundation approved a three-year grant of \$965,300 (\$350,900, \$325,800, and \$288,600) to the Collaboration to help support a range of programs and services. Programs will include two major conferences each year, a summer institute, publication of a directory of faculty development programs, a newsletter, a program of traveling workshops using faculty development and classroom cases, and participation in national conferences. A portion of the Collaboration’s 1994-95 brochure (see page 14) summarizes the organization’s major purposes and values.

## Excerpt from Information Brochure for the Renewal Collaboration in Faculty Development

*The Regional Collaboration in Faculty Development*, a unique, grass-roots organization serving over eighty public and private colleges and universities in Minnesota, North Dakota and South Dakota, works to improve undergraduate learning by creating and sustaining an environment that promotes faculty vitality through inter-institutional collaboration.

The Collaboration is committed to offering programs that explore and integrate perspectives from diverse cultures, campuses and professional roles, as well as from a broad range of liberal arts and professional education disciplines at the college level. It also works to foster a non-competitive environment that recognizes, supports and values constructive interaction, cooperation, collaboration and professional service by faculty and administrators in the interest of improving student learning.

The Collaboration's primary audiences include faculty, faculty development coordinators and academic administrators from liberal arts, tribal and community colleges, as well as state and research universities in the region. Thirty-one historically Black and Native American tribal colleges outside the region also participate, along with interested colleagues throughout the country.

Begun in 1981 as a network of faculty development coordinators at institutions with Bush Foundation grants for improving teaching and learning, the Collaboration now involves a wider group of participants with diverse faculty development experiences. With leadership from dozens of dedicated volunteers, the organization has increased and diversified its activities and launched a collaborative effort to make effective teaching and learning not just a campus, but a regional goal.

### Objectives

- *To identify and examine issues of current importance to college teaching and learning, including instruction, curriculum student assessment and faculty development.*
- *To strengthen campus faculty development programs by supporting inter-institutional interaction and providing up-to-date information, strategies, and other resources on the theory and practice of teaching, learning and faculty development.*
- *To provide professional and leadership development for college faculty, faculty development coordinators and academic administrators through opportunities*

to participate in creative, high-quality workshops and conferences, to contribute to refereed or invited presentations and publications, and to provide professional service to the academic profession.

- *To develop and disseminate models of interaction, cooperation, collaboration and professional service among diverse disciplines, campuses, cultures and professional roles that contribute to effective teaching and learning.*

### Programs

#### Conferences

Nationally-recognized speakers, innovative programming, and practical, interactive sessions on current classroom, institutional and collaborative strategies (1994-95 topics: evaluation of teaching and assessment of student learning).

#### Summer Institutes

Intensive, residential conferences for teams of faculty and staff planning new campus projects (1995 topic: evaluation of teaching).

#### Case Project

Professional development opportunities featuring the writing, dissemination and discussion of cases for faculty development or classroom use. Traveling Workshops, preconference training, Calls for Cases, and a Case Clearinghouse.

#### Leadership and Professional Development Opportunities

Refereed presentations, writing for publication, and regional working groups for faculty and staff, plus special programs for faculty development coordinators.

#### Travel Grants for Historically Black and Tribal Institutions

Up to \$30,000 available for grants to fund presenters and groups of faculty and staff to attend Collaboration conferences, plus an annual preconference reception.

#### Faculty Development Newsletter

Articles, book reviews and other resources on teaching and faculty development, plus news on Collaboration activities and opportunities.

#### Directory of Faculty Development Programs

A reference book of teaching improvement activities and network contacts at Collaboration campuses (new edition, fall 1994).

#### Faculty Development Hotline

Assistance in identifying workshop presenters, consultants, and resources for use in faculty development programs.

Growth in Collaboration participation by regional and affiliated faculty has been impressive. Over twenty-two hundred faculty and administrative staff attended Collaboration conferences during the past three years. Over eight thousand receive the Collaboration newsletter. Program emphasis and policy are set by a seventeen-person Steering Committee representing a cross-section of institutions and academic disciplines. The Committee is a rotating-membership group of faculty development coordinators and other faculty members drawn from participating colleges. Currently, major subject themes of the Collaboration are assessment of student learning, evaluation of teaching, and the changing student body.

The Collaboration's past success gives its leadership reason to anticipate that its activities will grow in popularity and significance for many years. Anticipating a long and increasingly independent future, Cafarelli and the Steering Committee will use part of the recent Bush grant to plan and implement a diversification of income sources and gradually reduce reliance on Bush Foundation support. Bush provided 59 percent of the Collaboration's total expenditure budget in the current year, and is projected to provide 44 percent in 1996-97. The Collaboration is receiving strategic planning assistance from The Stevens Group, Saint Paul.

Cafarelli concludes the final report for the 1991-94 Bush grant for the Collaboration as follows:

Our experience has made it even more apparent that the work of faculty development is far from complete. Over the next few decades, colleges and universities will face daunting new challenges...a changing student body, rapidly developing technologies, and increased financial pressures. At the same time, a new generation of faculty will reach our institutions, evolving even further the conception of faculty work. Assessment of student learning, if taken seriously, has the potential to identify areas of teaching in need of improvement. Just as the economic resources for higher education decline, then, we predict that the need for effective faculty development, as the central 'research and development' activity of higher education, will become even more acute.

During 1994 the Foundation continued its support for accredited tribally controlled colleges serving American Indian students in the western United States. These grants usually are targeted for faculty development, but some have been for construction projects on campuses in North Dakota and South Dakota. During 1994, eight Bush grants to tribal colleges totaled \$490,315.

The Foundation began its faculty development program in the tribal colleges in 1983. According to current guidelines, no first-time applications from newly-accredited tribal colleges will be permitted after January 1, 1995. In addition, The Bush Foundation Board recently established a final deadline of July 1, 1999, for all renewal grant applications for faculty development in the tribal colleges.

**“A separate but increasingly important part of the Foundation’s faculty development activity in the same geographic area has been its support of the Regional Collaboration in faculty development, based at the Minnesota Private College Research Foundation, Saint Paul, and headed by Lesley K. Cafarelli.”**



### **Matching Capital Grants**

In October 1994, The Bush Foundation Board of Directors decided to extend the life of the Foundation's matching capital grants program for private undergraduate colleges in Minnesota, North Dakota and South Dakota. Earlier, the program was scheduled to end in October, 1995. The Board voted a three-year extension. The new ending date for the program is October, 1998.

A separate matching capital grants program for historically black private undergraduate colleges operates with equal financial support from The Bush Foundation and from The William and Flora Hewlett Foundation. The scheduled ending date for this program is October, 1997. Proposal guidelines for both programs are available on request from The Bush Foundation office.

**“The Foundation concentrates its support on intervention programs which encourage girls and minority students in mathematics and science.”**

### **Mathematics and Science Programs for Girls and Minority Students**

The Bush Foundation began in 1987 to approve grants to encourage elementary and junior high school girls to persist in the study of mathematics and science. The Bush Board's interest in helping girls in mathematics and science developed from a review of research which showed that women are likely to select a more narrow range of occupations than men, and that these occupations are lower-paying than those selected by men. A significant number of higher paying careers are not pursued by women because these careers require mathematics and science skills that many women have not learned. In 1990, the Bush Board approved the first of several grants which provide math and science programs for minority students. In 1994, the Bush Board approved two grants totaling \$681,038 for mathematics and science programs for girls and minority students.

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

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

In January, 1994, the Bush Board approved a grant to the Wellesley Center for Research on Women at Wellesley College, Massachusetts, to evaluate the impact of the Foundation's grantmaking in this program area and to recommend whether and how these grants might best continue. At the Bush Board's October, 1994 meeting, Susan McGee Bailey, Director of the Wellesley Center, presented the results of the Wellesley study for Board discussion. The Bush staff expects further program evaluation and formulation of recommendations for the program's future to take place in 1995. In the meantime, applicants are encouraged to contact a member of the Bush staff to discuss possible requests.

**"In January, 1994, the Bush Board approved a grant to the Wellesley Center for Research on Women at Wellesley College, Massachusetts, to evaluate the impact of the Foundation's grantmaking in this program area"**

### Summary

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

### Summary of Current Bush Programs in Education

Program Title (Asterisk indicates guidelines are available from the Bush Foundation office.)	First Year of Operation	Scheduled Final Year for Payments	Is the Program Open for New Participants?	1991-93 Average Annual Grant Authorizations
*Matching capital grants in four-year private undergraduate colleges in Minnesota and the Dakotas	1976	2000	Open, through October, 1998	\$1,604,000
*Faculty development in private and public colleges in Minnesota and the Dakotas	1980	1999	Renewals only	\$2,927,000
*Historically black private colleges, in cooperation with The William and Flora Hewlett Foundation				
1 Matching capital grants	1981	1999	New applicants through October, 1997	\$1,312,000
2 Faculty development grants	1986	1997	Closed to renewal applications after October, 1994	\$ 515,000

Program Title (Asterisk indicates guidelines are available from the Bush Foundation office.)	First Year of Operation	Scheduled Final Year for Payments	Is the Program Open for New Participants?	1991-93 Average Annual Grant Authorizations
*Faculty development in accredited tribally controlled colleges on Indian reservations in the United States	1986	2002	Closed to first-time applicants after January 1, 1995 and to renewal applicants after July 1, 1999	\$ 487,000
Encouragement of girls and minority students in mathematics and science	1987	Open	Open	\$1,221,000
Bush Educators Program	1995	Open	Open	—

### Human Services

**“In 1994, the Bush Board reviewed 117 human services requests, and approved fifty-four grants totaling approximately \$4.3 million.”**

A wide array of agencies, populations, social conditions and geographic areas are represented in The Bush Foundation’s human services grantmaking. Grant recipients include programs which serve refugees and immigrants, runaway youth, rural women, and victims of domestic violence. In 1994, the Bush Board reviewed 117 human services requests, and approved fifty-four grants totaling approximately \$4.3 million. Among them, WomenVenture of Saint Paul received \$190,000 over three years to expand Project BluePrint, a program which prepares women to work in building trades occupations traditionally held by men. The Survival Skills Institute in Minneapolis was awarded \$50,000 to establish a leadership training program for African American adolescents. An \$11,400 grant to the Lakota Fund, Inc. of Kyle, South Dakota, will help plan a small business center on the Pine Ridge Reservation.

The Bush Foundation reviews human services proposals on a case-by-case basis. In this way, a relatively wide range of program activities can be considered. This approach tends to produce clusters of human service program interests rather than pre-defined programs or guidelines developed by the Foundation. In general, the Foundation wishes to support projects which promote the positive development and self-sufficiency of individuals, families and communities, and which enhance the long-term program and financial capacity of applicant organizations.

While openness to many kinds of projects seems to provide some advantages, it also creates relatively higher uncertainty among applicants as to how grants are awarded, and as to the characteristics of successful applications. A review of successful health and human services proposals during recent years reveals that most approved applications tend to have the following characteristics:

1. Support from a local community or constituency.
2. Close involvement of agency staff in the development of the proposal.
3. Acknowledgement of current thinking in a particular field.

4. Detailed implementation plans.
5. Plans to document and evaluate the results of the grant.
6. Evidence that the plan has a reasonable chance of working.
7. Description of how a Bush grant would strengthen the applicant organization's capacity to obtain additional resources or deliver services more effectively.

**“In 1994, The Bush Foundation also provided support to twenty-two human services building projects.”**

A Foundation staff member or program consultant discusses each completed proposal with the applicant. The Bush Foundation staff also gathers information from knowledgeable observers or consultants with experience in the proposed program, and prepares an analysis of each completed proposal for Bush Board action.

During the proposal review process, The Bush Foundation staff and consultants attempt to answer the following questions in assessing each health and human services request:

- How important is the purpose for which the grant is sought?
- Is the planning as thorough as possible?
- Are others helping to pay for the proposed 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?

In 1994, The Bush Foundation also provided support to twenty-two human services building projects. For example, Lao Family Community received \$175,000 to complete the purchase and renovation of a center for Hmong refugees. The Standing Rock Sioux Tribe in Fort Yates, North Dakota was awarded \$55,650 to finish renovations on the Lake Oahe Home for Native American Youth. The size of the Foundation's capital grants usually ranges from five to fifteen percent of the building campaign goal. Grants have been made toward the end, rather than at the beginning of those campaigns.

The preference for grants for less than the full amount of capital projects reflects the Foundation's need to remain within a limited grantmaking budget, and its wish to encourage applicants to seek additional support for their programs. The Foundation's past experience suggests that the five- to fifteen-percent range is an effective one. The five percent guideline usually is most appropriate for large organizations with strong fundraising capacity, while the fifteen percent guideline tends to be used in small projects with relatively few other large donors in prospect. The Foundation has not approved endowment grants for human service agencies. For additional guidance in preparing Bush capital requests, please contact the Foundation staff.

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

### **Health**

Major purposes of recent Bush health grants include stimulating research and public understanding about the cost and efficiency of health services, promoting minority opportunity in health careers, and improving access to high-quality health care. The Bush Medical Fellows Program is The Bush Foundation’s largest and most significant health program. Bush Foundation support for other health projects outside the Bush Medical Fellows Program totaled between \$500,000 and \$1,500,000 in each of the past ten years. In 1994, the Foundation approved ten grants totaling \$769,390 for a variety of service and professional education programs that would improve access to high-quality health care.

The Bush Medical Fellows program began in 1979. Initially, the goal of this regional program was to improve rural health care by offering rural physicians new training opportunities and by improving linkages between rural physicians and metropolitan specialists. Since 1986, the program has been enlarged so that it is available to all regional physicians seeking training that will help them improve health care delivery to the underserved. Individual goals for the fellowship experience include the improvement of clinical, leadership, and/or management skills. This training often prepares the physician to work on a project likely to improve health care generally within the geographic area of the fellow’s practice. Despite the inherent difficulties in revitalizing health care, evaluation reports concerning the personal and community impact of this program cite impressive results. Fifteen participant classes with a total of 153 fellows have been selected since the beginning of the program. The Fellowship section of this report describes this program in more detail.

### **Arts and Humanities**

The majority of The Bush Foundation’s arts and humanities grantmaking is limited to three main program areas: organizational support for activities aimed to strengthen the long-term development of arts and humanities organizations; support for community-wide capital campaigns for building construction or renovation for established organizations; and direct support of individual artists in the region through the Bush Artist Fellowships Program. The Bush program staff welcomes telephone and written inquiries from applicants interested in applying to the Foundation for arts and humanities grants.

During 1994, the Foundation began two separate but related reviews of past Bush grantmaking programs in the arts and humanities. With consultant assistance, the Bush Artist Fellowships Program is being evaluated and reconsidered in light of developments in the region since that program began in 1976. The Bush Artist Fellowships review process began with an inventory of other grants programs for individual artists in the three-state grantmaking region: while the Bush program at one time represented nearly 100 percent of direct funding to the region’s individual artists, more than forty separate funding programs for artists now exist.

The Bush Board, at its April, 1994 retreat, also began a process of analyzing past patterns of organizational grants in the arts and humanities, and discussing which among several options seems to offer the most promising directions for future grantmaking. The Bush staff and Board expect both of these program reviews to continue in 1995.

### **Organizational Support**

The Bush Foundation Board of Directors seeks to support the long-term development of selected arts and humanities organizations in the three-state Bush grantmaking region. Toward this end, The Bush Foundation supports proposals aimed to strengthen the capacity of organizations to produce or present high-quality arts and humanities programs, to increase the size and broaden the composition of audiences for these activities, and to enhance the interaction between arts and humanities programs and their audiences. Successful applicants typically propose activities which are part of a plan to achieve long-term organizational goals.

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

During 1994, \$2,151,900 million or 9.9 percent of the Foundation's total grants appropriated were made to arts and humanities organizations. This continued the Foundation's past patterns of relatively high selectivity in the arts and humanities: only fifteen or twenty requests have been approved each year during the past five years. Characteristics of successful proposals usually have included these:

- The applicant can demonstrate a consistent history of artistic (or scholarly) distinction within its field of work and within the Bush grantmaking region;
- The applicant can show a record of public service through evidence of audience or participant support, enhanced programs of education and interpretation, or other community service;

**“The Bush Foundation supports proposals aimed to strengthen the capacity of organizations to produce or present high-quality arts and humanities programs, to increase the size and broaden the composition of audiences for these activities, and to enhance the interaction between arts and humanities programs and their audiences.”**

**“During 1994, \$2,151,900 million or 9.9 percent of the Foundation’s total grants appropriated were made to arts and humanities organizations.”**

- The artistic, administrative, and voluntary leadership of the organization seems prepared to perform well the proposed activities;
- The applicant has presented reasonable financial and program plans that show how proposed activities might be continued at the end of a period of Bush support (where applicable); and
- For proposals which aim to establish programs in the Bush grantmaking region that already exist in other cities or regions, the applicant has investigated those existing programs to determine what lessons can be learned from them.

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

### **Capital Grants**

The Bush Foundation has approved a limited number of capital grants each year to arts and humanities organizations. These grants typically are made as part of a comprehensive capital campaign for new or renovated buildings for existing organizations. The Foundation rarely provides early grants to these campaigns. In most cases, project plans and fund raising are underway before the Foundation Board considers a capital request. The Foundation does not make endowment grants in the arts or in the humanities.

### **Bush Artist Fellowships**

The Foundation also supports the Bush Artist Fellowships Program, which was established in 1976 to enable selected artists in Minnesota, North Dakota, South Dakota, and western Wisconsin to spend a concentrated period of time on their work. The eighteenth group of Bush Artist Fellows was selected in 1994. The Fellowship section of this report describes this program in more detail.

## **Bush Leadership Fellows Program**

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

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

Eligibility is restricted to residents of Minnesota, North Dakota, South Dakota and the twenty-six counties of northwestern Wisconsin which are part of the Ninth Federal Reserve District.\* Applicants must be between the ages of 28 and 54 years, with at least five years of work experience. The Foundation provides financial support to Bush Leadership Fellows for full-time midcareer study and development — sometimes involving a policy-level internship experience and often leading to an academic degree. Fellows receive stipends of \$3,400 per month for between four to eighteen months, plus partial reimbursement of tuition up to a maximum of \$17,000, and a travel allowance of up to \$3,000.

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

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

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

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



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

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

In 1994, The Bush Foundation awarded seventeen long Bush Leadership Fellowships, and eighteen short fellowships. Recipients represented the fields of large and small business, state and local government, education, health care administration, religion and social services.

This diversity in the career paths of fellowship recipients has characterized this program since its inception. The recipients list is also diverse as to race, gender and geographic origin. In 1994, nine recipients were from racial minority groups, sixteen were women, and twenty lived outside of the Twin Cities metropolitan area.

The names, residences, and occupations of the selection committee members follow. A list of the 1994 Fellows can be found on page 69.

In June 1994, the Bush Foundation Board authorized expenditures of \$1,204,900 in stipends and tuition for fellowships to be awarded in 1995.

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

#### **Bush Leadership Fellows Program Preliminary Selection Committee**

John Archabal  
Director  
Bush Leadership Fellows Program  
Saint Paul, Minnesota

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

Donald E. Lemire  
Personnel Consultant  
Danbury, Wisconsin

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

Mary Thornton Phillips  
Vice Chancellor for Development  
Minnesota Community College System  
Saint Paul, Minnesota

### **Bush Leadership Fellows Program Final Selection Committee for Long Fellowships**

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

Steven W. Laible  
Public Accounting Director  
Government Services Practice  
KPMG Peat Marwick  
Minneapolis, Minnesota

Shirley M. Clark  
Vice Chancellor for Academic Affairs  
Oregon State System of Higher Education  
Eugene, Oregon

David B. Laird, Jr.  
President  
Minnesota Private College Council  
Saint Paul, Minnesota

Humphrey Doermann  
President  
The Bush Foundation  
Saint Paul, Minnesota

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

David Gipp  
President  
United Tribes Technical College  
Bismarck, North Dakota

Susan K. Stevens  
President  
The Stevens Group  
Minneapolis, Minnesota

### **Bush Leadership Fellows Program Final Selection Committee for Short Fellowships**

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

Mary Thornton Phillips  
Vice Chancellor for Development  
Minnesota Community College System  
Saint Paul, Minnesota

James Day  
Senior Vice President  
Minnesota Private College Council  
Saint Paul, Minnesota

Elizabeth Pegues  
Chair  
Minnesota State University  
System Board  
Saint Paul, Minnesota

Ruth Harris  
President  
Northwest Reading Clinic  
Eau Claire, Wisconsin

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

Donald E. Lemire  
Personnel Consultant  
Danbury, Wisconsin

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

**“Bush Artist Fellowships enable selected artists to set aside concentrated time for their work, and to increase the quality and pace of their career development. Awards are 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.”**

### **Bush Artist Fellowships Program**

Bush Artist Fellowships enable 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 237 Artist Fellowships have been awarded.

In March 1994, the nineteenth group of Bush Artist Fellows was selected from 480 applicants. The artists selected are listed on page 71.

Fellows are chosen from five artistic disciplines: literature (fiction and creative non-fiction, poetry); scriptworks (playwrighting 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 one of twenty-six 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 exceptional 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 are made to artists in varying stages of development, from emerging through mature, who have completed their formal training and education and have demonstrated a strong commitment to their art.

Selection of Bush Artist Fellows is accomplished with a two-part panel review process. Separate preliminary judging panels for literature, scriptworks, visual arts, choreography, and music composition review application materials and select 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 1994 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 1994 Fellowships was \$495,000, and remains the same for 1995.

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

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

### **Bush Artist Fellowships Panelists - 1994**

#### **Preliminary Literature**

Linda Gregg, Forest Knolls, California, *poet*  
Katha Pollitt, New York, New York, *poet and essayist*  
Al Young, Palo Alto, California, *poet-novelist-essayist*

#### **Preliminary Choreography**

Bebe Miller, Brooklyn, New York, *choreographer*  
Mark Murphy, Seattle, Washington, *choreographer*  
Stuart Pimsler, Columbus, Ohio, *choreographer*

#### **Preliminary Visual Arts I**

John Baldessari, Santa Monica, California, *artist*  
Dr. Hugh M. Davies, San Diego, California, *museum director*  
Jaune Quick-to-See Smith, Corrales, New Mexico, *artist*  
Betty Woodman, New York, New York, *artist*

#### **Preliminary Visual Arts II**

Skip Blumberg, New York, New York, *producer/director*  
Coco Fusco, Santa Monica, California, *writer/interdisciplinary artist*  
Paul Kwan, San Francisco, California, *interdisciplinary artist/videomaker*

#### **Final Panel**

Skip Blumberg; Bebe Miller; Eleanor Munro, New York, New York, *art critic and writer*;  
Betty Woodman; Al Young

### **Bush Medical Fellows Program**

Since 1979, Bush Medical Fellowships have been awarded to physicians in Minnesota, North Dakota, South Dakota and twenty-six counties in western Wisconsin. The Bush Medical Fellows Program seeks to develop individual physicians' potential for increased competence and leadership in clinical medicine, health care delivery, administration, and education. It also seeks to improve the linkages between rural physicians and metropolitan specialists. To date, 153 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 Bush Medical Fellows 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

**"The Bush Medical Fellows Program seeks to develop individual physicians' potential for increased competence and leadership in clinical medicine, health care delivery, administration, and education. It also seeks to improve the linkages between rural physicians and metropolitan specialists."**

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

studies to improve administrative, planning, and leadership skills. Fellows receive monthly stipends of \$4,000 and tuition and travel allowances totaling \$4,500 over the term of their fellowship. They may receive up to an additional \$10,000 for tuition and \$3,000 for travel on a 50 percent basis. Stipends are intended to cover the Fellow's living expenses for the period of study during which their income from medical practice will be reduced or non-existent.

Special encouragement to apply is extended to physicians practicing in rural areas. All applicants must be currently practicing physicians, at least thirty-five years of age, with seven or more years of medical practice experience. They must be able to state clearly their needs and the opportunities available in their communities for the application of the new skills they seek. Special consideration is given to applicants who seek training to assist underserved populations or provide services not currently available in the communities in which they practice. A list of Bush Medical Fellows selected in 1994 can be found on page 72.

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

#### **Bush Medical Fellows Program Selection Committee - 1994**

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

Rebecca J. Hafner, M.D.  
St. John's University  
Collegeville, Minnesota

Robert J. Jeddloh, M.D.  
Emergency Care Consultants  
Minneapolis, Minnesota

Lawrence R. Kaplan, M.D.  
Aspen Medical Group  
Minneapolis, Minnesota

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

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

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

Robert B. McDonald  
Deloitte & Touche LLP  
Minneapolis, Minnesota

### **Bush Medical Fellows Program Policy Board**

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

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

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

Michael J. Evers  
Dean, Graduate School of Business  
University of Saint Thomas  
Minneapolis, Minnesota

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

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

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

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

Delwin K. Ohrt, M.D.  
Vice President and Medical Director  
Blue Cross and Blue Shield  
Lakeville, Minnesota

Clayton R. Peterson  
President  
Memorial Hospital  
Cambridge, Minnesota

### **Bush Principals Program**

The tenth annual group of elementary and secondary school principals, assistant principals, and teacher-leaders was selected in February, 1994 to enter this midcareer 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. Program faculty act as advisors to participants during the time between formal sessions, when participants work on special school improvement projects within their own schools.

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 participants' skills in areas such as teacher supervision, curriculum design, community-school relationships, and program evaluation.

A list of the individuals selected in 1994 to receive Bush Principals Program awards can be found beginning on page 73.

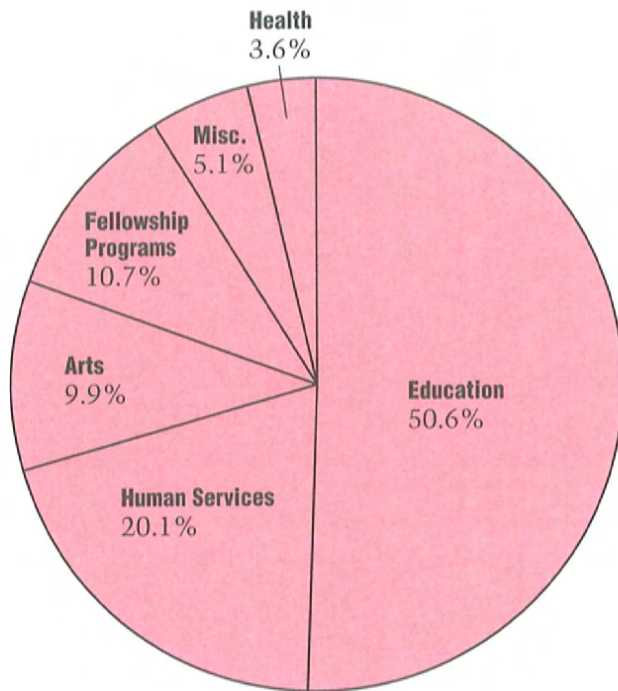
**“The main objective of the program is the improvement of instruction in elementary and secondary schools. The program attempts to reach this objective by improving participants' skills in areas such as teacher supervision, curriculum design, community-school relationships, and program evaluation.”**

**“In June, 1994, the Bush Foundation Board voted to change the name of this program to the Bush Educators Program, and also to change program content and strategy.”**

In June, 1994, the Bush Foundation Board voted to change the name of this program to the Bush Educators Program, and also to change program content and strategy. The overall goal of improving instruction in elementary and secondary schools remains the same. The new program, however, attempts to reach this objective by training teams of educators from individual public school districts, rather than by emphasizing professional development for individual people.

Participants in the Bush Educators Program, beginning in 1995, will engage in thirty days of formal instruction spread over a two-year period. The core group will consist of fourteen principals and assistant principals, four teacher-leaders, and six district superintendents. In the second year, each core group participant will work on a “change project” in his or her school or district. As these projects are planned and undertaken, the program will help to train an additional six “team members” from each core participant’s school district on collaborative leadership in managing school change. These additional team members may be school personnel, health professionals, or social service agency staff from the local communities. The case method of instruction will be used extensively in this program.

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



**Distribution of 1994 Grants**

This chart shows the distribution of 1994 Foundation grant appropriations by program area. The Bush Board does not have any prior policies which determine the amount to be spent in one program area in a given year, except in the Fellowship Programs.

Program	1992	1993	1994	3-year Total
Arts & Humanities	\$ 1,028,550 (17) 5.1%	\$ 1,973,920 (16) 9.2%	\$ 2,151,900 (19) 9.9%	\$ 5,154,370 (52) 8.2%
Education	\$10,597,221 (52) 52.6%	\$ 8,751,786 (37) 40.8%	\$10,946,626 (49) 50.6%	\$30,295,633 (138) 47.9%
Health	\$ 911,470 (10) 4.5%	\$ 629,674 (6) 2.9%	\$ 769,390 (10) 3.6%	\$ 2,310,534 (26) 3.7%
Human Services	\$ 3,894,289 (50) 19.3%	\$ 6,328,173 (83) 29.5%	\$ 4,351,581 (54) 20.1%	\$14,574,043 (187) 23.0%
Miscellaneous	\$ 1,463,244 (19) 7.3%	\$ 1,510,538 (14) 7.1%	\$ 1,102,486 (10) 5.1%	\$ 4,076,268 (43) 6.4%
Fellowship Program Stipends	\$ 2,252,700 (3) 11.2%	\$ 2,252,700 (3) 10.5%	\$ 2,311,400 (3) 10.7%	\$ 6,816,800 (9) 10.8%
<b>Total</b>	<b>\$20,147,474</b> (151) 100.0%	<b>\$21,446,791</b> (159) 100.0%	<b>\$21,633,383</b> (145) 100.0%	<b>\$63,227,648</b> (455) 100.0%

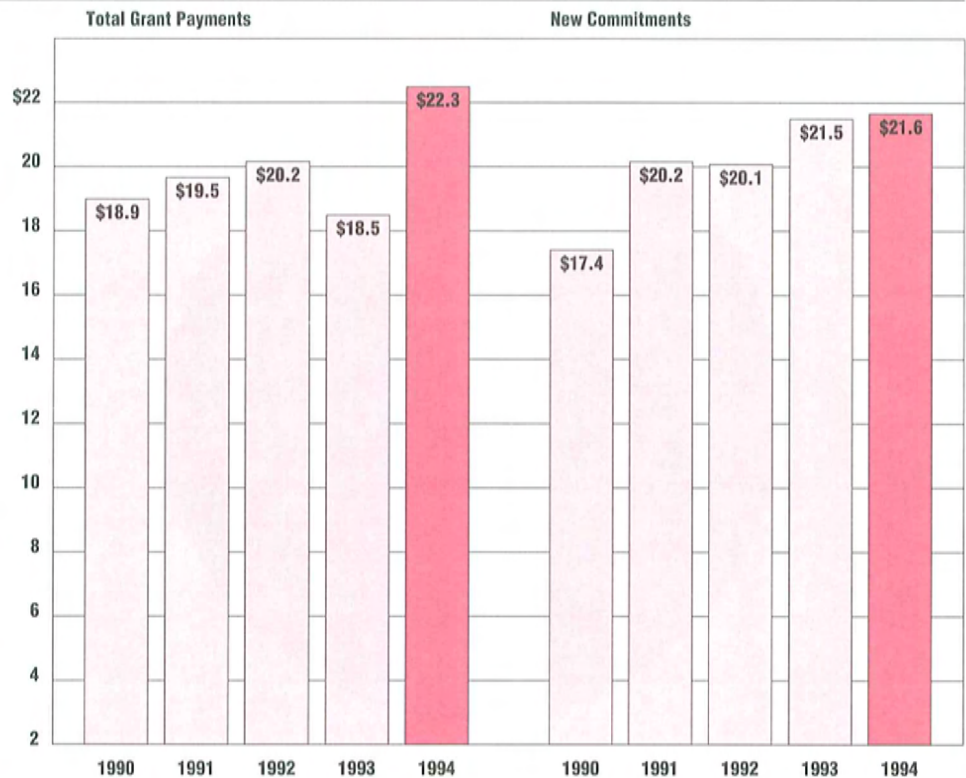
**Grants Classified by Purpose 1992-94**

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



**Grants Payments and New Commitments 1990-94**  
*(\$'s in millions)*

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



**Classification of 1994 Grants**

These tables show summaries of 1994 grant appropriations, classified by size, duration and location. The Bush Board does not have any prior policies, however, which give automatic preference for any particular grant size, duration or location within the Foundation's primary geographic region.

Classification of Grants		Number of Grants Approved
<b>Size</b>		
\$	0- 9,999	1
	10,000- 24,999	15
	25,000- 49,999	27
	50,000- 99,999	46
	100,000- 199,999	27
	200,000- 499,999	19
	500,000- 999,999	8
	1,000,000-2,000,000	2
<b>Total</b>		<b>145</b>
<b>Duration</b>		
	1 year	62
	2 years	35
	3 years	47
	4 years	1
<b>Total</b>		<b>145</b>
<b>Geographic Location</b>		
	Twin Cities	68
	Other Minnesota	30
	<b>Total Minnesota</b>	<b>98</b>
	North Dakota	16
	South Dakota	20
	Other	11
<b>Total</b>		<b>145</b>

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

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

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

*Arts and Humanities* Within its geographic region, the Foundation supports the arts and humanities, including music, theater, dance, visual arts, literature, and the preservation of 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. This interest is expressed primarily through the Foundation's midcareer fellowship programs.

*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 to women and girls.

### **Geographic Emphasis**

- The Foundation will concentrate its major interest on projects originating in, or of special value to Minnesota, North Dakota and South Dakota. The Bush Leadership Fellows Program, the Bush Medical Fellows Program, and the Bush Artist Fellowships Program include these states plus the counties of western Wisconsin which are part of the Ninth Federal Reserve District.
- A limited number of non-regional programs have been approved, including those to support historically black private colleges and tribally controlled colleges or Indian reservations. In each such case, the program outlines are discussed and approved by the Foundation Board prior to making the related initial grants.
- Proposals for projects outside the United States ordinarily will not be approved.

### **Grantmaking Restrictions**

- The Foundation ordinarily will not contribute to other private foundations, but this shall not preclude its joining with one or more foundations in a common effort of special interest.
- The Foundation does not make direct grants to individuals except through established, defined programs such as the Bush Leadership Fellows Program, the Bush Artist Fellowships Program, and the Bush Medical Fellows Program. Ordinarily, the Foundation's grants are made only to non-profit, tax-exempt organizations.
- The Foundation is reluctant to provide funds for basic research within established academic disciplines. The Board does not grant funds for research in the biomedical and health sciences.
- Although the Foundation seeks to appraise each grant proposal on its merits, proposals for the following purposes are unlikely to be approved.

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

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

General and continuing operating support.

Individual conferences, seminars, media projects or festivals.

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

Endowment of health and human service agencies.

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

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

- Proposals from individual agencies in the following categories are unlikely to be approved:

Daycare centers for children and for handicapped adults.

Youth recreation and camping programs.

Senior citizen centers.

Nursing homes.

Nature centers.

### **Grantmaking Procedures**

*Responsibility for Decisions* The Board of Directors commits all grant funds. Unlike some other foundations, which authorize staff to make final decisions on small grants, The Bush Foundation submits all requests to the Board. The Board usually meets quarterly, in February, April, June, and October. (In even-numbered years, the April Board meeting deals only with planning questions and not with individual grant proposals.) The Grants Committee, a six-member subcommittee of the Board, discusses all grants prior to final Board action and makes recommendations of final action to the Board.

*Time Required for Decisions* Grant proposals should be submitted to the President of the Foundation at least three and one-half months prior to the Board meeting. This allows time for the Foundation to complete consideration of most requests. If the proposal is highly specialized, or if it requires review by outside consultants, the consideration process may take longer.

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

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

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

In some instances, particularly for human services proposals, staff program associates have "paired" with program consultants to prepare individual proposals for consideration by the Board. Under this arrangement, much of the work with the applicant is performed by the program consultant.

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

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

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

The Bush Foundation's staff can help applicants 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. Although, recent staff assessments of proposals "unlikely" to win Board support have usually proven correct, these assessments do not commit or limit later Board action.

*Looking for Other Sources of Support* Grant applicants ordinarily should explore all other possible sources of support in addition to The Bush Foundation. This search will not hurt the chances for a favorable decision by The Bush Foundation, and it may well improve the chances that the project will find support somewhere. In the event the other sources commit partial or full support, The Bush Foundation should be notified promptly so that the staff can revise the amount requested to reflect up-to-date and realistic needs.

### **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. Two copies of the proposal and its attachments are requested.

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

#### *What to Include—*

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

#### *—About the Applicant Organization*

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

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

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

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

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

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

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

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

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

If available, an audited balance sheet and income and expense statement for the organizations' previous fiscal year, and an operating budget for the organization's current fiscal year, including projected expenses and income sources.

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

— *About the Proposed Project or Activity*

- A clear, concise description of the project or activity, what it may be expected to achieve, and why it is important to undertake.
- A detailed income and expense budget for the project or activity. This should show how the requested funds would be spent and during what time periods, and should show where the income is expected to come from. The budget should make clear how the major elements of income and expense were estimated.



- If the project or activity is to be continued after the period for which support has been requested, an explanation of how continuation of the project is to be financed. This explanation should include an income and expense projection for the program or activity through one year beyond the last year for which Bush support is requested.
- The procedure and criteria by which effectiveness of the grant should be judged after the grant funds have been expended.
- A statement of other possible sources of support, public or private, that have been or will be solicited for support of the project or activity. Include any grants or pledges already received. Specify significant financial or in-kind support given to the project by the applicant organization.
- For demonstration projects, research studies, and experiments, it is helpful to include a description of similar work carried out by other agencies, along with an estimate of the significance of this prior work to the proposed project.
- The Foundation has been extremely selective in approving grants for research of all kinds. Proposals for research should be written so that the project and its importance may be understood by nonspecialists, and also so that the specific work plan may be understood and reviewed by consultants in the specific discipline involved.
- Applicants should specify when payment of funds is desired from the Foundation, and in what amount. If more than one payment is requested under the grant, a suggested schedule of payments should be provided.

When a grant is made, the recipient is expected to accept the terms and conditions specified in The Bush Foundation's Agreement of Donee. See adjacent sample Agreement. The Foundation may require that interim and final reports be certified by a certified public accountant.

## SAMPLE AGREEMENT OF DONEE

As a Condition of a total grant of  
\$ \_\_\_\_\_ from The Bush Foundation  
to \_\_\_\_\_ the undersigned  
agrees:

- 1 To submit a brief progress report on what has been accomplished under the grant, within 90 days of the close of every fiscal year of the grantee until the grant funds have been expended.
- 2 Upon completion of the period for which funds were granted, to submit a detailed report of the activities carried on under the grant, and an evaluation of what is accomplished.
- 3 To submit brief financial reports within 90 days of the close of every annual account period of the grantee until the grant funds have been expended.
- 4 Upon completion of the period for which funds were granted, to submit a complete financial report of the use of the grant funds. If funds from sources other than The Bush Foundation were used for the project, a report on the sources and allocations of all such funds is desired.
- 5 To use the funds only for the designated purpose and not to use the funds for any purpose prohibited by law, including those purposes designated in Section 4945 of the Internal Revenue Code.
- 6 To repay any portion of the grant which is not used for that purpose.
- 7 To permit The Bush Foundation, at its request, to have complete access to the grantee's files and records for the purpose of making such financial audits, verifications, and investigations as it deems necessary concerning the grant.
- 8 That the total amount of this grant, or of any payment thereof, may be discontinued, modified or withheld at any time when, in the judgment of The Bush Foundation, such action is necessary to comply with requirements of the law.

\_\_\_\_\_  
(Name of Grantee)

By \_\_\_\_\_

Title \_\_\_\_\_

## **Administrative Provisions**

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

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

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

Grants to Institutions  
Grants to Individuals

Foundation Grants

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<b>ARTS AND HUMANITIES</b>				
<b>Dance</b>				
Minnesota Dance Alliance Minneapolis <i>To support performances in Studio 6A</i>	\$ 29,000	\$ —	\$ 13,000	\$ —
<b>Literature</b>				
Graywolf Press Saint Paul <i>To support its community education and audience development project</i>	35,000	35,000 (35,000)	—	—
New Rivers Press Minneapolis <i>To hire an executive director</i>	35,000	35,000	20,000	15,000
<b>Music</b>				
Minnesota Opera Company Minneapolis <i>For operating support of the 1993-94 and 1994-95 seasons</i>	200,000	200,000	100,000	100,000
Minnesota Orchestral Association Minneapolis <i>Toward operating support for the 1993-94 season</i>	175,000	175,000	175,000	—
New Music Theater Ensemble Minneapolis <i>For program development</i>	45,000	—	20,000	—
<i>For operating support</i>	35,000	35,000	20,000	15,000
Playwrights' Center, Inc. Minneapolis <i>To provide consultant assistance with planning</i>	20,000	20,000	—	20,000
Plymouth Music Series Minneapolis <i>For audience development</i>	25,000	25,000	25,000	—
Saint Paul Chamber Orchestra Society Saint Paul <i>To support the 1993-94 season</i>	215,000	215,000	215,000	—
<i>To support the 1994-95 season</i>	215,000	215,000	—	215,000

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<b>Theater</b>				
Guthrie Theater Foundation Minneapolis <i>For operating support of the 1993-94 and 1994-95 seasons</i>	\$ 480,000	\$ —	\$ 240,000	\$ —
Heart of the Beast Theatre, Inc. Minneapolis <i>For organizational development</i>	100,000	100,000	55,000	45,000
Illusion Theater and School, Inc. Minneapolis <i>To develop a play for teenaged audiences about the prevention of sexual harrassment</i>	50,000	50,000	30,000	20,000
Jungle Theater Minneapolis <i>To support artists' fees at this storefront theater in Minneapolis</i>	45,000	—	20,000	—
Ordway Music Theatre Saint Paul <i>To develop new, multi-cultural programming for family audiences</i>	165,000	—	75,000	—
Red Eye Collaboration Minneapolis <i>For continued support of a new marketing plan</i>	25,000	25,000	15,000	10,000
Southern Theater Foundation Minneapolis <i>To improve the technical support available to artists performing at the Southern Theater</i>	58,000	—	20,000	—
Theatre de la Jeune Lune Minneapolis <i>To support artistic initiatives of this theater company</i>	100,000	100,000	35,000	65,000
<b>Visual Arts</b>				
FORECAST Public Artworks Saint Paul <i>To expand the staff of this organization that supports public art</i>	12,500	12,500	7,500	5,000
Minneapolis Society of Fine Arts Minneapolis <i>To support the exhibitions program</i>	375,000	—	125,000	—
<i>To support exhibitions and related public programs</i>	300,000	300,000	125,000	175,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Upper Midwest Conservation Association Minneapolis <i>To support a regional consulting program for small museums, historical societies, and archives</i>	\$ 79,400	\$ 79,400	\$ 44,400	\$ 35,000
<b>Other</b>				
Artspace Projects, Inc. Minneapolis <i>To establish a regional program to assist arts groups in Minnesota, North and South Dakota with cultural facilities development</i>	256,000	256,000	100,000	156,000
Hennepin Center for the Arts Minneapolis <i>Toward a capital campaign to renovate the Hennepin Center for the Arts</i>	125,000	—	—	125,000
Intermedia Arts of Minnesota, Inc. Minneapolis <i>To support the development of Asian American Renaissance</i>	20,000	—	8,000	—
The Loft, Inc. Minneapolis <i>To support a plan to broaden the Loft's audience</i>	30,000	—	30,000	—
The Minneapolis Foundation Minneapolis <i>To support evaluation and administration of a pilot arts education program in five Minneapolis high schools</i>	80,000	—	30,000	—
Native Arts Circle, Inc. Minneapolis <i>For continued program development</i>	75,000	—	40,000	35,000
New York Mills Arts Retreat New York Mills, Minnesota <i>For a capital project</i>	24,000	24,000	24,000	—
Saint Louis County Heritage and Arts Center Duluth, Minnesota <i>To support a capital campaign to expand The Depot in downtown Duluth</i>	250,000	250,000	—	250,000
South Dakota Arts Council Sioux Falls, South Dakota <i>To develop a special projects fund for South Dakota arts organizations</i>	80,000	—	40,000	—
South Dakotans for the Arts Deadwood, South Dakota <i>To support a program for rural arts organizations</i>	38,000	—	10,000	—

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Walker Art Center Minneapolis <i>To support the Center's exhibitions, performing arts, and media programs</i>	\$ 500,000	\$ —	\$ 167,000	\$ 167,000
The Works Minneapolis <i>Toward the development of touring exhibits about technology</i>	100,000	(100,000)	—	—
<b>TOTAL ARTS AND HUMANITIES</b>	<b>\$4,396,900</b>	<b>\$2,016,900</b>	<b>\$1,828,900</b>	<b>\$1,453,000</b>

## Education

### Elementary and Secondary Education

Independent School District #94 Cloquet, Minnesota <i>To support a youth apprenticeship employment program</i>	50,400	50,400	50,400	—
Mille Lacs Band of Chippewa Indians Onamia, Minnesota <i>To purchase initial library collection for Nay Ah Shing School</i>	62,053	62,053	62,053	—
Minnesota Hispanic Education Program, Inc. Saint Paul <i>To support a parent involvement program for success in school</i>	17,500	17,500	17,500	—
Minnesota Humanities Commission Saint Paul <i>To support the Minnesota Institute for the Advancement of Teaching</i>	175,000	—	75,000	—
The Saint Paul Foundation Saint Paul <i>To support the Bicultural Training Project</i>	55,680	55,680	35,680	20,000
University of Minnesota Minneapolis <i>Continued support for a midcareer management training program for school principals, assistant principals, and teacher-leaders</i>	634,900	—	424,900	210,000
<i>To support the Bush Educators Program for school principals and special project teams from individual school districts in Minnesota</i>	1,525,446	1,525,446	—	1,525,446
<i>Toward continuation of a program to recruit minority students into graduate teacher-preparation programs</i>				
1991 grant	423,701	—	147,383	—
1994 grant	236,897	236,897	—	236,897



Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
White Earth Tribal Council White Earth, Minnesota <i>To purchase initial library equipment and collection for Circle of Life School</i>	\$ 95,617	\$ 95,617	\$ 95,617	\$ —
<b>Mathematics and Science Programs for Girls and Minorities</b>				
American Indian Science and Engineering Society Boulder, Colorado <i>To improve math and science education in elementary schools with large Indian populations in Minnesota, North Dakota, and South Dakota</i>	413,510	—	146,170	121,170
College of Saint Scholastica, Inc. Duluth, Minnesota <i>For a math and science program for teachers and for female and minority students</i>	325,106	—	119,179	93,838
Girls, Incorporated New York, New York <i>To expand Operation SMART in Minnesota, North Dakota, and South Dakota</i>	428,562	—	149,074	145,082
North Valley Vocational and Technology Center Grafton, North Dakota <i>To establish the Institute for Inclusive Science and Math Education</i>	620,318	620,318	204,840	415,478
South Dakota School of Mines and Technology Rapid City, South Dakota <i>To support the SKILL program for Indian students grades 4-12</i>	198,274	—	57,021	—
University of Minnesota Minneapolis <i>For programs to support the recruitment, achievement, and retention of girls in the Talented Youth Mathematics Program</i>	160,000	—	40,000	—
<i>To support the EQUALS: MORE OPTIONS program</i>	79,612	—	79,612	—
Young Women's Christian Association of Saint Paul Saint Paul <i>To begin Operation SMART at the Saint Paul YWCA</i>	75,000	—	25,000	20,000
Youth & Family Services, Inc. Rapid City, South Dakota <i>To support an expanded evaluation of Operation SMART's impact on schools in the Rapid City area</i>	60,720	60,720	60,720	—
<i>To support the expansion of Operation SMART to regional schools</i>	305,102	—	143,555	—

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<b>Higher Education</b>				
<i>Capital Challenge Grants to Historically Black Private Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
Claflin College Orangeburg, South Carolina	\$ 250,000	\$ —	\$ 125,000	\$ —
Johnson C. Smith University Charlotte, North Carolina	1,000,000	—	1,000,000	—
Morehouse College Atlanta, Georgia	1,000,000	—	500,000	500,000
Saint Paul's College Lawrenceville, Virginia	375,000	375,000	—	375,000
<i>Capital Challenge Grants to Private Colleges in Minnesota, North Dakota, and South Dakota</i>				
Augsburg College Minneapolis	900,000	—	900,000	—
Bethany Lutheran College Mankato, Minnesota	425,000	425,000	—	425,000
Bethel College and Seminary Saint Paul	440,000	—	440,000	—
Concordia College Saint Paul	532,500	—	532,500	—
Dakota Wesleyan University Mitchell, South Dakota	250,000	—	250,000	—
Mount Marty College Yankton, South Dakota	170,000	170,000	—	170,000
Saint Mary's College Winona, Minnesota	600,000	600,000	—	600,000
Sioux Falls College Sioux Falls, South Dakota	150,000	—	150,000	—
<i>Faculty Development Program Grants to Historically Black Private Colleges (In cooperation with The William and Flora Hewlett Foundation)</i>				
Claflin College Orangeburg, South Carolina	102,000	—	34,800	34,700
Dillard University New Orleans, Louisiana	140,000	140,000	45,700	94,300
LeMoyne-Owen College Memphis, Tennessee	105,600	105,600	35,200	70,400
Morris College Sumter, South Carolina	105,000	—	35,000	35,000
Rust College Holly Springs, Mississippi	105,000	—	35,000	—
Saint Augustine's College Raleigh, North Carolina	210,000	—	140,000	70,000
Talladega College Talladega, Alabama	105,000	—	35,000	—
Tougaloo College Tougaloo, Mississippi	105,000	—	70,000	35,000
Voorhees College Denmark, South Carolina	105,000	—	35,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<i>Faculty Development Planning Grants in Colleges and Universities in Minnesota, North Dakota, and South Dakota</i>				
Concordia College Saint Paul	\$ 10,000	\$ 10,000	\$ 10,000	\$ —
North Dakota State Board of Higher Education Bismarck, North Dakota	10,000	10,000	10,000	—
<i>Faculty Development Program Grants in Colleges and Universities in Minnesota, North Dakota, and South Dakota</i>				
Augsburg College Minneapolis	180,000	—	58,500	61,500
Augustana College Association Sioux Falls, South Dakota	180,000	180,000	60,000	120,000
Bethany Lutheran College Mankato, Minnesota	75,000	75,000	25,000	50,000
Black Hills State University Spearfish, South Dakota	180,000	—	60,000	60,000
Carleton College Northfield, Minnesota	180,000	—	60,200	—
College of Saint Catherine Saint Paul	300,000	300,000	94,935	205,065
College of Saint Scholastica, Inc. Duluth, Minnesota	180,000	—	67,905	36,334
Concordia College Moorhead, Minnesota	180,000	—	58,500	—
Dakota State University Madison, South Dakota	178,436	—	59,030	60,766
Dakota Wesleyan University Mitchell, South Dakota	75,000	75,000	25,000	50,000
Gustavus Adolphus College Saint Peter, Minnesota	240,000	—	44,740	26,990
Hamline University Saint Paul	180,000	180,000	49,100	130,900
Jamestown College Jamestown, North Dakota	111,000	111,000	37,000	74,000
Macalester College Saint Paul	179,000	—	56,000	70,000
Mayville State University Mayville, North Dakota	75,000	—	25,000	—
Minnesota Community College System Saint Paul	709,925	709,925	268,179	441,746
Minnesota State University System Saint Paul	648,789	—	217,945	—
Minot State University Minot, North Dakota	300,000	—	200,000	100,000
Mount Marty College Yankton, South Dakota	75,000	75,000	25,000	50,000
North Dakota State University Fargo, North Dakota	299,510	299,510	99,970	199,540
Northern State University Aberdeen, South Dakota	180,000	—	60,000	—

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Presentation College Aberdeen, South Dakota	\$ 75,000	\$ 75,000	\$ 25,000	\$ 50,000
Saint John's University, Collegetown, Minnesota and College of Saint Benedict, Saint Joseph, Minnesota <i>For a joint faculty development program at the College of Saint Benedict and Saint John's University</i>	283,913	—	98,293	88,544
Saint Mary's College Winona, Minnesota	240,000	—	60,000	60,000
Saint Olaf College Northfield, Minnesota	300,000	—	100,000	—
Sioux Falls College Sioux Falls, South Dakota	72,768	72,768	27,118	45,650
South Dakota School of Mines and Technology Rapid City, South Dakota	180,000	180,000	60,000	120,000
South Dakota State University Brookings, South Dakota	300,000	300,000	100,000	200,000
University of Minnesota Minneapolis	638,950	638,950	210,050	428,900
University of North Dakota Grand Forks, North Dakota	300,000	—	100,000	200,000
University of South Dakota Vermillion, South Dakota	300,000	300,000	100,000	200,000
Valley City State University Valley City, North Dakota	180,000	—	60,000	—
<i>Grants to Tribally Controlled Indian Colleges</i>				
Blackfeet Community College Browning, Montana <i>Faculty development program</i>	75,000	—	25,000	—
Deganawidah-Quetzalcoatl University Davis, California <i>Faculty development program</i>	75,000	75,000	25,000	50,000
Fort Berthold Community College New Town, North Dakota <i>Faculty development program</i>	75,000	75,000	25,000	50,000
Fort Peck Community College Poplar, Montana <i>Faculty development program</i>	50,000	50,000	25,000	25,000
Little Big Horn College Crow Agency, Montana <i>Faculty development program</i>	75,000	75,000	25,000	50,000
Nebraska Indian Community College Winnebago, Nebraska <i>Faculty development program</i>	75,000	75,000	25,000	50,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Oglala Lakota College Kyle, South Dakota <i>Faculty development program</i>	\$ 90,000	\$ —	\$ 30,000	\$ 30,000
Salish Kootenai Community College, Inc. Pablo, Montana <i>Faculty development program</i>	90,000	—	30,000	—
Sinte Gleska University Rosebud, South Dakota <i>Faculty development program</i>	90,000	—	30,000	—
Sisseton Wahpeton Community College Sisseton, South Dakota <i>Faculty development program</i>	75,000	—	25,000	—
Standing Rock Community College Fort Yates, North Dakota <i>Faculty development program</i>	75,000	—	25,000	25,000
<i>To help the College join the North Dakota Interactive Video Network</i>	55,315	55,315	55,315	—
Stone Child College Corporation Box Elder, Montana <i>Faculty development planning grant</i>	10,000	10,000	10,000	—
Turtle Mountain Community College Belcourt, North Dakota <i>Faculty development program</i>	75,000	75,000	25,000	50,000
United Tribes Technical College Bismarck, North Dakota <i>Faculty development program</i>	75,000	—	25,000	—
<b>Other Higher Education</b>				
The Bush Foundation Saint Paul <i>To evaluate Bush-Hewlett program of faculty development grants in historically black private undergraduate colleges</i>	192,040	—	23,700	133,062
<i>To evaluate Bush Foundation grants to tribally controlled Indian colleges</i>	75,800	75,800	39,700	36,100
Institute for Education and Advocacy Minneapolis <i>Toward an education program for adult refugees and immigrants</i>	50,000	50,000	25,000	25,000
Minnesota Private College Research Foundation Saint Paul <i>To support a regional collaboration for the advancement of college teaching and learning</i>	965,300	965,300	350,900	614,400

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
South Dakota State University Brookings, South Dakota <i>To begin a training program for Indian school principals in reservation schools</i>	\$ 242,159	\$ 242,159	\$ 77,638	\$ 164,521
United Negro College Fund, Inc. New York, New York <i>To support annual fund drives in 1992, 1993, and 1994</i>	330,000	—	110,000	—
<i>To support annual fund drives in 1995, 1996, and 1997</i>	360,000	360,000	—	360,000
University of Minnesota Minneapolis <i>To complete development of a community interpreter training program for non-English-speaking populations</i>	124,950	—	77,601	47,349
University of North Dakota Grand Forks, North Dakota <i>Training program for tribal court personnel in Minnesota, North Dakota, and South Dakota</i>	471,688	471,688	223,861	247,827
<b>Academic Library Automation</b>				
Sinte Gleska University Rosebud, South Dakota <i>Toward a library automation project</i>	83,980	83,980	70,640	13,340
University of Minnesota Minneapolis <i>To plan an expanded program of library services for distance education courses</i>	25,000	25,000	25,000	—
<b>Other Education</b>				
Dakota Radio Information Service, Inc. Bismarck, North Dakota <i>Toward the cost of establishing a Talking Book Library for North Dakota</i>	50,000	50,000	50,000	—
MELD Minneapolis <i>To develop a peer support program for young fathers</i>	172,000	—	60,680	43,150
Northwest Technical College Bemidji Bemidji, Minnesota <i>To provide technical and program support to Bemidji Indian Opportunities Industrialization Center</i>	281,405	—	84,150	49,700
The Saint Paul Foundation Saint Paul <i>Toward an evaluation of its program to improve the school success of minority children</i>	75,000	—	25,000	25,000
<b>TOTAL EDUCATION</b>	<b>\$25,275,426</b>	<b>\$10,946,626</b>	<b>\$10,558,554</b>	<b>\$10,416,695</b>

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<b>HEALTH</b>				
American Indian Health Center Saint Paul <i>For a capital campaign</i>	\$ 35,000	\$ 35,000	\$ 35,000	\$ —
Apple Tree Dental Minneapolis <i>For program expansion</i>	15,000	15,000	15,000	—
Block Nurse Program Saint Paul <i>To develop model policies for neighborhood-based health programs for elderly people</i> <i>Toward program support</i>	179,045 149,841	— 149,841	141,395 —	— 149,841
Earthstar Project, Inc. Saint Paul <i>To expand mental health services for American Indians</i>	60,000	60,000	25,000	35,000
Fremont Community Health Services, Inc. Minneapolis <i>Toward a building expansion project for a community clinic</i>	75,000	75,000	75,000	—
Minnesota AIDS Project Minneapolis <i>To expand statewide case management services for persons living with AIDS</i>	120,000	120,000	50,000	70,000
Multi-County Nursing Service Detroit Lakes, Minnesota <i>Pilot program to coordinate health and social services for children</i>	61,000	61,000	61,000	—
Porcupine Clinic Health Board, Inc. Porcupine, South Dakota <i>To expand services in a primary health care clinic on the Pine Ridge Indian Reservation</i>	238,329	—	79,443	59,582
Ramsey County Job Training Maplewood, Minnesota <i>To support the "New Americans Nursing Education Program"</i>	28,549	28,549	—	28,549
Range Respite Project Virginia, Minnesota <i>For program expansion</i>	45,000	45,000	20,000	25,000
Trinity Nursing Home Minot, North Dakota <i>To develop a career ladder program for nursing assistants</i>	62,300	—	20,000	—

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
University of Minnesota Foundation Minneapolis <i>To support development of nutritional programs on Indian reservations in Minnesota</i>	\$ 180,000	\$ 180,000	\$ 90,000	\$ 90,000
<b>TOTAL HEALTH</b>	<b>\$1,249,064</b>	<b>\$ 769,390</b>	<b>\$ 611,838</b>	<b>\$ 457,972</b>

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## HUMAN SERVICES

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### Youth and Family

Abbott House Mitchell, South Dakota <i>Toward the renovation of a group home for adolescent and teenage girls</i>	75,000	75,000	75,000	—
Anishinabe Council of Job Developers, Inc. Minneapolis <i>Toward a youth employment program</i>	56,663	—	12,064	—
Arlington House Saint Paul <i>Capital project to renovate a group home</i>	25,000	—	25,000	—
Better Homes Foundation, Inc. Newton Center, Massachusetts <i>To begin a program with the Minnesota Indian Women's Resource Center for homeless pre-schoolers</i>	60,000	—	25,000	35,000
Bi-County Community Action Council, Inc. Bemidji, Minnesota <i>Toward the Partners in Parenting Program</i>	25,000	25,000	25,000	—
Big Brother and Big Sister, Inc. Bismarck, North Dakota <i>To expand a volunteer mentor program for American Indian youth</i>	70,000	70,000	30,000	40,000
Big Brothers/Big Sisters of the Black Hills Rapid City, South Dakota <i>To expand volunteer mentor services to 'Youth at Risk'</i>	60,000	60,000	30,000	30,000
Boys & Girls Club of Saint Paul Saint Paul <i>Toward construction of a new building on the east side of Saint Paul</i>	140,000	140,000	—	140,000
Boys Club of the Saint Cloud Area Saint Cloud, Minnesota <i>To build a new Boys and Girls Club</i>	100,000	—	100,000	—
Boys and Girls Club of Minneapolis Minneapolis <i>To expand services to Southeast Asian youth</i>	64,770	—	42,770	22,000



## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Bridge for Runaway Youth, Inc. Minneapolis <i>For building repairs and improvement</i>	\$ 35,000	\$ 35,000	\$ 35,000	\$ —
Catholic Charities of the Archdiocese of Saint Paul and Minneapolis Minneapolis <i>To expand the Effective Parenting and Family Stability Program in the Frogtown neighborhood of Saint Paul</i>	37,500	—	12,500	—
Children's Defense Fund Saint Paul <i>To support public information activities in Minnesota</i>	110,000	—	30,000	—
Common Ground Foundation Marble Falls, Texas <i>For a gardening project for urban youth in the Twin Cities metro area</i>	30,000	30,000	30,000	—
Community Counseling Services Huron, South Dakota <i>For renovations to establish a juvenile shelter and diagnostic center</i>	100,000	—	—	100,000
Community Design Center of Minnesota Minneapolis <i>To assist micro businesses owned by women in southeast Minnesota</i>	110,000	110,000	50,000	60,000
CornerHouse/Interagency Child Abuse Evaluation Center Minneapolis <i>To start a training and resource center</i>	32,500	32,500	32,500	—
Crow Creek Sioux Tribe Stephan, South Dakota <i>To help single parents complete high school</i>	35,392	35,392	35,392	—
District 202 Minneapolis <i>For a program for gay and lesbian youth</i>	25,000	25,000	15,000	10,000
Episcopal Community Services, Inc. Minneapolis <i>To remodel a group home for adolescent and teenage boys</i>	20,000	20,000	—	20,000
Greater Minneapolis Council of Churches Minneapolis <i>To expand a program which links congregations with inner-city daycare centers</i>	90,000	—	20,000	—
<i>To construct a new building for the Division of Indian Work</i>	200,000	—	200,000	—

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Greater Minneapolis Day Care Association Minneapolis <i>For a child care referral project</i>	\$ 184,775	\$ —	\$ 25,668	\$ —
Jewish Community Center of Saint Paul Saint Paul <i>Toward a capital campaign</i>	80,000	80,000	80,000	—
Just Say No International Jamestown, North Dakota <i>To support a new drug and alcohol abuse prevention program for youth</i>	59,895	59,895	59,895	—
Lao Family Community of Minnesota, Inc. Saint Paul <i>To purchase and renovate a building</i>	175,000	175,000	175,000	—
Loring Nicollet-Bethlehem Community Centers, Inc. Minneapolis <i>Toward a building purchase and capital improvements project</i>	110,000	110,000	110,000	—
Lutheran Social Service of Minnesota Saint Paul <i>To establish a group home for males ages 12-16 in Saint Louis County, Minnesota</i>	20,000	—	20,000	—
Lutheran Social Services of South Dakota Sioux Falls, South Dakota <i>To renovate juvenile treatment facilities</i>	75,000	—	75,000	—
Minneapolis Youth Diversion Program Minneapolis <i>Toward a program for sexually aggressive children</i>	45,000	—	30,000	15,000
Minneapolis Youth Trust Minneapolis <i>Supplementary planning grant for the "New Workforce" program</i>	25,000	25,000	25,000	—
North Dakota Scottish Rite Childhood Language Disorder Center Fargo, North Dakota <i>Program support</i>	40,000	—	15,000	7,000
Northland Foundation Duluth, Minnesota <i>To support a collaboration project for children and families</i>	120,000	120,000	80,000	40,000
Parents Anonymous of Minnesota Saint Paul <i>To support a new program for Spanish speaking parents</i>	63,904	—	23,366	40,538

## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
People of Phillips Minneapolis <i>For community planning and program development</i>	\$ 58,000	\$ —	\$ 25,000	\$ —
Prairie Learning Center, Inc. Raleigh, North Dakota <i>For renovations of a group home for adolescent boys</i>	55,000	55,000	55,000	—
Resource, Inc. Minneapolis <i>To expand a community service learning program for at-risk adolescents</i>	60,000	60,000	35,000	25,000
Saint Paul Youth Service Bureau, Inc. Saint Paul <i>To support a youth intervention Mobil Crisis Team</i>	20,000	20,000	20,000	—
The Salvation Army Fargo, North Dakota <i>Toward costs of a new addition to headquarters building in Fargo</i>	100,000	100,000	—	100,000
The Salvation Army Saint Paul <i>Capital campaign to renovate three buildings</i>	320,000	—	320,000	—
Standing Rock Sioux Tribe Fort Yates, North Dakota <i>To remodel a building for use as the Lake Oahe Group Home, a residence for abused children</i>	100,715	—	30,847	—
<i>For additional renovations at the Lake Oahe Group Home</i>	55,650	55,650	55,650	—
State of Minnesota, State Planning Agency Saint Paul <i>Toward a teen pregnancy prevention program</i>	115,000	115,000	80,000	35,000
Survival Skills Institute, Inc. Minneapolis <i>To develop an African American youth leadership and job readiness program</i>	50,000	50,000	50,000	—
Threshold Sioux Falls, South Dakota <i>To help to start an independent living program for young women</i>	86,900	—	28,123	15,882
University of Minnesota Minneapolis <i>For continued support of the Center for Advanced Studies in Child Welfare</i>	599,229	599,229	250,290	348,939

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Vietnamese Social Services of Minnesota Saint Paul <i>To plan a community mental health education program</i>	\$ 5,000	\$ 5,000	\$ 5,000	\$ —
West Seventh Community Center, Inc. Saint Paul <i>For a family support project</i>	35,000	35,000	20,000	15,000
<b>Child Development</b>				
Minnesota Child Care Resource and Referral Network Rochester, Minnesota <i>To implement a statewide training program for caregivers of infants and toddlers</i>	551,581	551,581	551,581	—
Resources for Child Caring, Inc. Saint Paul <i>To continue a child care agency accreditation program</i>	100,000	100,000	60,000	40,000
State of North Dakota, Department of Human Services Bismarck, North Dakota <i>To implement a training program for caregivers of infants and toddlers</i>	462,915	—	362,915	100,000
<b>Domestic Violence</b>				
Alexandra House, Inc. Circle Pines, Minnesota <i>To construct a new shelter for battered women and their children</i>	130,000	—	130,000	—
Alternative Options Saint Paul <i>To start an anti-violence program for gay and lesbian people</i>	15,000	—	15,000	—
Casa de Esperanza Saint Paul <i>Toward an outreach program for lesbians in violent relationships</i>	30,000	—	15,000	—
Fall River Crisis Intervention Team, Inc. Hot Springs, South Dakota <i>For domestic violence intervention training and public education</i>	7,500	—	7,500	—
First Witness Child Abuse Resource Center Duluth, Minnesota <i>To start a center for the investigation of child abuse cases</i>	60,000	60,000	35,000	25,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Harriet Tubman Women's Shelter, Inc. Minneapolis <i>To help build a new shelter for battered women and their children</i>	\$ 300,000	\$ —	\$ 300,000	\$ —
Mid-Minnesota Women's Center, Inc. Brainerd, Minnesota <i>To construct a new shelter for battered women and their families</i>	150,000	—	150,000	—
North Dakota Council on Abused Women's Services Bismarck, North Dakota <i>To support workshops to prevent violence against women on colleges in North Dakota</i>	47,000	47,000	25,000	22,000
Program for Aid to Victims of Sexual Assault, Inc. Duluth, Minnesota <i>Toward purchase and renovation of the Duluth Women's Building</i>	200,000	200,000	200,000	—
South Dakota Coalition Against Domestic Violence and Sexual Assault Agency Village, South Dakota <i>For an education and training project for social service agencies</i>	54,280	—	20,890	—
Tender Hearts Against Family Violence, Inc. Fort Yates, North Dakota <i>Toward purchase of a building for a battered women's shelter and for program support</i>	105,000	—	20,000	—
Victims of Violence Intervention Program, Inc. Spearfish, South Dakota <i>Toward capital improvements</i>	15,100	15,100	15,100	—
Women's Transitional Housing Coalition, Inc. Duluth, Minnesota <i>To support a housing program for family victims of domestic violence</i>	100,000	(29,340)	70,660	—
<b>Health and Rehabilitation for Adults</b>				
ARC Duluth Duluth, Minnesota <i>To promote integration of disabled persons into community life</i>	39,000	—	13,000	9,000
Accessible Space, Inc. Saint Paul <i>Toward capital funds to expand services in additional Minnesota cities</i>	120,000	—	100,000	20,000
Advocating Change Together, Inc. Saint Paul <i>To develop training materials in advocacy for mentally retarded persons</i>	21,500	—	11,250	10,250

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Alliance for the Mentally Ill of Minnesota Saint Paul <i>To support the community outreach program</i>	\$ 10,000	\$ 10,000	\$ 10,000	\$ —
Camphill Village Minnesota, Inc. Sauk Centre, Minnesota <i>For a capital campaign for a residential agricultural program for handicapped adults</i>	75,000	—	75,000	—
Center for Independent Living of Northeastern Minnesota, Inc. Hibbing, Minnesota <i>To support a program for disabled youth</i>	30,000	—	10,000	—
Family Housing Fund of Minneapolis and Saint Paul Minneapolis <i>Toward long-term housing for chronic alcoholics</i>	50,000	50,000	—	50,000
Friendship Ventures Annandale, Minnesota <i>For capital construction and renovation at Camp Friendship</i>	100,000	100,000	50,000	50,000
Functional Independence Training, Inc. Minneapolis <i>To expand its volunteer program for persons who are both deaf and blind</i>	30,000	—	5,000	—
Greater Mankato Area Coalition for Affordable Housing, Inc. Mankato, Minnesota <i>Additional staff for a new program for homeless, mentally ill people</i>	14,560	—	14,560	—
House of Charity Minneapolis <i>To support a program for recovering alcoholics</i>	50,000	—	20,000	—
Minnesota Diversified Industries Saint Paul <i>Toward a capital campaign to expand this sheltered workshop's manufacturing operations</i>	50,000	50,000	50,000	—
Minnesota Foundation for Better Hearing and Speech Saint Paul <i>For program expansion</i>	80,000	80,000	55,000	25,000
Minnesota Indian Primary Residential Treatment Center, Inc. Sawyer, Minnesota <i>Toward renovation of a halfway house for Native American men and women</i>	35,000	35,000	—	35,000

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
National Head Injury Foundation, Minnesota Association Saint Paul <i>Temporary program support</i>	\$ 45,000	\$ —	\$ 15,000	\$ 10,000
North Dakota Scottish Rite Childhood Language Disorder Center Bismarck, North Dakota <i>To start a treatment program for children with language disorders</i>	48,500	—	15,000	—
Peta Wakan Tipi Saint Paul <i>To support the transition from a volunteer to paid staff in a transitional program for chemically dependent adults</i>	40,000	40,000	25,000	15,000
Southern Minnesota Independent Living Enterprises and Services Mankato, Minnesota <i>For program support</i>	57,700	57,700	28,900	28,800
United Way of the Saint Paul Area Saint Paul <i>Toward support for a community development fund</i>	45,000	45,000	30,000	15,000
<b>Law and Corrections</b>				
Glory House of Sioux Falls Sioux Falls, South Dakota <i>For capital progress toward a program that assists ex-offenders</i>	25,600	—	20,600	—
Indian Child Welfare Law Center Minneapolis <i>To help establish a program of legal and social services for Indian clients in Hennepin County</i>	100,000	—	70,000	30,000
Legal Assistance of North Dakota, Inc. Bismarck, North Dakota <i>To support a program to expand legal services for poor people</i>	100,000	—	35,000	15,000
Legal Rights Center, Inc. Minneapolis <i>To renovate a building for offices</i>	36,000	36,000	—	36,000
Mediation Center for Dispute Resolution Saint Paul <i>To support mediation training and other services</i>	95,000	—	35,000	20,000

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<b>Other Human Services</b>				
American Indian Housing Corporation Minneapolis <i>Toward operating support for a Native American housing program</i>	\$ 163,873	\$ —	\$ 49,860	\$ 26,395
Catholic Charities of the Archdiocese of Saint Paul and Minneapolis Minneapolis <i>Toward construction of a new Dorothy Day Center for the poor in Saint Paul</i>	250,000	—	250,000	—
Corporation for Supportive Housing New York, New York <i>To start a combined housing and social services program for homeless individuals in the Twin Cities</i>	50,000	—	25,000	—
Dakota Area Resources and Transportation for Seniors West Saint Paul, Minnesota <i>To develop a link between health and social services for elderly people</i>	50,000	50,000	50,000	—
HIRE D Minneapolis <i>Toward the capital projects of an employment program</i>	25,000	25,000	25,000	—
Hmong Youth Association of Minnesota Saint Paul <i>Toward its Higher Education Encouragement Project</i>	75,000	—	20,000	—
The Lakota Fund, Inc. Kyle, South Dakota <i>To plan a center for small businesses on the Pine Ridge Reservation</i>	11,400	11,400	11,400	—
Minnesota Council of Residential Treatment Centers Foundation Saint Paul <i>To plan a study of therapeutic treatment child care agencies</i>	40,700	—	40,700	—
Minnesota Lawyers International Human Rights Committee Minneapolis <i>For its refugee and asylum project</i>	70,000	—	15,000	—
Northern Minnesota Therapeutic Camp, Inc. Brainerd, Minnesota <i>Toward expansion of a learning center for mentally retarded citizens</i>	75,000	(75,000)	—	—



## Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Person to Person, Inc. Minneapolis <i>For services to low-income families living in subsidized housing</i>	\$ 45,000	\$ —	\$ 20,000	\$ 25,000
Productive Alternatives, Inc. Fergus Falls, Minnesota <i>To purchase and renovate a rehabilitation employment site</i>	17,134	17,134	17,134	—
Project for Pride in Living, Inc. Minneapolis <i>To help buy and renovate a building for an economic development project</i>	83,000	83,000	—	83,000
Ramsey County Opportunities Industrialization Center, Inc. Saint Paul <i>Vocational training programs for inmates of Minnesota prisons</i>	650,445	—	540,709	109,736
Ruth Meiers Hospitality House, Inc. Bismarck, North Dakota <i>To purchase and renovate a center for poor and homeless persons</i>	50,000	50,000	50,000	—
Senior Housing, Inc. Saint Paul <i>For continued support of the center for poor and homeless persons</i>	45,000	45,000	20,000	25,000
Sharing and Caring Hands, Inc. Minneapolis <i>Capital campaign to provide housing for homeless individuals</i>	200,000	—	200,000	—
Stairstep Foundation Minneapolis <i>Toward a capital campaign for a center to establish African American community values for youth</i>	20,000	20,000	20,000	—
Twin Cities Opportunities Industrialization Center Minneapolis <i>To renovate a building for vocational training programs</i>	40,000	—	—	40,000
United Cambodian Association of Minnesota, Inc. Saint Paul <i>Toward the Cambodian legal services project</i>	55,000	—	30,000	25,000
United Way of the Minneapolis Area Minneapolis <i>To continue development of a human service agency information network</i>	139,381	—	66,844	—

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
United Way of the Saint Paul Area Saint Paul <i>To support Saint Paul Families First, a housing program for homeless, chemically dependent women with children</i>	\$ 100,000	\$ —	\$ 25,000	\$ —
West Hennepin Human Services Planning Board Saint Louis Park, Minnesota <i>To support a study of underemployment in Minnesota by the JOBS NOW Coalition, Saint Paul</i>	60,000	60,000	30,000	30,000
WomenVenture Saint Paul <i>To expand a program for women seeking non-traditional jobs</i>	190,000	190,000	65,000	125,000
<b>TOTAL HUMAN SERVICES</b>	<b>\$10,293,062</b>	<b>\$4,247,241</b>	<b>\$6,757,668</b>	<b>\$2,144,540</b>

## MISCELLANEOUS

### Public Broadcasting

Alaska Public Radio Network Anchorage, Alaska <i>To support a radio production training program for tribal radio stations in the Dakotas</i>	120,000	120,000	60,000	60,000
Fresh Air, Inc. Minneapolis <i>To expand Fresh Air's broadcasting area to include Saint Paul and suburbs in the eastern Twin Cities metropolitan region</i>	25,000	25,000	—	25,000
Independent School District #492 Austin, Minnesota <i>To support marketing activities for KSMQ-TV in Rochester, Minnesota</i>	66,892	—	31,946	—
Minnesota Public Radio Saint Paul <i>Toward a plan to convert MPR's operation from analog to digital technology</i>	300,000	300,000	—	300,000
Northern Minnesota Public Television Bemidji, Minnesota <i>To expand locally produced programming</i>	140,000	140,000	90,000	50,000
Twin Cities Public Television, Inc. Saint Paul <i>To support program development on KTCI, Channel 17</i>	135,000	—	60,000	—

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
University of North Dakota Grand Forks, North Dakota <i>To implement a new audience development plan</i>	\$ 10,266	\$ —	\$ 5,133	\$ —
<b>Environment</b>				
Citizens for a Better Environment Minneapolis <i>Additional support for the Good Neighbor project</i>	40,000	—	15,000	—
Midwest Assistance Program, Inc. New Prague, Minnesota <i>To support a small community recycling assistance program in South Dakota</i>	95,760	—	32,200	—
Minnesota Food Association Saint Paul <i>To support local and regional program development</i>	75,000	—	25,000	—
National Audubon Society Saint Paul <i>To support the wetlands program of the Minnesota Audubon office</i>	60,000	—	20,000	20,000
The Nature Conservancy Arlington, Virginia <i>To support the Northern Tallgrass Prairie Project of the Minnesota and Dakotas chapters</i>	102,820	—	45,000	—
<b>Community Foundations</b>				
Rochester Area Foundation Rochester, Minnesota <i>To match new contributions for endowment</i>	500,000	—	—	500,000
<b>Other Miscellaneous Grants</b>				
Bois Forte Reservation Tribal Council Nett Lake, Minnesota <i>Toward purchase of a law library for the tribal court</i>	99,550	99,550	99,550	—
The Foundation Center New York, New York <i>For support of its programs</i>	150,000	—	50,000	—
Independent Sector Washington, District of Columbia <i>To support Independent Sector's programs</i>	45,000	—	15,000	15,000
The Minneapolis Foundation Saint Paul <i>For the Minnesota Nonprofits Assistance Fund</i>	25,000	25,000	15,000	10,000

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
Northern Plains Intertribal Court of Appeals Aberdeen, South Dakota				
<i>To design a computerized record system for tribal codes and court decisions</i>	\$ 46,000	\$ 46,000	\$ 46,000	\$ —
<i>To develop a computerized library system for tribal court decisions and other tribal actions</i>	174,410	174,410	120,327	54,083
Prairie Island Indian Community Welch, Minnesota				
<i>Toward purchase of tribal court law library materials and equipment</i>	101,831	—	101,831	—
Urban Coalition Saint Paul				
<i>To support an analysis of census data for metropolitan area neighborhoods</i>	193,000	—	46,000	—
<i>Supplementary support for census analysis project</i>	120,900	120,900	—	120,900
Yankton Sioux Tribe Marty, South Dakota				
<i>Toward purchase of tribal court library materials and equipment</i>	51,626	51,626	51,626	—
<b>TOTAL MISCELLANEOUS</b>	<b>\$2,678,055</b>	<b>\$1,102,486</b>	<b>\$ 929,613</b>	<b>\$1,154,983</b>

## FELLOWSHIP PROGRAMS

### Bush Leadership Fellows Program

*To provide midcareer study and internship opportunities for selected residents of Minnesota, North Dakota, South Dakota, and Western Wisconsin.*

1991 Program	1,043,000	(90,578)	11,802	—
1992 Program	1,043,000	(40,000)	91,029	81,551
1993 Program	1,146,200	(70,000)	469,992	302,423
1994 Program	1,146,200	—	345,488	800,712
1995 Program	1,204,900	1,204,900	—	1,204,900
<b>TOTAL BUSH LEADERSHIP FELLOWS PROGRAM</b>		<b>\$1,004,322</b>	<b>\$ 918,311</b>	<b>\$2,389,586</b>

Grants to Institutions

Organization and Purpose	Initial Grant	Appropriated 1994	Amount Paid 1994	Unpaid Balance 1994
<b>Bush Artists Fellowships Program</b>				
<i>To enable selected writers, choreographers, composers, and visual artists in Minnesota, North Dakota, South Dakota, and western Wisconsin to set aside a significant period of time for work in their chosen art forms.</i>				
1989 Program	453,600	1,072	1,072	—
1990 Program	495,000	(720)	380	—
1991 Program	495,000	(300)	10,368	—
1992 Program	495,000	2,536	57,909	—
1993 Program	495,000	—	236,211	110,220
1994 Program	495,000	—	200,642	294,358
1995 Program	495,000	495,000	—	495,000
<b>TOTAL BUSH ARTISTS FELLOWSHIPS PROGRAM</b>		<b>\$ 497,588</b>	<b>\$ 506,582</b>	<b>\$ 899,578</b>
<b>Bush Medical Fellows Program</b>				
<i>To provide midcareer opportunities for primary care physicians in Minnesota, North Dakota, South Dakota, and western Wisconsin.</i>				
1989 Program	538,000	(1,000)	—	—
1990 Program	538,000	(7,366)	11,634	6,000
1991 Program	538,000	(67,581)	18,003	100,000
1992 Program	552,000	—	48,388	198,935
1993 Program	611,500	—	133,575	400,704
1994 Program	611,500	—	25,368	586,132
1995 Program	611,500	611,500	—	611,500
<b>TOTAL BUSH MEDICAL FELLOWS PROGRAM</b>		<b>\$ 535,553</b>	<b>\$ 236,968</b>	<b>\$ 1,903,271</b>
<b>TOTAL FELLOWSHIP PROGRAMS</b>		<b>\$ 2,037,463</b>	<b>\$ 1,661,861</b>	<b>\$ 5,192,435</b>
<b>GRAND TOTAL</b>		<b><u>\$21,120,106</u> *</b>	<b><u>\$22,348,434</u></b>	<b><u>\$20,819,625</u></b>

\*This figure is the net total appropriated during the 1994 fiscal year. It represents net new appropriations of \$21,633,383 less net cancellations and reductions of \$513,277.

## Grants to Individuals\*

### Bush Leadership Fellows Program - Long Fellowships

Name and Residence	Employment at the Time of Selection for Fellowship 1994-95 Study Site in <i>Italic</i>
Lee A. Antell New Brighton, Minnesota	Director of Affirmative Action and Cultural Diversity, Minnesota Community College System, Saint Paul, Minnesota ( <i>University of Minnesota, Minneapolis, Minnesota</i> )
Tracy L. Beckman Bricelyn, Minnesota	State Senator, State of Minnesota, Saint Paul, Minnesota ( <i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i> )
Walter H. Bera Minneapolis, Minnesota	Consultant, Psychologist and Family Therapist ( <i>University of Minnesota, Minneapolis, Minnesota</i> )
Linda B. Bruemmer Saint Paul, Minnesota	Associate to the Dean, Institute of Technology, University of Minnesota, Minneapolis, Minnesota ( <i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i> )
Donald R. Day Bemidji, Minnesota	Minority Student Services Director, Bemidji State University, Bemidji, Minnesota ( <i>University of North Dakota, Grand Forks, North Dakota</i> )
Cliff K. Garten Saint Paul, Minnesota	Professor of Art, Hamline University, Saint Paul, Minnesota ( <i>Harvard University School of Design, Cambridge, Massachusetts</i> )
Michael J. Graham Grand Forks, North Dakota	Administrator of Vision Services, North Dakota School for the Blind, Grand Forks, North Dakota ( <i>University of Northern Colorado, Greeley, Colorado</i> )
Mary R. Hermes Hayward, Wisconsin	Gifted & Talented Program Director, Lac Courte Oreilles Ojibwe School, Hayward, Wisconsin ( <i>University of Wisconsin, Madison, Wisconsin</i> )
Rita F. Kelly Bismarck, North Dakota	Assistant Principal, Bismarck High School, Bismarck, North Dakota ( <i>University of Wyoming, Laramie, Wyoming</i> )
Vanessa M. McKendall Minneapolis, Minnesota	Coordinator, Education Student Affairs Office, University of Minnesota, Minneapolis ( <i>University of Minnesota, Minneapolis, Minnesota</i> )
Kao Moua Saint Paul, Minnesota	Pastor, Calvary Alliance Church, Saint Paul, Minnesota ( <i>Luther Northwestern Seminary, Saint Paul, Minnesota</i> )
Alan J. Peterson Wahpeton, North Dakota	English Department Chair, North Dakota State College of Science, Wahpeton, North Dakota ( <i>University of Minnesota, Saint Paul, Minnesota</i> )
Mary F. Rosenthal Duluth, Minnesota	Reference Librarian, Duluth Public Library, Duluth, Minnesota ( <i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts</i> )
Geraldyn R. Sheehan Saint Paul, Minnesota	Vice President, United Way of the Saint Paul Area ( <i>Harvard University John F. Kennedy School of Government, Cambridge, Massachusetts and Northwestern University, Chicago, Illinois</i> )
Roxanne Struthers Mahnomon, Minnesota	Nurse Specialist, Cardiovascular Coordinator, White Earth Indian Health Service, White Earth, Minnesota ( <i>University of North Dakota, Grand Forks, North Dakota</i> )

Grants to Individuals

**Bush Leadership Fellows Program - Long Fellowships** (continued)

Name and Residence	Employment at the Time of Selection for Fellowship 1994-95 <i>Study Site in Italic</i>
Lynn M. Thomas Minneapolis, Minnesota	Deputy Director, CARE, Minneapolis, Minnesota (John Hopkins University School of Advanced International Studies, Washington, DC)
Mark C. Van Norman Eagle Butte, South Dakota	Tribal Attorney, Cheyenne River Sioux Tribe, Eagle Butte, South Dakota ( <i>Harvard University Law School, Cambridge, Massachusetts</i> )

**Bush Leadership Fellows Program—Short Fellowships**

Name and Residence	Employment at the Time of Selection for Fellowship 1994-95 <i>Study Site in Italic</i>
Robert M. Anderson Moorhead, Minnesota	Personnel Management Specialist, Internal Revenue Service, Moorhead, Minnesota ( <i>University Associates Intern Program, San Diego, California</i> )
Laurie J. Becvar Mission Hill, South Dakota	Assistant Dean for Academic Affairs, Mount Marty College, Yankton, South Dakota ( <i>Bryn Mawr College Summer Institute for Women, Bryn Mawr, Pennsylvania</i> )
Natalie K. Bothwell Wheeler, Wisconsin	Co-Owner, Bothwell Management Company, Wheeler, Wisconsin ( <i>University of Minnesota, Minneapolis, Minnesota</i> )
Thompson A. Brandt Jamestown, North Dakota	Professor and Director of Instructional Development, Jamestown College, Jamestown, North Dakota ( <i>Carnegie Mellon University College Management Program, Pittsburgh, Pennsylvania</i> )
Mark V. Conway Avon, Minnesota	Director of Development, College of Saint Benedict ( <i>Harvard University Management Development Program, Cambridge, Massachusetts and internship at Wellesley College, Wellesley, Massachusetts</i> )
Jean E. Greenwood Minneapolis, Minnesota	Pastor, Lake Nokomis Presbyterian Church, Minneapolis, Minnesota ( <i>Workshops and seminars in mediation and communication at several institutions</i> )
Robert J. Hager Greenbush, Minnesota	Chief Executive Office, Greenbush State Bank, Greenbush, Minnesota ( <i>University of Minnesota Minnesota Executive Program, Minneapolis, Minnesota</i> )
Debbie D. Hoffman Sioux Falls, South Dakota	Executive Director, Food Service Center, Inc., Sioux Falls, South Dakota ( <i>Pepperdine University School of Business and Management, Culver City, California</i> )
Tom L. Hood La Crosse, Wisconsin	Associate Vice Chancellor, Student Development, University of Wisconsin, La Crosse, Wisconsin ( <i>Carnegie Mellon University College Management Program, Pittsburgh, Pennsylvania</i> )
Thomas D. Isern West Fargo, North Dakota	Dean, Humanities and Social Science, North Dakota State University, Fargo, North Dakota ( <i>Carnegie Mellon University College Management Program, Pittsburgh, Pennsylvania</i> )
Jacquelyn A. Jeunai Minneapolis, Minnesota	Career Advisor, Augsburg College, Minneapolis, Minnesota ( <i>Fairview Riverside Hospital, Minneapolis, Minnesota</i> )

## Bush Leadership Fellows Program - Short Fellowships (continued)

Name and Residence	Employment at the Time of Selection for Fellowship <i>1994-95 Study Site in Italic</i>
Robert J. Krajewski La Crosse, Wisconsin	Director, Upper Mississippi Cooperative Rural Center, University of Wisconsin, La Crosse, Wisconsin ( <i>University of Minnesota, Minnesota Executive Program, Minneapolis, Minnesota</i> )
Gaius G. Nelson Saint Paul, Minnesota	Vice President, KKE Architects, Saint Paul, Minnesota ( <i>American Association of Homes for the Aging, Washington, DC</i> )
Ben U. Nwoke Grand Forks, North Dakota	Associate Professor, University of North Dakota, Grand Forks, North Dakota ( <i>Carnegie Mellon University College Management Program, Pittsburgh, Pennsylvania</i> )
Stephen H. Schaitberger Brainerd, Minnesota	Rector, St. Paul's Episcopal Church, Brainerd, Minnesota ( <i>Saint George's College, Jerusalem</i> )
Jean T. Strandness Fargo, North Dakota	Associate Professor of English, North Dakota State University, Fargo, North Dakota ( <i>Bryn Mawr College Summer Institute for Women in Higher Education, Bryn Mawr, Pennsylvania</i> )
Kathryn A. Swanson Plymouth, Minnesota	Associate Professor of English, Writing Coordinator & ESL Director, Augsburg College, Minneapolis, Minnesota ( <i>Wellesley College Management Institute for Women, Wellesley, Massachusetts</i> )
David M. Tiffany Bemidji, Minnesota	Vice President for University Advancement, Bemidji State University, Bemidji, Minnesota ( <i>Harvard University Institute for Educational Management, Cambridge, Massachusetts</i> )

## Bush Artists Fellows Program

Name and Residence	Discipline
Emily Carter Minneapolis, Minnesota	<i>Literature</i>
John Hildebrand Eau Claire, Wisconsin	<i>Literature</i>
Natalie Kusz Saint Paul, Minnesota	<i>Literature</i>
Patricia Zontelli Menomonie, Wisconsin	<i>Literature</i>
Joe Chvala Minneapolis, Minnesota	<i>Choreography</i>
Hans Accola Golden Valley, Minnesota	<i>Visual Arts I</i>
Cliff K. Garten Saint Paul, Minnesota	<i>Visual Arts I</i>
Lori Greene Mahtōmedi, Minnesota	<i>Visual Arts I</i>



Grants to Individuals

**Bush Artists Fellows Program** (continued)

<b>Name and Residence</b>	<b>Discipline</b>
Catherine L. Johnson Wayzata, Minnesota	<i>Visual Arts I</i>
Daniel Kaniess Saint Paul, Minnesota	<i>Visual Arts I</i>
Melba Price Saint Paul, Minnesota	<i>Visual Arts I</i>
Barry Kimm Minneapolis, Minnesota	<i>Visual Arts II</i>
Robert Lawrence Minneapolis, Minnesota	<i>Visual Arts II</i>
Susan Robeson Minneapolis, Minnesota	<i>Visual Arts II</i>
Garret Williams Minneapolis, Minnesota	<i>Visual Arts II</i>

**Bush Medical Fellows**

<b>Name and Residence</b>	<b>Fellowship Program</b>	<b>Program Activity</b>
David C. Bartsch, M.D. Saint Paul, Minnesota	To prepare to establish a consulting service in clinical and organizational ethics	Oncology
Paul F. Erickson, M.D. Grand Rapids, Minnesota	To gain skills in adolescent health, population health, emergency medicine, sports medicine, obstetrics, and occupational health, and to apply these skills by developing both a school-linked health facility and a curriculum for student health issues	Family practice
Jean K. Fahey, M.D. Fargo, North Dakota	To improve and expand services in adolescent medicine and public health	Pediatrics
Jesse L. Goodman, M.D. Minneapolis, Minnesota	To gain skills in environmental health and environmental health policy	Infectious disease
Charles E. Hart, M.D. Rapid City, South Dakota	To gain leadership skills useful in regional health care delivery, at a community health center, and for a family practice residency program	Emergency medicine
Robert H. Kaplan, M.D. Minneapolis, Minnesota	To develop a department of alternative medicine in his clinic and to assess alternative medicine in the region	Obstetrics/gynecology

**Bush Medical Fellows** (continued)

<b>Name and Residence</b>	<b>Fellowship Program</b>	<b>Program Activity</b>
Judith S. Kaur, M.D. Bismarck, North Dakota	To provide improved cancer education and prevention in region, with special emphasis on the Native American community	Oncology
John J. Salchert, M.D. Saint Cloud, Minnesota	To provide improved care for dying patients by developing a support program for staff, family, and caregivers working with terminal patients and by integrating the in-hospital and at-home care for dying patients	Family practice
Hubert L. Seiler, M.D. Rugby, North Dakota	To gain new skills in family practice, with a special emphasis on geriatrics, and to develop a fully functional geriatrics program for the region	Family practice
Michele D. Strachan, M.D. Rapid City, South Dakota	To study behavioral pediatrics and implement a developmental and behavioral clinic and outreach program for the region	Pediatrics

**Bush Principals Program**

<b>Name</b>	<b>Title</b>	<b>District/Location</b>
Melissa Anderson	Teacher	Mounds Park All Nations School Saint Paul, Minnesota
Kathleen Baldrice	Principal	Indian Mounds Elementary School Bloomington, Minnesota
Fred Blaisdell	Principal on special assignment*	Prior Lake-Savage Area Schools
Donna Cadenhead	Principal	Brownsdale Elementary School Hayfield Community Schools
Cliff Carmody	Principal	Pipestone Central High School Pipestone, Minnesota
Judith Davis	Principal	Goodview Elementary School Winona, Minnesota
Patricia Dols	Principal	Churchill & Hoover Elementary Schools Rochester, Minnesota
Teresa Edwards	Principal	Pillsbury Math, Science, Technology School Minneapolis, Minnesota

**Bush Principals Program** (continued)

<b>Name</b>	<b>Title</b>	<b>District/Location</b>
Mark Harper	Principal	Litchfield Middle School Litchfield, Minnesota
Timothy Ilse	Principal	Annandale Middle School Annandale, Minnesota
Gerald Jensen	Principal	Alternative Learning Center Cottage Grove, Minnesota
David Johnson	Principal	Le Sueur-Henderson High School Le Sueur, Minnesota
Mary Johnson	Teacher	Sauk Rapids High School Sauk Rapids, Minnesota
Carol Kluznik	Principal	Forest Lake High School Forest Lake, Minnesota
Joseph McHugh	Principal	Hill-Murray School Saint Paul, Minnesota
Christine Miller	Principal	Putnam Elementary School Minneapolis, Minnesota
James Murphy	Principal	Shakopee High School Shakopee, Minnesota
Ruth Pechman	Assistant Principal	Humbolt Junior High School Saint Paul, Minnesota
Paul Peña	Teacher	Bell Center School for Exceptional Learners Coon Rapids, Minnesota
John Pikala	Teacher on special assignment*	Saint Paul School District Saint Paul, Minnesota
Fannie Primm	Teacher	Folwell Middle School Minneapolis, Minnesota
Kim Ross	Principal	Benson High School Benson, Minnesota
Patrice Schmidt	Principal	Mankato East Junior High School Mankato, Minnesota
Rita Thofern	Assistant Principal	Central High School Saint Paul, Minnesota
Lyle Turtle	Principal	Stewartville High School Stewartville, Minnesota
Wendy Weimer	Assistant Principal	Windom Open School Minneapolis, Minnesota

\* Working in district office on projects

Treasurer's Report  
Independent Auditors' Report

Financial Review

## Treasurer's Report

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

Investment and other income for the year ended November 30, 1994, was \$14,343,000, an increase of \$429,000 from 1993. Total expenses were \$5,850,000 for the year.

The market value of the Foundation's assets decreased from \$469,008,000 at November 30, 1993 to \$448,196,000 at November 30, 1994. As of November 30, 1994, the cash and investments portfolio of the Foundation consisted of:

	Percent
Cash and interest bearing deposits	0.0
Money market trusts and short-term investment funds	15.7
Corporate, foreign and U.S. Government and Government Agency bonds and notes	16.2
Common stocks and equity-related preferred stocks	49.9
Foreign stocks	6.5
Real Estate	6.3
Guaranteed Investment Contracts	1.7
Venture capital investments	3.7
<b>TOTAL</b>	<b>100.0</b>

The Foundation staff will provide a schedule of investments held as of November 30, 1994, for any reader who wishes it.

New grant appropriations, net of cancellations, were \$21,120,000 in the year, an increase of \$359,000 from 1993. Grant payments of \$22,348,000 were up from \$18,448,000, and grant commitments payable were down from \$22,048,000 at November 30, 1993 to \$20,820,000 at November 30, 1994.

The investment managers employed by the Board of Directors as of November 30, 1994 are:

Alliance Capital Management Corporation, Minneapolis, Minnesota  
Deitche and Field, New York, New York  
The Boston Company, Boston, Massachusetts  
Boston Safe Deposit and Trust Company, Boston, Massachusetts (Master Custodian)  
Cigna Capital Advisors, Inc., Hartford, Connecticut  
Coral Venture Capital, Minneapolis, Minnesota  
Driehaus Capital Management, Inc., Chicago, Illinois

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

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

Kennon V. Rothchild  
*Treasurer*

## Independent Auditors' Report

The Board of Directors of  
The Bush Foundation:

We have audited the accompanying balance sheets of The Bush Foundation (the Foundation) as of November 30, 1994 and 1993 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, 1994 and 1993 and the results of its operations and the changes in its financial position for the years then ended in conformity with generally accepted accounting principles.

*Deloitte + Touche LLP*

January 6, 1995

## The Bush Foundation Balance Sheets, November 30, 1994 and 1993

Assets	Notes	1994 (In thousands of dollars)	1993
CASH AND INTEREST-BEARING DEPOSITS		\$ 107	\$ 135
INVESTMENTS, Principally at quoted market value:	1		
Money market trusts and short-term investment funds		69,681	63,490
Corporate, foreign, and U.S. government and government agency bonds and notes, amortized cost of \$78,001 in 1994 and \$72,720 in 1993		71,811	75,001
Common stocks and equity-related preferred stocks, cost of \$211,526 in 1994 and \$223,720 in 1993		221,477	245,680
Foreign stocks, cost of \$24,723 in 1994 and \$21,497 in 1993		28,758	22,353
Real estate, cost of \$31,651 in 1994 and \$32,347 in 1993		27,891	28,300
Insurance contracts		7,500	14,650
Venture capital investments, cost of \$15,241 in 1994 and \$11,265 in 1993		16,601	13,948
TOTAL INVESTMENTS		443,719	463,422
DIVIDENDS AND INTEREST RECEIVABLE		3,799	5,347
RECEIVABLE FOR SECURITIES WITH SETTLEMENTS PENDING		279	
FEDERAL EXCISE TAX RECEIVABLE		210	
FURNITURE, EQUIPMENT, AND OTHER ASSETS		82	104
TOTAL ASSETS		<u>\$448,196</u>	<u>\$469,008</u>
<b>Liabilities and Fund Balances</b>			
ACCOUNTS PAYABLE		\$ 641	\$ 538
PAYABLE FOR SECURITIES WITH SETTLEMENTS PENDING			634
ACCRUED AND OTHER LIABILITIES		60	71
ACCRUED FEDERAL EXCISE TAXES - DEFERRED	2		
Current			8
Deferred		154	501
GRANTS SCHEDULED FOR PAYMENT IN FISCAL YEAR:	1		
1994			15,133
1995		12,665	4,823
1996		6,770	1,866
1997		1,070	226
1998		315	
Total unpaid grants		20,820	22,048
FUND BALANCES		426,521	445,208
TOTAL LIABILITIES AND FUND BALANCES		<u>\$448,196</u>	<u>\$469,008</u>

See notes to financial statements



**Statements of Revenues, Expenses, and Changes in Fund Balances  
For The Years Ended November 30, 1994 and 1993**

	Notes	1994 <i>(in thousands of dollars)</i>	1993
INVESTMENT INCOME:			
Dividends		\$ 3,632	\$ 4,092
Interest		7,836	7,758
Other		2,875	2,064
<b>Total investment income</b>		<b>14,343</b>	<b>13,914</b>
EXPENSES:			
Investment expenses	3	(3,017)	(2,535)
Administrative expenses	3	(2,575)	(2,436)
Federal excise tax - current	2	(258)	(1,061)
<b>Total expenses</b>		<b>(5,850)</b>	<b>(6,032)</b>
<b>Net</b>		<b>8,493</b>	<b>7,882</b>
INVESTMENT GAINS (LOSSES) - NET:			
Net realized gains on investment transactions		12,014	42,664
Unrealized depreciation in market value of investments, net of deferred federal excise tax benefit provision of \$347 and \$222 in 1994 and 1993, respectively		(18,074)	(13,672)
<b>Total investment gains (losses)</b>		<b>(6,060)</b>	<b>28,992</b>
<b>GRANTS APPROPRIATED - NET OF CANCELLATIONS</b>		<b>(21,120)</b>	<b>(20,761)</b>
<b>(DECREASE) INCREASE IN FUND BALANCE</b>		<b>(18,687)</b>	<b>16,113</b>
<b>FUND BALANCE AT BEGINNING OF YEAR</b>		<b>445,208</b>	<b>429,095</b>
<b>FUND BALANCE AT END OF YEAR</b>		<b><u>\$426,521</u></b>	<b><u>\$445,208</u></b>

*See notes to financial statements*

**Statements of Changes in Financial Position  
For The Years Ended November 30, 1994 and 1993**

Assets	1994	1993
	<i>(In thousands of dollars)</i>	
FUNDS (APPLIED) PROVIDED:		
Total investment income	\$ 14,343	\$ 13,914
Total expenses	(5,850)	(6,032)
Total investment (losses) gains	(6,060)	28,992
Grants appropriated - net of cancellations	(21,120)	(20,761)
(Decrease) increase in fund balance	(18,687)	16,113
(Decrease) increase in grants payable	(1,228)	2,313
Increase in accounts payable and accrued liabilities	92	17
Net change in securities settlements pending	(913)	1,307
Decrease in dividends and interest receivable	1,548	795
(Decrease) increase in federal excise taxes - net	(565)	76
Other	22	25
(DECREASE) INCREASE IN CASH AND INVESTMENTS	(19,713)	20,646
CASH AND INVESTMENTS AT BEGINNING OF YEAR	463,557	442,911
CASH AND INVESTMENTS AT END OF YEAR	<u>\$443,826</u>	<u>\$463,557</u>

*See notes to financial statements*

## 1 Significant Accounting Policies

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

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

*Grant Appropriations* Grants are recorded when approved by the Foundation's Board of Directors. Cancellations of grants occur principally when the grantees do not meet the grant terms. Cancellations were \$513,000 in 1994 and \$686,000 in 1993.

## 2 Federal Excise Taxes and Distribution Requirements

*Federal Excise Taxes* The Foundation is subject to a 2% excise tax on its taxable investment income, which principally includes income from investments plus net realized capital gains (net capital losses, however, are not deductible). Tax on net investment income is reduced from 2% to 1% for any taxable year in which the Foundation's qualifying distributions meet certain requirements prescribed by Internal Revenue Code Section 4940(e).

The Foundation did meet these requirements in 1994, and the current-year tax is based upon the 1% tax rate. The Foundation did not meet such requirements in 1993, and the tax is based on the 2% tax rate. Deferred federal excise taxes are based on the 2% tax rate and arise from unrealized appreciation in the market value of investments, as well as from differences in the recognition of income from certain investments.

*Distribution Requirements* The Foundation is subject to the distribution requirements of the Internal Revenue Code. Accordingly, within one year after the end of each fiscal year, it must distribute 5% of the average, market value of its assets as defined. The Foundation has complied with distribution requirements through November 30, 1994.

## 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 1994 and 1993 are as follows (in thousands of dollars):

1994	Investment	Administrative	Total
Salaries and staff benefits	\$ 212	\$ 932	\$1,144
Investment management	2,670		2,670
Program management		484	484
Consulting fees	14	650	664
Other administrative expenses	121	509	630
<b>Total</b>	<b><u>\$3,017</u></b>	<b><u>\$2,575</u></b>	<b><u>\$5,592</u></b>
<b>1993</b>	<b>Investment</b>	<b>Administrative</b>	<b>Total</b>
Salaries and staff benefits	\$ 212	\$ 915	\$1,127
Investment management	2,194		2,194
Program management		416	416
Consulting fees	2	583	585
Other administrative expenses	127	522	649
<b>Total</b>	<b><u>\$2,535</u></b>	<b><u>\$2,436</u></b>	<b><u>\$4,971</u></b>

#### 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 1994 and 1993 was \$98,000 and \$97,000, respectively.

#### 5 Grants Payable Activity

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

	1994	1993
Unpaid grants as of beginning of the year	\$22,048	\$19,735
Grants appropriated, net of cancellations	21,120	20,761
Grants paid	(22,348)	(18,448)
Unpaid grants as of end of the year	<u>\$20,820</u>	<u>\$22,048</u>



## Board of Directors

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

Ellen Z. Green, *First Vice Chairman*  
Minneapolis, Minnesota

W. Richard West, Jr., *Second Vice Chairman*  
Washington, District of Columbia

Phyllis B. France, *Secretary*  
Duluth, Minnesota

Kennon V. Rothchild, *Treasurer*  
Saint Paul, Minnesota

Sharon Sayles Belton  
Minneapolis, Minnesota

Shirley M. Clark<sup>1</sup>  
Eugene, Oregon

Merlin E. Dewing  
New York, New York

Richard D. McFarland  
Minneapolis, Minnesota

Beatrix A. Hamburg<sup>2</sup>  
New York, New York

John A. McHugh  
Edina, Minnesota

Diana E. Murphy  
Minneapolis, Minnesota

Anita M. Pampusch  
Saint Paul, Minnesota

Frank B. Wilderson, Jr.  
Minneapolis, Minnesota

C. Angus Wurtele  
Minneapolis, Minnesota

Ann Wynia  
Saint Paul, Minnesota

<sup>1</sup> Appointed in 1994

<sup>2</sup> Retired in 1994

## Staff

Humphrey Doermann, *President*

### *Grant Program Activity*

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

Charlene Edwards, *Program Associate*

Jane Kretzmann, *Program Associate*

Sarah Lutman, *Program Associate*

### *Grant Program Consultants*

Margaret J. Bringewatt

Reynold Feldman

Nancy J. Kleeman

John H. Kohring

Stanley Shepard

Susan E. Showalter

Kathleen A. Speltz

### *Fellowship Programs*

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

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

Mary J. Kaplan, *Program Assistant,  
Bush Leadership Fellows Program<sup>2</sup>*

Martha A. Lee, *Program Assistant,  
Bush Leadership Fellows Program<sup>1</sup>*

Abigail R. Nesbitt, *Program Assistant,  
Bush Artist Fellowships<sup>2</sup>*

Sara S. Whicher, *Program Assistant,  
Bush Artist Fellowships<sup>1</sup>*

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

### *Business Management and Staff Services*

Gerald M. Skogley, *Chief Financial Officer*

Connie S. Thompson, *Controller*

Linda M. Kollasch, *Executive Secretary*

Vicki L. Bohn, *Secretary<sup>1</sup>*

Judith A. Fritzingler, *Secretary<sup>1</sup>*

Janice M. Halver, *Secretary*

Dianne J. Maki, *Secretary*

Shirley A. Swenson, *Secretary<sup>2</sup>*

### *General Counsel*

Frank Hammond  
Briggs & Morgan  
Saint Paul, Minnesota

<sup>1</sup> Appointed in 1994

<sup>2</sup> Resigned in 1994

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