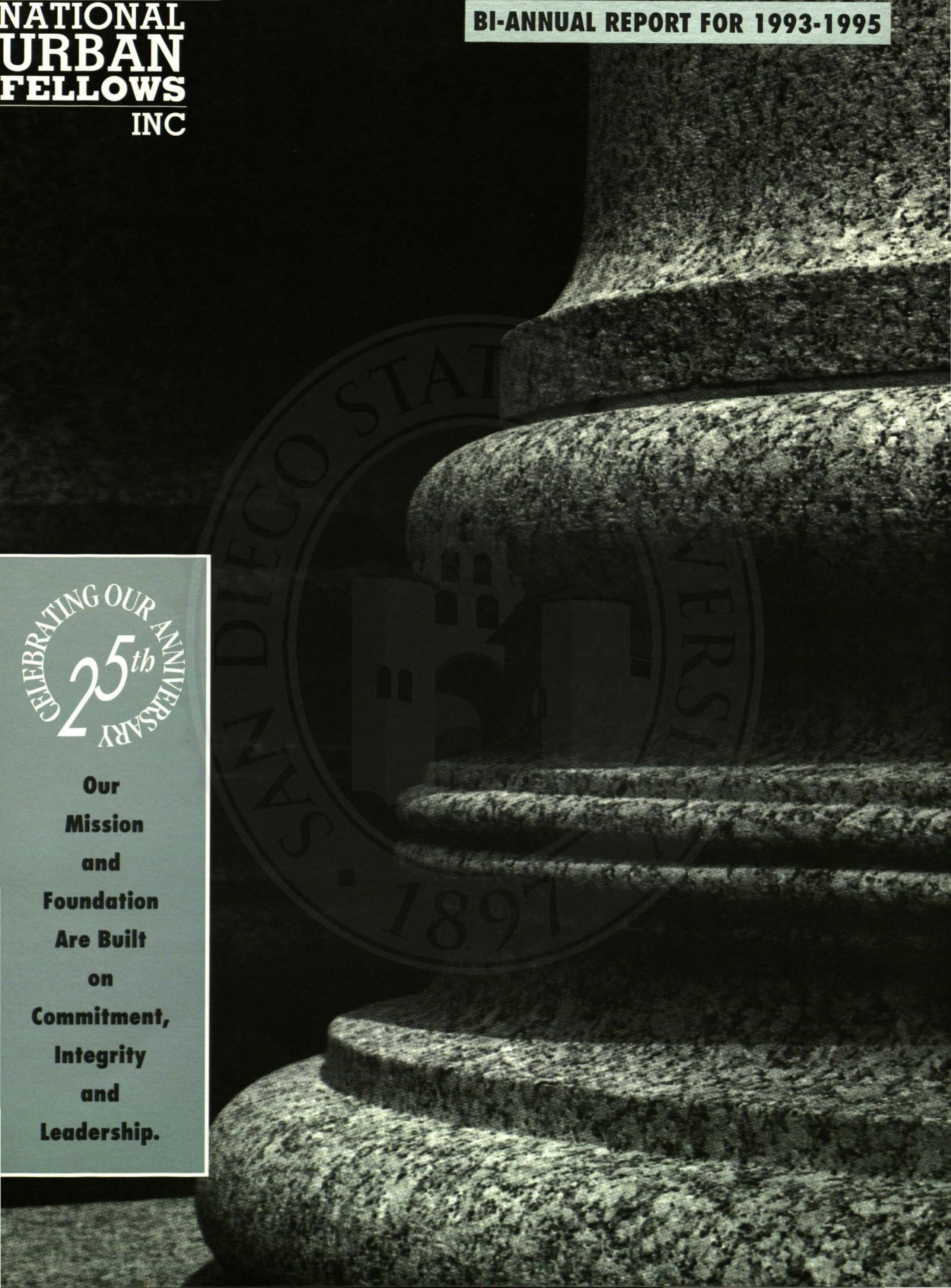
NATIONAL URBAN FELLOWS INC

BI-ANNUAL REPORT FOR 1993-1995



CELEBRATING OUR 25th ANNIVERSARY

Our Mission and Foundation Are Built on Commitment, Integrity and Leadership.

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NATIONAL URBAN/RURAL
FELLOWS PROGRAM
ESTABLISHED 1969

CORPORATE EXECUTIVE
FELLOWS PROGRAM
ESTABLISHED 1985

ENVIRONMENTAL SCIENCE AND
MANAGEMENT FELLOWS PROGRAM
ESTABLISHED 1991

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BOARD OF DIRECTORS

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HUMAN RESOURCES
FIRST INTERSTATE BANK
Los Angeles, CA

Luis Alvarez
President
NATIONAL URBAN FELLOWS, INC.
New York, NY

STAFF

Luis Alvarez
President
NATIONAL URBAN FELLOWS, INC.

Edwin D. Acevedo
Program Director
NATIONAL URBAN/RURAL FELLOWS

Linda E. Alexander
Program Director
ENVIRONMENTAL SCIENCE AND MANAGEMENT FELLOWS

Cavell Stephenson
Program Manager
ENVIRONMENTAL SCIENCE AND MANAGEMENT FELLOWS

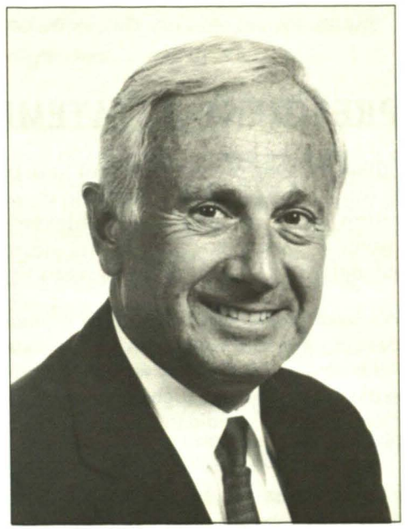
M. Gnana Sekaran
Controller

Myra Marin
Development Coordinator

Prataab Seecheran
Bookkeeper

Abigail Torres
Receptionist

CHAIRMAN'S MESSAGE



Twenty-five years have elapsed since the founding of the National Urban Fellows, Inc., in 1969.

Initially established as a cooperative project of Yale University, the National League of Cities, and the U.S. Conference of Mayors, NUF was charged with a mission to identify, recruit, and train minority men and women to occupy leadership and policy-making positions in America's cities.

In 1980, the organization expanded that mission and created the National Rural Fellows program to address the economic and community leadership needs of rural America. In 1984, we merged the National Urban and the Rural Fellows programs to form the National Urban/Rural Fellows program. In 1985, we launched the Corporate Executive Fellows program to increase opportunities for women and minorities in business and industry. In 1990, we added the two-year Environmental Science and Management Fellows program to introduce women and minorities into the critical field of environmental science and management.

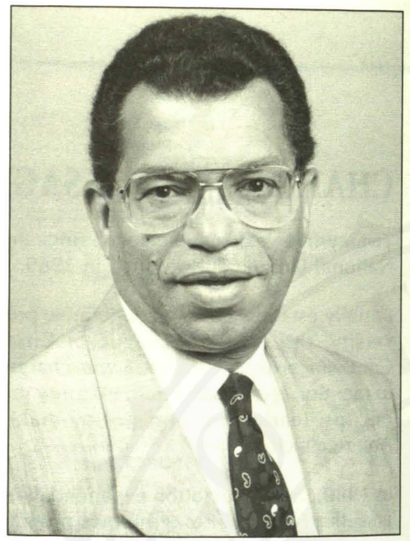
I am proud to have served both as a member of the Board of Directors and as a fellowship mentor. I am also proud that we have enjoyed the financial support of American Airlines, of which I am an officer, and other corporations with a commitment to both excellence and diversity. I invite them to share in my pride in NUF's accomplishments. Its programs thus far have graduated more than seven hundred fellows, men and women who now occupy positions of increasing responsibility and influence in their respective fields.

To no small degree, this record of achievement has been due to the dedicated and effective leadership, first, of Frank Logue, NUF's founding project director who now serves on our Board of Directors, and of Luis Alvarez, who has served as President since 1976. Their vision and determination have inspired both the members of the Board and the participating fellows.

The Board of Directors is committed to continue this valuable program into the future and provide it with the drive, imagination, and innovation needed for the challenges of the next century.

Ted Tedesco
Chairman
BOARD OF DIRECTORS

PRESIDENT'S STATEMENT



I think the song of the sirens must have been an invitation to rest on one's laurels: an honor to be valued but a temptation to be resisted. Our achievements of the last twenty-five years, gratifying as they are, must be viewed as standards to be surpassed in the years to come.

We have created and developed a model for leadership training, a model which can be replicated in many other fields now underserved by women and minorities. We must explore ways to make such opportunities available to many more qualified candidates in many more areas of professional activity.

Now we must aim for operational self-sufficiency to reduce our dependency on foundation and corporate grants and individual contributions. And in so doing, we must be sensitive to the needs of the organization itself through the development of an organizational infrastructure sufficient to administer a growing program and address a growing need.

We have taken important first measures toward these goals. Thanks to the efforts of the Board of Directors, we have implemented improved management information systems and fiscal controls. The Board has undertaken a strategic planning exercise to chart the directions of future expansion and development.

This study will establish goals for growth and the tactics for achieving those goals. It will create a timetable for action and criteria for evaluating achievement. It will determine the organizational needs requisite to program replication and growth.

Our mission does not permit complacency; it compels us to renewed dedication and effort. We have made a good start over the past twenty-five years, but we have only just begun.

I want to mark this occasion by thanking our staff whose program direction and personal dedication have contributed so much to our success. I want to thank the members of our Board for their valuable counsel and assistance. I look forward to their continued support of this important endeavor.

Luis Alvarez
President

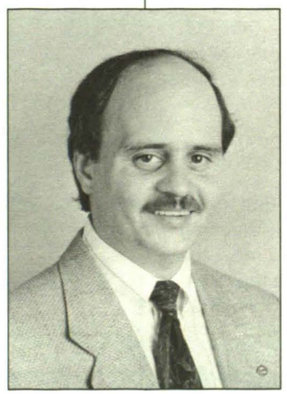
NATIONAL URBAN/RURAL FELLOWS

Contributing to the nation's cadre of racially and ethnically diverse professionals in public policy and management...

The National Urban/Rural Fellows Program, now completing its twenty-fifth year, is the model for all National Urban Fellows' programs and is a national leadership training model. It provides mid-career minority members and women in public sector professions an opportunity to increase the range and strength of their leadership skills and to earn a Master in Public Administration. The program advances their careers while it adds to the nation's cadre of diverse professionals in public policy and management.

PROGRAM DESIGN

By combining academic training and on-the-job experience, National Urban/Rural Fellows enhance their administrative and managerial competence. Fellows first begin an intensive academic course of instruction at Bernard M. Baruch College of the City University of New York. Then Fellows assume a nine month Mentorship assignment under the guidance of a high level, public sector administrator. While continuing their formal instruction, Fellows serve as special assistants to their Mentors and contribute to the work of the sponsoring agency through involvement in substantive projects. Fellows attend a week-long, mid-year conference for additional course work and to share their insights with other Fellows and Mentors as part of the learning experience.



Edwin D. Acevedo, Director

The Fellowship culminates in a second academic session at Baruch College, and on successful completion, Fellows earn a Master in Public Administration, broadening their range of professional opportunity.

THE ACADEMIC PROGRAM

The Master of Public Administration at Baruch College is fully accredited by the National Association of Schools of Public Administration and Affairs. It has been significantly expanded to accommodate the needs of Fellows who usually are mid-career professionals with extensive work and academic backgrounds. The Baruch College program offers a concentration on both rural and urban issues, providing a forum in which the concerns of both perspectives are presented and important interrelationships between them explored.

In the Fall of 1994, the Bernard M. Baruch College expanded its academic program in public affairs by creating the School of Public Affairs. The National Urban/Rural Fellows program remains a significant partner in these developments. All Fellows must complete four courses for twelve credits during the first academic summer session. These courses are:

- The Political Setting of Public Administration and Public Policy
- Administrative Management
- Computer Methodology and Information Systems
- Introduction to Research and Data Analysis

Fellows complete five additional courses for twenty-one credits during the Mentorship period:

- Mentorship in Public Administration
- Urban Fellowship
- Advanced Studies in Administrative Management
- Public Budget Administration
- Policy Research Seminar "The Capstone"

THE MENTORSHIP PROGRAM

Mentorship is the hallmark of National Urban Fellows, Inc. programs, and for many Fellows, it is the high point of their experience.

Fellows are matched with Mentors, who are senior urban and rural administrators, in a careful effort to provide the best possible learning and work experience. Mentors make a commitment to give Fellows substantive involvement in the real work of their agencies at a level which affords them an unique opportunity to observe and participate in the 'nuts and bolts' processes of government and public policy making.

Fellows typically work at the level of executive assistant and are charged with significant staff responsibilities. Examples of their activities have included analyzing the aviation/transportation policies of a major city; conducting

engineering operations audits to help formulate a city's reorganization plans; serving as liaison between the mayor's office and local agencies for city-wide initiatives; participating in financial and structural analyses of the United Way of Tri-State; helping to reorganize an urban youth services delivery system; and assuming administrative duties for special project initiatives at both city and county levels.

These positions provide the Fellows with an invaluable opportunity to experience public policy planning and implementation while it takes place and, in broader perspective, to examine the local, regional, and national issues in play.

A GROWING NETWORK

In its twenty-five years, the National Urban/Rural Fellows program has awarded more than 600 fellowships and has a distinguished alumni(ae) of motivated and committed women and minorities, many of whom have attained top-level positions including mayoralties, legislative seats, and at least one federal cabinet position.

These Fellows and the Mentors make up a national network of public administrators that is growing in size and in significance, creating a leadership cadre to meet the program's mandate to make government more representative of and more responsive to a broadly diversified constituency.

A full listing of the National Urban/Rural Fellows for the last twenty-five years comprises a separate Biographies/Directory, available on request. The list is an impressive directory to some of the most influential and responsible leaders in the public sector today.

A list of current Mentors concludes this Report. But special mention should be made of the fact that some of the Fellows from earlier classes are now serving as Mentors, a testimony to their belief in the program's effectiveness and social value.

NATIONAL URBAN/RURAL FELLOWS

CLASS OF 1995

1st row: *(seated left to right)*
Barbara A. Dodds, Barbara Gill, Linda R. Salidibar (Director), Luis Alvarez (President), DeMecia Wooten-Irizarry, Nereida Cintron

2nd row: *(standing)*
Rodney Falls, William Coleman, Adrienne Hayes, Jermane Enoch, Cecilia Gaston, Michael Taylor, Jennifer Houston, Robert Mejia

3rd row: *(standing)*
Diana Macias, Ben Loya, Adrienne Merced, Julita Milliner, Louis Rivera, Anita Rocha, Edwin Suarez II

CLASS OF 1994

1st row: *(seated left to right)*
Sandra Kovan, Steven Walker, Edwin D. Acevedo (Director), Luis Alvarez (President), Sandra Bonilla, Jane Lockhart

2nd row: *(standing)*
George Marquez, Juanita A. Haddad, Alice S. Yoo, Nadra K. Richardson, Lori Pemberton, Mirka J. Negroni, Mary Hurtado, Rosa M. Garcia, Melissa Mark-Viverito, Donna Frisby, Ferdinand (Trey) F. Fischer

3rd row: *(standing)*
Trevor Scotland, Sharon A. Denton, Barbara Brown, Yvette L. Brissette, Maritza E. Espinosa, Carolyn McLaughlin, Anne Coleman, John Robinson, Natoya Walker, Robert Lavender

NATIONAL URBAN/RURAL FELLOWS MENTORS

David T. Abbott
Cuyahoga County Administrator
BOARD OF COUNTY COMMISSIONERS
Cleveland, OH

Robert Alpern
Senior Advisor to the Commissioner
DEPARTMENT OF ENVIRONMENTAL PROTECTION
Corona, NY

Herbert Barrack
Assistant Administrator
U.S. ENVIRONMENTAL PROTECTION AGENCY
New York, NY

Hon. Tom Bradley
Mayor
CITY OF LOS ANGELES
Los Angeles, CA

Ezunial Burts
Executive Director
PORT OF LOS ANGELES
Los Angeles, CA

Sandra Ruiz Butter
Executive Director
TREMONT COMMONWEALTH COUNCIL VOCATIONAL INSTRUCTION PROJECT, INC.
Bronx, NY

George A. Caravalho
City Manager
City of Santa Clarita, CA

Gladys Carrion
Commissioner
COMMUNITY DEVELOPMENT AGENCY
New York, NY

Hon. Henry Cisneros
Secretary
U.S. HOUSING & URBAN DEVELOPMENT
Washington, DC

Richard Cohen
Vice President of Field Strategies
LOCAL INITIATIVES SUPPORT CORP.
New York, NY

Roger Cohen
Chief of Staff
PORT AUTHORITY OF NY & NJ
New York, NY

Lorraine Cortes-Vazquez
Executive Director
ASPIRA OF NEW YORK
New York, NY

Karen deBartolome
Secretary
PORT AUTHORITY OF NEW YORK & NEW JERSEY
New York, NY

Michael J. Dowling
Commissioner
NEW YORK STATE DEPARTMENT OF SOCIAL SERVICES
Albany, NY

Adolfo Echeveste
Former Assistant County Manager
MARICOPA COUNTY HEALTH SERVICES DEPARTMENT
Phoenix, AZ

Barbara Edwards
Executive Director
ASSOCIATED BLACK CHARITIES
New York, NY

Severo Esquivel
City Manager
CITY OF SAN DIEGO
San Diego, CA

Hon. Fernando Ferrer
Bronx Borough President
Bronx, NY

Patricia Foley
Senior Vice President of External Affairs
LOCAL INITIATIVES SUPPORT CORP.
Washington, DC

Roy D. Gabriel
Assistant Secretary
INFORMATION & TECHNOLOGY SERVICES
INDIANA FAMILY AND SOCIAL SERVICES ADMINISTRATION
Indianapolis, IN

Louis N. Garcia
City Manager
CITY OF HAYWARD
Hayward, CA

Rosa M. Gil, DSW
Senior Vice President
NYC HEALTH & HOSPITAL CORP.
New York, NY

Hon. Stephen Goldsmith
Mayor of Indianapolis, IN

Wilfredo Gonzalez
District Director
U.S. SMALL BUSINESS ADMINISTRATION
Washington, DC

Carolyn N. Graham
Director of Human Services Department
BROWARD COUNTY
Fort Lauderdale, FL

Marlene Hochstadt
First Deputy Director
NYC DEPARTMENT OF ENVIRONMENTAL PROTECTION
Elmhurst, NY

John Hudacs
Commissioner
NY STATE DEPARTMENT OF LABOR
Albany, NY

Dr. Billy E. Jones
President
NYC HEALTH & HOSPITALS CORPORATION
New York, NY

William Jones
Vice President of Program
LOCAL INITIATIVES SUPPORT CORPORATION
New York, NY

Kenneth J. Knuckles
Commissioner
NYC DEPARTMENT OF GENERAL SERVICES
New York, NY

Anita Landecker
Program Vice President
LOCAL INITIATIVES SUPPORT CORPORATION
Los Angeles, CA

Edward G. Lloyd
Chief Financial Officer/Treasurer
LOCAL INITIATIVES SUPPORT CORP.
New York, NY

David Lopez, Ph.D.
Executive Deputy Administrator
Intergovernmental Affairs
HUMAN RESOURCES ADMINISTRATION
New York, NY

Leslie H. Lowe
Assistant Commissioner of Operations & Development
NYC DEPARTMENT OF GENERAL SERVICES
New York, NY

George L. Miles, Jr.
Executive Vice President & Chief Operating Officer
WNET/THIRTEEN
New York, NY

Blair Nare
Manager
WORLD TRADE INSTITUTE
PORT AUTHORITY OF NY & NJ
New York, NY

Erwin J. Odeal
Executive Director
NORTHEAST OHIO REGIONAL SEWER DISTRICT
Cleveland, OH

Jonathan Olken
Vice President & Director
Marketing & Development
WNET/THIRTEEN
New York, NY

Roy R. Pederson
County Manager
MARICOPA COUNTY GOVERNMENT
Phoenix, AZ

Hon. Cesar A. Perales
Deputy Mayor
City of New York, NY

Paula Petrotta
Executive Director
LOS ANGELES CITY COMMISSION ON THE STATUS OF WOMEN
Los Angeles, CA

Sally Hernandez Pinerio
Deputy Mayor
FINANCE & ECONOMIC DEVELOPMENT
New York, NY

Benjamin Reyes
Commissioner
DEPARTMENT OF GENERAL SERVICES
Chicago, IL

John Rhoder
Acting Executive Director
KINGS COUNTY HOSPITAL CENTER
Brooklyn, NY

Hon. Jeff Richardson
Secretary
INDIANA FAMILY & SOCIAL SERVICES ADMINISTRATION
Indianapolis, IN

Donald A. Robbins
Director of External and Intergovernmental Affairs
NY STATE DEPARTMENT OF SOCIAL SERVICES
Albany, NY

Richard W. Roper
Director
Office of Business Development
PORT AUTHORITY OF NY & NJ
New York, NY

Sandy Rosenblith
Senior Vice President
LOCAL INITIATIVES SUPPORT CORP.
Washington, DC

Alan Rosenbult
Executive Director
NYC HEALTH & HOSPITALS CORP.
New York, NY

Jack Shakely
President
CALIFORNIA COMMUNITY FOUNDATION
Los Angeles, CA

Susan F. Shick
Director of Community Development
City of Long Beach, CA

Lavonne Sheffield-Turner
Chief of Staff
MAYOR'S OFFICE
Cleveland, OH

Lorraine C. Tregde
Acting Executive Director
NYC HEALTH & HOSPITAL CORP.
New York, NY

Suzanne Turner
Director
Division of Family & Children
INDIANA FAMILY AND SOCIAL SERVICES ADMINISTRATION
Indianapolis, IN

Merry Tuten
President & CEO
GREATER LOS ANGELES TRADE CENTER
Los Angeles, CA

Maryann Ustick
Director
CITY OF PHOENIX
Phoenix, AZ

Richard Vazquez
Vice President
MULTI-PLAN
New York, NY

Pete Velez
Executive Director
NYCHHC/ELMHURST HOSPITAL CENTER
Elmhurst, NY

Peter Waldt
Vice President of Project Finance
NY STATE URBAN DEVELOPMENT CORP.
New York, NY

Danny R. Williams
County Administrator
CUYAHOGA COUNTY BOARD OF COMMISSIONS
Cleveland, OH

Ted Williams
Acting Assistant County Manager
MARICOPA COUNTY GOVERNMENT HEALTH CARE AGENCY
Phoenix, AZ

Robert M. Willis
Commissioner
DC INSURANCE COMMISSION
Washington, DC

Donald Woods
Deputy Administrator
HUMAN RESOURCES ADMINISTRATION/ OFFICE OF INTERGOVERNMENTAL AFFAIRS
New York, NY

NATIONAL URBAN/RURAL FELLOWS CUMULATIVE STATISTICAL PROFILE 1969-95

RACIAL/ETHNIC ORIGIN

African American	332 (54.9%)
Hispanic	203 (33.0%)
White	33 (5.4%)
Native American	18 (2.9%)
Asian American	20 (3.2%)
Other	4 (0.6%)
Total Fellows	**615 (100%)**

GENDER

Female	294 (47.8%)
Male	321 (52.2%)
Total	**615 (100%)**

AGE ON APPLICATION

Age Range	24-55
Average Age Females	31.6
Average Age Males	34.2

MEDIAN EDUCATION

Pre-Fellowship	BA
Post-Fellowship	MA

FELLOWS PRESENT LOCATION BY STATE

Alabama	4
Arizona	13
Arkansas	3
California	65
Colorado	5
Connecticut	6
Delaware	1
District of Columbia	36
Florida	19
Georgia	14
Hawaii	4
Illinois	8
Indiana	2

FELLOWS PRESENT LOCATION BY STATE
(continued)

Iowa	3
Kentucky	1
Louisiana	3
Maine	2
Maryland	11
Massachusetts	5
Michigan	6
Minnesota	2
Mississippi	10
Missouri	4
Nebraska	1
Nevada	2
New Jersey	19
New Mexico	15
New York	111
North Carolina	5
Ohio	25
Oklahoma	3
Oregon	4
Pennsylvania	13
Tennessee	2
Texas	16
Vermont	1
Virginia	11
Washington	12
Wisconsin	3
Subtotal of Fellows in 39 States and DC	**469**

Other: U.S. Territories or Commonwealth, Address Unknown, or Deceased

Puerto Rico	5
Micronesia	1
Africa	1
Current Address Unrecorded	123
Deceased	15
TOTAL FELLOWS	**615**

CORPORATE EXECUTIVE FELLOWS

Expanding the participation of minority executives in the upper levels of corporate management and leadership...

Begun in 1985, the Corporate Executive Fellows program aims at expanding the participation of minority executives in the upper levels of corporate management and leadership, preparing them for senior-level management careers.

The Corporate Executive Fellows program was initiated by the leadership and with the financial support of Columbia Business School, Stanford Graduate School of Business, The Equitable Life Insurance Co., and National Urban Fellows, Inc. Further participation and support came from such outstanding firms as American Airlines, Bank of America, the Chase Manhattan Corporation, Chemical New York Corporation, First Boston Corporation, The Henley League, Ltd., Hewlett-Packard Company, Time Warner, Inc. and The John D. and Catherine T. MacArthur Foundation.

CORPORATE EXECUTIVE FELLOWS

PROGRAM DESIGN

The Corporate Executive Fellows program, lasting twenty-four to thirty months, identifies qualified professionals who exhibit the skills, development capacity, and commitment to assume high levels of responsibility in the business community.

Fellows are provided an opportunity to earn a Master of Business Administration degree from Columbia University Graduate School of Business or Stanford's Graduate School of Business. A Mentorship component offers Fellows the opportunity to work directly with senior corporate executives who function as teacher, guide, and role model.

ACADEMIC PROGRAM

Two major academic institutions provide the academic component of the Corporate Executive Fellowship Program, which leads to the MBA degree: Columbia University Graduate School of Business and Stanford University Graduate School of Business. Each institution contributes 50% of the Fellow's tuition costs.

Both are designed to prepare students for senior-level management careers in business and to allow for a broad exposure to management practices.

A curriculum of core and elective courses integrates the theoretical with the practical applications of business management. Fellows learn to analyze problems, weigh alternatives, make decisions, and implement them. The academic program includes courses in business administration, seminars with corporate Mentors, workshops with and lectures by leading business managers and directors. Fellows themselves lead peer workshops and independent study projects in appropriate topics.

MENTORSHIP PROGRAM

If the knowledge that derives from formal education is invaluable, the knowledge drawn from experience is essential.

The hallmark of the Corporate Executive Fellows program, like that of the other National Urban Fellows, Inc., programs, is assignment to a Mentor. Fellows work directly with senior corporate executives who have the capability and the commitment to engage in an intensive learning relationship. During the Mentorship, Fellows have staff responsibilities and are directly supervised by the Mentor or are assigned to an appropriate department associate.

While the Mentor's leadership style and responsibilities vary from individual to individual and from corporation to corporation, each shares a willingness to put the Fellow to work in the real business of the corporation. Mentors serve as teachers, trusted counselors, and role models. Their responsibilities are to:

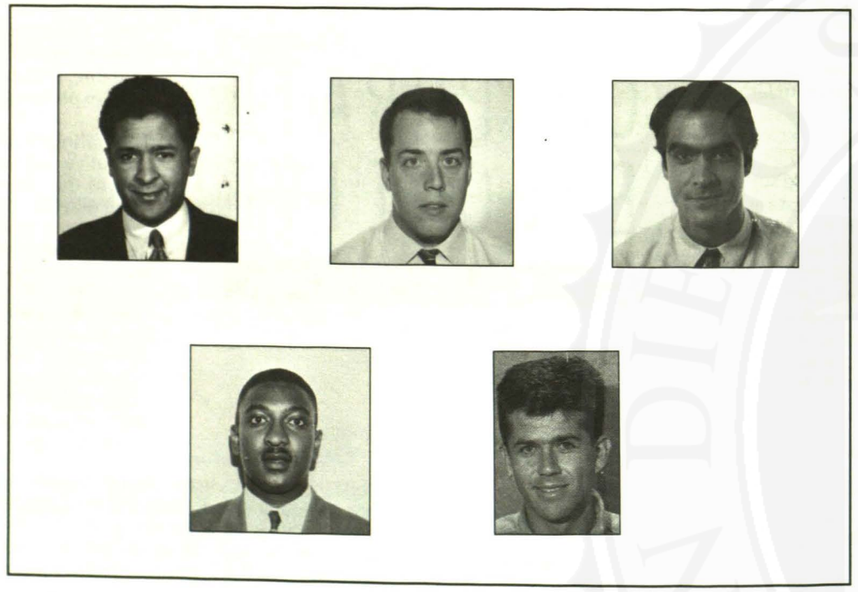
- Assign the Fellow to a significant job with tasks that are related to the Mentor's operations;
- Allot sufficient time to provide the Fellow with feedback regarding job performance and design strategies in accomplishing assigned tasks;
- Admit the Fellow into the department's inner circle of decision makers;
- Assist the Fellow in the professional development and career growth appropriate to the corporation's culture and policies.

The Mentor and Fellow periodically assess the development of the learning relationship with the Fellowship Program Director to insure the maximum mutual benefit for both the Mentor's organization and the Fellow's development.

A full listing of the Corporate Executive Fellows can be found in the Biographies/Directory (available on request) which also lists the Fellows in other National Urban Fellows, Inc., programs. A list of current Mentors and their corporate affiliations concludes this Report.

CORPORATE EXECUTIVE FELLOWS

CLASS OF 1995 AND 1996



(Top - left to right) Matthew B. Brown, Columbia Business School; Julio Ruiz-Gomez, Columbia Business School; E. Miguel Rossy, Columbia Business School

(Bottom - left to right) Steven Pamon, Stanford Graduate School of Business; Rafael Ortiz, Stanford Graduate School of Business

CORPORATE EXECUTIVE FELLOWS MENTORS

Marilda Alfonso
Vice President
REALTY INVESTMENTS
AETNA INVESTMENT GROUP
Hartford, CT

Bruce Barone
Vice President
FINANCIAL PLANNING
UNITED PARCEL SERVICE
Atlanta, GA

Allison Coolbrith
General Manager
AETNA LIFE & CASUALTY
Walnut Creek, CA

Mary Ann Cusenza
Treasurer
CORPORATE TREASURY
APPLE COMPUTER, INC.
Cupertino, CA

Eric Harslem
Vice President
APPLE COMPUTER, INC.
Cupertino, CA

George Kalkines
Senior Partner
KALKINES, ARKY, ZALL & BERNSTEIN
New York, NY

William McCaffrey
Executive Vice President
THE EQUITABLE
New York, NY

Jeff Pantages
Managing Director
CAPITAL MANAGEMENT GROUP
THE PRUDENTIAL
Newark, NJ

Bob Roath
Vice President and Corporate Controller
RJR NABISCO, INC.
New York, NY

Shane Robison
Director
ADVANCED TECHNOLOGY GROUP
APPLE COMPUTER,INC.
Cupertino, CA

Peter Shapiro
Vice President
CITICORP SECURITIES MARKETS, INC.
New York, NY

John Stagland
Vice President
PRODUCT DEVELOPMENT
PACIFIC TELESIS GROUP
San Roman, CA

Richard J. Zall
Managing Partner
STERLING HEALTH CAPITAL
MANAGEMENT, INC.
New York, NY

CORPORATE EXECUTIVE FELLOWS CUMULATIVE STATISTICAL PROFILE 1985-1996

RACIAL/ETHNIC ORIGIN

African American	16 (45.7%)
Hispanic	19 (54.3%)
Total Fellows	**35 (100%)**

GENDER

Females	12 (34.3%)
Males	23 (65.7%)
Total Fellows	**35 (100%)**

AGE ON APPLICATION

Age Range	22 - 33
Average Age Males	25.9
Average Age Females	25.7
Average Age Overall	25.8

STATE OR COMMONWEALTH OF RECRUITMENT

Arizona	2
California	9
Colorado	1
Connecticut	1
Delaware	1
Florida	1
Illinois	1
Maryland	1
Massachusetts	3
New York	9
New Jersey	3
Pennsylvania	1
Puerto Rico	1
Virginia	1
Total Fellows in 14 States/Commonwealth	**35**

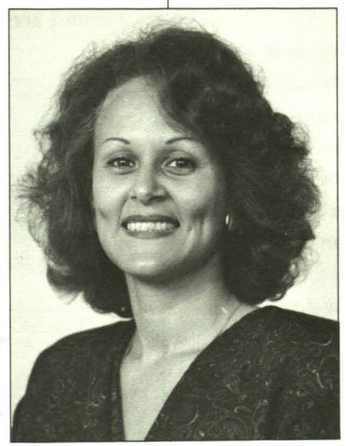
ENVIRONMENTAL SCIENCE & MANAGEMENT FELLOWS

Enhancing the participation of traditionally underrepresented groups in the upper levels of environmental management and science leadership...

A unique program combining intense academic study and professional experience in the administrative, technical, and scientific areas of environmental management and protection, the Environmental Science and Management Fellowship is targeted to individuals who bring cultural diversity to the discipline.

Fellows of this unique program will become a source of leadership in the areas of environmental protection, conservation, and management.

The goal of the Environmental Science and Management Fellows program is to develop an ethnically and culturally diverse leadership in environmental research and policy making. Emerging issues such as "environmental racism" and emerging institutions such as NAFTA and GATT make this an especially timely and important program.



Linda E. Alexander, Director

PROGRAM DESIGN

The Environmental Science and Management Fellows program, begun in 1991, combines a full-time, two year course of study leading to a Master of Science degree from Tufts University. This includes a twelve-month mentorship assignment under the direction of an outstanding environmental scientist/administrator as special assistant on projects of critical importance to the sponsoring organization.

Through vigorous outreach and recruitment, the Environmental Science and Management Fellowship identifies mid-career professionals in the public and private sectors who exhibit the skills, capacity, interest, and commitment to assume high levels of responsibility in the environmental community. Admission to the fellowship is determined through a selection process shared by Tufts Univer ty's faculty and the staff and alumni(ae) of National Ur ɔan Fellows, Inc.

ACADEMIC PROGRAM

The academic component of the ESMF program is administered by Tufts University's Department of Civil and Environmental Engineering in cooperation with its Department of Urban and Environmental Policy. Fellows must satisfactorily complete ten courses to fulfill the requirements of the Master of Science Degree. These courses consist of a core of five defining the multidisciplinary focus of environmental science and management; four electives in environmental science, technology, health, and policy; and a master's project. A non-credit introductory summer program and a colloquium also are required. The five core courses provide a blend of environmental principles, knowledge, and tools in the areas of ecology, law, decision making and administration, risk and technology assessment, program and project management, and economics, as follows:

- Environmental Management
- Health Effects and Risk Assessment
- Applied Ecology or Population and Community Ecology

and one of the following:

- Hazardous Materials Management
- Environmental Law
- Environmental Economics

The four electives are drawn from courses in the areas of Environmental Science, Biology, Civil Engineering, and Chemistry.

Fellows also participate in a noncredit Colloquium in Environmental Science and Management, a weekly forum on a broad range of environmental issues. Finally, Fellows must complete the Master's project, a group response to real world environmental problems submitted by local corporations, governments, and community-based organizations. The project culminates in an oral presentation and a scholarly work of an applied nature, written to integrate the academic experiences with a practical application.

In addition, Fellows are encouraged to participate in a variety of other environmental programs offered by Tufts University, such as the Forum of the Hazardous Materials Management program, the annual New England Environmental Conference, a symposium sponsored by the International Environmental Policy Program of the Fletcher School of Law and Diplomacy and the Department of Urban and Environmental Policy, a lecture series sponsored by the Center for Environmental Management, and the graduate student chapter of the National Association of Environmental Professionals.

MENTOR PROGRAM

Like all National Urban Fellows, Inc., programs, the Environmental Science and Management Fellows program is based on the premise that knowledge drawn from experience is an essential component of learning. Therefore, the program features an intensive, twelve-month mentorship during which Fellows work directly with outstanding environmental scientists and administrators.

A Fellow's background, skills, and professional objectives are evaluated and closely matched with mentorship assignments to provide the greatest possible development opportunity for the Fellow and the greatest possible asset to the sponsoring agency.

The Mentor's role as a teacher, guide, and role model is fundamental to the program's goal of developing effective environmental leaders. The Mentor provides the Fellow with feedback regarding job performance and strategies for accomplishing assigned tasks. The Mentor, the Fellow, and ESMF program staff periodically assess the development of the learning relationship from both the standpoints of the Fellow and the Mentor's organization.

A full listing of the Environmental Science and Management Fellows can be found in the Biographies/Directory (available on request) which also lists the Fellows in other National Urban Fellows, Inc., programs. A list of current Mentors and their affiliations concludes this Report.

ENVIRONMENTAL SCIENCE & MANAGEMENT FELLOWS

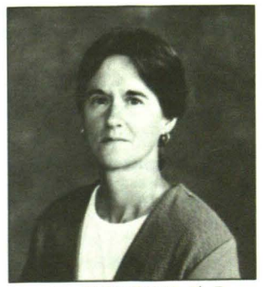
CLASS OF 1996

(Top - left to right) Carlos Alicea, John Chavez, Thomas Cowling, Ian Ewusi-Wilson
(Bottom - left to right) LaVerne Parris, Daniel Pena, Patricia Reed

LINDA E. ALEXANDER
Program Director

CLASS OF 1995

(Top - left to right) Lois Adams, Sharon Beard, Magalie Breville, Sheila Davidson
(Bottom - left to right) Vincia Holloman, Joan Mitchell, Marcia Rose



ANN RAPPAPORT, Ph.D.
Academic Program Director

ENVIRONMENTAL SCIENCE & MANAGEMENT FELLOWS MENTORS

Robert Alpern
Acting Director
Office of Natural Resources
NEW YORK CITY DEPARTMENT OF ENVIRONMENTAL PROTECTION AGENCY
Corona, NY

Jerry N. Blancato, Ph.D.
Research Biologist
Environmental Monitoring Systems Laboratory
U.S. ENVIRONMENTAL PROTECTION AGENCY
Las Vegas, NV

John C. Chamberlin
Director
Office of Administration
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Thorne W. Chambers
Director
Employee Participation and Communication
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Harry Freeman, Ph.D.
Chief
POLLUTION PREVENTION RESEARCH BRANCH
RISK REDUCTION ENGINEERING LABORATORY
U.S. ENVIRONMENTAL PROTECTION AGENCY
Cincinnati, OH

James D. Giattina
Deputy Director
GREAT LAKES NATIONAL PROGRAM OFFICE
U.S. ENVIRONMENTAL PROTECTION AGENCY
Chicago, IL

Christopher Grundler
Director
GREAT LAKES NATIONAL PROGRAM OFFICE
U.S. ENVIRONMENTAL PROTECTION AGENCY
Chicago, IL

Thomas L. Hadd
Deputy Director
OFFICE OF RESEARCH AND DEVELOPMENT
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Penelope Hansen
Director
INNOVATIVE TECHNOLOGY PROGRAMS
OFFICE OF RESEARCH AND DEVELOPMENT
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Thomas M. Hellman, Ph.D.
Vice President
ENVIRONMENTAL AFFAIRS
OCCUPATIONAL HEALTH AND SAFETY
BRISTOL-MYERS SQUIBB COMPANY
New York, NY

Stephen L. Johnson
Director
FIELD OPERATIONS DIVISION
OFFICE OF PESTICIDE PROGRAMS
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Nicholas Lailas
Chief
RADIATION ASSESSMENT BRANCH
RADIATION STUDIES BRANCH
OFFICE OF RADIATION AND INDOOR AIR
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Patricia L. Meaney
Deputy Regional Administrator
U.S. ENVIRONMENTAL PROTECTION AGENCY
Boston, MA

Kenneth Olden, Ph.D.
Director
NATIONAL INSTITUTE OF ENVIRONMENTAL HEALTH SCIENCES
Research Triangle Park, NC

E. Timothy Oppelt
Director
RISK REDUCTION ENGINEERING LABORATORY
U.S. ENVIRONMENTAL PROTECTION AGENCY
Cincinnati, OH

Joseph R. Pinto, Ph.D.
Research Scientist
OFFICE OF RESEARCH AND DEVELOPMENT
ATMOSPHERIC RESEARCH AND EXPOSURE ASSESSMENT LABORATORY
U.S. ENVIRONMENTAL PROTECTION AGENCY
Research Triangle Park, NC

Peter W. Preuss
Director
OFFICE OF SCIENCE, PLANNING, REGULATORY EVALUATION
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Frank T. Princiotta
Director
AIR AND ENERGY ENGINEERING, RESEARCH LABORATORY
U.S. ENVIRONMENTAL PROTECTION AGENCY
Research Triangle Park, NC

Rosemarie C. Russo, Ph.D.
Director
ENVIRONMENTAL RESEARCH LABORATORY
U.S. ENVIRONMENTAL PROTECTION AGENCY
Athens, GA

Richard Sanderson
Director
OFFICE OF FEDERAL ACTIVITIES
OFFICE OF ENFORCEMENT
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

David Scott Smith
Chief
POLICY AND RESOURCES DEVELOPMENT, SAFETY, HEALTH AND ENVIRONMENTAL MANAGEMENT DIVISION
OFFICE OF ADMINISTRATION
U.S. ENVIRONMENTAL PROTECTION AGENCY
Washington, DC

Kathy Veit
Chief
PROGRAM COORDINATION BRANCH
U.S. ENVIRONMENTAL PROTECTION AGENCY
Seattle, WA

ENVIRONMENTAL SCIENCE & MANAGEMENT FELLOWS STATISTICAL PROFILE CLASS OF 1991-1996

GENDER

Female	19 (57.6%)
Male	14 (42.4%)

RACIAL/ETHNIC ORIGIN

African-American	21 (63.6%)
Hispanic	4 (12.1%)
Native-American	4 (12.1%)
White	3 (9%)
Asian-American	1 (3%)

STATE/COMMONWEALTH OF RECRUITMENT

Alabama	1
California	6
Colorado	2
Connecticut	1
District of Columbia	1
Maine	1
Massachusetts	9
Montana	1
New Jersey	2
New Mexico	1
New York	3
Ohio	1
Puerto Rico	1
South Carolina	1
Virginia	1
Washington	1

GEOGRAPHIC REGION

Northeast	16
West	6
South	4
Southwest	4
Midwest	2
U.S. Territory	1

EDUCATION

Graduate	2
Bachelors	31

MEDIAN AGE 32

TOTAL FELLOWSHIPS AWARDED 33

FINANCIAL REPORT

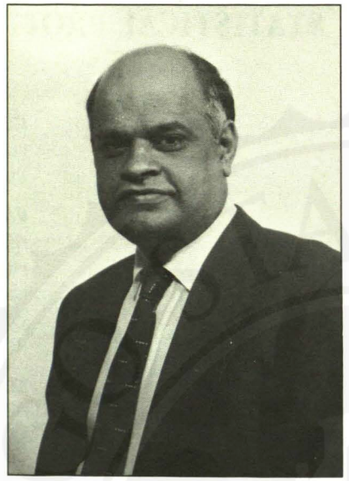
INCOME

Support for the program of National Urban Fellows, Inc., for fiscal year 1993-94 came predominantly from three sources. Mentor organizations contributed 36%; foundations and corporations together provided 33%; 30% came from Federal government contracts. The remaining 1% derived from individual contributions and interest earnings. The Income pie chart illustrates the relative proportion of each source.

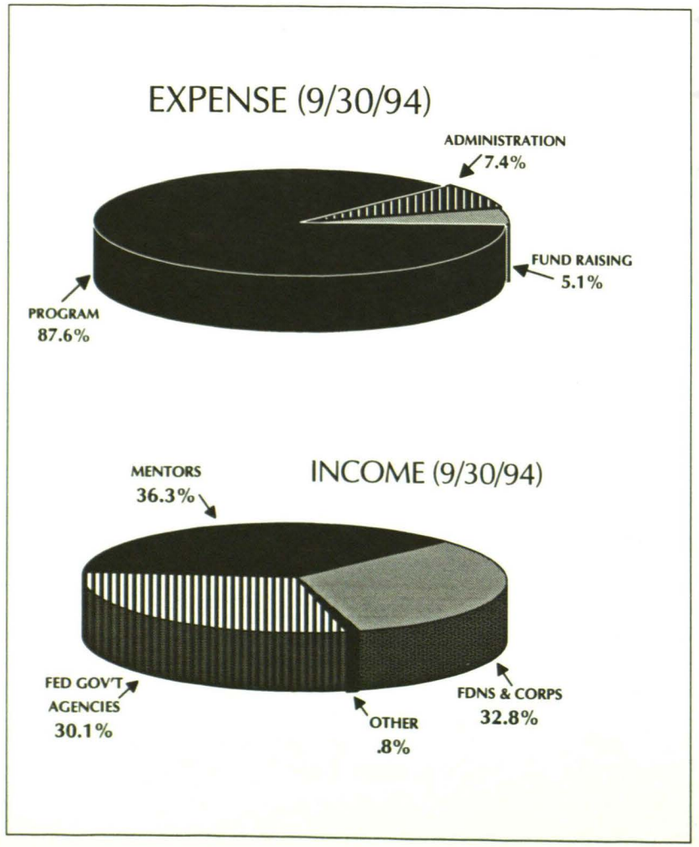
The individual gift campaign continued for the sixth year. We are very gratified by the generosity and commitment demonstrated by National Urban/Rural Fellow graduates with first-hand experience with the program.

In addition to cash contributions, we received a substantial in-kind contribution. The Bernard M. Baruch College of New York continued its support of National Urban Fellows Inc. program. Similarly, Columbia University and Stanford University provided a 50% tuition and fee waiver for the Corporate Executive Fellows Program. Tufts University provided a tuition reduction for the Environmental Science and Management Fellows.

Other significant in-kind contributions came from American Airlines.



M. GNANA SEKARAN
Controller



EXPENSES

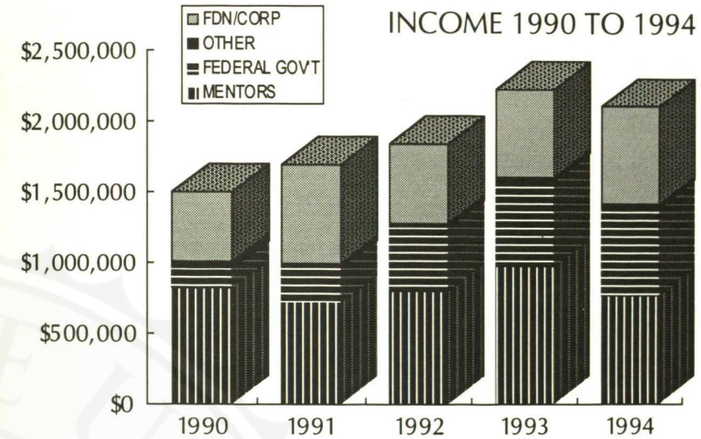
The Expense pie chart shows the proportions of expenditures incurred by the activities of National Urban Fellows, Inc., for fiscal year 1993-94. Program-related expenses were 88% of the total; administration and fundraising accounted for 7% and 5% respectively.

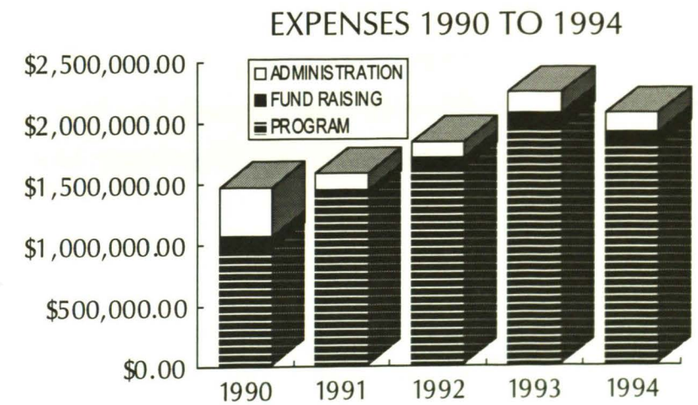
GROWTH OVER FIVE YEARS

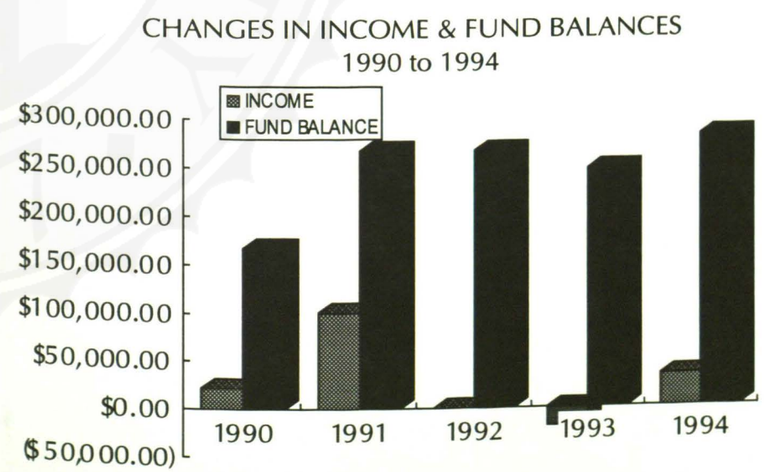
As the Income bar chart illustrates, National Urban Fellows, Inc., has increased its revenues over the last five years to more than two million dollars. Mentor contributions continue to provide the financial base built upon by foundation and corporate grants and federal contracts.

The Expense chart for 1990-94 shows that the major portion of expenditures reflects direct program costs. Administrative expenses decreased in the same period as staff in some programs were consolidated.

National Urban Fellows, Inc., has sought successfully to maintain a strong financial position while sustaining quality programs and promoting organizational growth. The results of these efforts can be seen in the bar chart, Changes in Income and Fund Balances.







FINANCIAL STATEMENTS AND OTHER FINANCIAL INFORMATION

Year ended September 30, 1994
with comparative totals for 1993
with Report of Independent Auditors

ERNST & YOUNG LLP

REPORT OF INDEPENDENT AUDITORS

BOARD OF DIRECTORS
NATIONAL URBAN FELLOWS, INC.

We have audited the accompanying balance sheet of National Urban Fellows, Inc. (the "Organization") as of September 30, 1994, and the related statements of support, revenue and expenses and changes in fund balances, and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit 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 audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of National Urban Fellows, Inc. at September 30, 1994, and the results of its operations and its cash flows for the year then ended in conformity with generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying schedule of expenses is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in our audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Ernst + Young LLP

December 23, 1994

NATIONAL URBAN FELLOWS, INC.
BALANCE SHEET

September 30, 1994 with comparative totals for 1993

	1994			1993
	Unrestricted	Restricted	TOTAL	TOTAL
Assets				
Current assets:				
Cash and cash equivalents *(Note 6)*	$ 168,557	$ 317,006	$ 485,563	$ 564,029
Certificates of deposit	–	152,158	152,158	40,270
Receivables:				
Mentors	–	568,200	568,200	718,500
Foundations and corporations	18,000	90,327	108,327	151,103
Government agencies *(Note 7)*	26,000	176,687	202,687	108,439
Prepaid expenses and other assets	–	88,895	88,895	55,324
Total current assets	212,557	1,393,273	1,605,830	1,637,665
Fixed assets:				
Furniture, fixtures and equipment	99,317	125,375	224,692	224,692
Leasehold improvements	34,883	–	34,883	34,883
	134,200	125,375	259,575	259,575
Less accumulated depreciation and amortization	98,995	104,754	203,749	174,063
Net fixed assets	35,205	20,621	55,826	85,512
Security deposits	12,857	–	12,857	12,857
Total Assets	$ 260,619	$ 1,413,894	$ 1,674,513	$ 1,736,034
Liabilities and fund balances				
Current liabilities:				
Accrued education expenses	$ –	$ 78,248	$ 78,248	$ 110,058
Other accrued liabilities	–	55,702	55,702	56,460
Deferred support and revenue	–	1,259,323	1,259,323	1,321,945
Total current liabilities	–	1,393,273	1,393,273	1,488,463
Commitments *(Note 4)*				
Fund balances	260,619	20,621	281,240	247,571
Total liabilities and fund balances	$ 260,619	$ 1,413,894	$ 1,674,513	$ 1,736,034

See accompanying notes.

NATIONAL URBAN FELLOWS, INC.
STATEMENT OF SUPPORT, REVENUE AND EXPENSES AND CHANGES IN FUND BALANCES

Year ended September 30, 1994 with comparative totals for 1993

	1994 Unrestricted	1994 Restricted	1994 TOTAL	1993 TOTAL
Support and revenue *(Note 2)*				
Support:				
Mentors	$ –	$ 845,290	$ 845,290	$ 968,507
Foundations and corporations	235,500	377,300	612,800	620,541
Government agencies *(Note 7)*	31,497	603,010	634,507	620,030
	266,997	1,825,600	2,092,597	2,209,078
Revenue:				
Application fees and other	4,480	–	4,480	6,460
Interest and other income	12,364	–	12,364	13,808
Total support and revenue	283,841	1,825,600	2,109,441	2,229,346
Expenses *(Note 2)*				
Program expenses	145,771	1,671,941	1,817,712	1,961,443
General and administrative	32,769	120,091	152,860	166,116
Fund-raising	50,974	54,226	105,200	121,157
Total expenses	229,514	1,846,258	2,075,772	2,248,716
Excess (deficiency) of support and revenue over expenses	54,327	(20,658)	33,669	(19,370)
Fund balances, beginning of year	180,289	67,282	247,571	266,941
Fund transfer	26,003	(26,003)	–	–
Fund balances, end of year	$ 260,619	$ 20,621	$ 281,240	$ 247,571

See accompanying notes.

NATIONAL URBAN FELLOWS, INC.
STATEMENT OF CASH FLOWS

Year ended September 30, 1994 with comparative totals for 1993

	1994 Unrestricted	1994 Restricted	1994 TOTAL	1993 TOTAL
OPERATING ACTIVITIES				
Excess (deficiency) of support and revenue over expenses	$ 54,327	$ (20,658)	$ 33,669	$ (19,370)
Adjustments to reconcile excess (deficiency) of support and revenue over expenses to net cash provided (used) by operating activities:				
Depreciation and amortization	9,028	20,658	29,686	35,613
Changes in operating assets and liabilities:				
Decrease (increase) in receivables	47,250	51,578	98,828	(188,607)
(Increase) decrease in prepaid expenses	–	(33,571)	(33,571)	10,552
(Decrease) increase in accrued education expenses	–	(31,810)	(31,810)	59,498
(Decrease) increase in other accrued liabilities	–	(758)	(758)	14,875
(Decrease) increase in deferred support and revenue	–	(62,622)	(62,622)	210,781
Transfer from restricted to unrestricted	26,003	(26,003)	–	–
Total adjustments	82,281	(82,528)	(247)	142,712
Net cash provided (used) by operations	136,608	(103,186)	33,422	123,342
Investing activities				
Disposals of furniture, fixtures and equipment	–	–	–	3,025
Net purchases of certificates of deposit	–	(111,888)	(111,888)	(837)
Net cash provided (used) by investing activities	–	(111,888)	(111,888)	2,188
Net increase (decrease) in cash and cash equivalents	136,608	(215,074)	(78,466)	125,530
Cash and cash equivalents, beginning of year	31,949	532,080	564,029	438,499
Cash and each equivalents, end of year	$ 168,557	$ 317,006	$ 485,563	$ 564,029

See accompanying notes.

NATIONAL URBAN FELLOWS, INC.
NOTES TO FINANCIAL STATEMENTS

September 30, 1994

1. ORGANIZATION

National Urban Fellows, Inc. ("NUFI") is an organization whose goal is to identify and train men and women, especially members of minority groups, for leadership positions in the administration of urban and rural communities and in the private sector. NUFI is an independent not-for-profit institution incorporated in 1974 under the laws of the State of Connecticut. NUFI operates an administrative office in New York City.

NUFI offers a thirteen-month postgraduate program, the National Urban Rural Fellowship program ("NURF") which consists of a two-month education program, followed by a nine-month assignment as a Special Assistant to an urban or rural administrator (a Mentor) and a final two-month education program. The program receives the major portion of its continuing support from mentors, corporations, foundations and alumni.

NUFI also offers a Corporate Executive Fellowship program ("CEF"). This is a two-year program in which participants earn a Master in Business Administration at Columbia University or Stanford University while obtaining "on-the-job" experience working with the management personnel (Mentors) of major companies.

Additionally, NUFI offers an Environmental Science and Management Fellowship program ("ESMF") largely supported by a grant received from the U.S. Environmental Protection Agency. This is a two-year program in which participants earn a Master of Science Degree from Tufts University while obtaining "on-the-job" experience working with key executives and scientists (Mentors) within the environmental protection/conservation community.

2. SIGNIFICANT ACCOUNTING POLICIES

Recognition of Contributions Receivable, Revenue and Deferred Revenue

Mentor contributions, which are restricted, are recorded as receivable and deferred support and revenue when NUFI places a fellow with a Mentor. The deferred support and revenue is recognized as revenue as mentorship expenses are incurred. The collectibility of the entire mentor receivable is dependent upon a fellow remaining with a mentor for the entire mentorship period.

Unrestricted contributions from foundations and corporations are recorded as receivable and revenue when granted. Restricted contributions are recorded as receivable and deferred support and revenue when granted and recognized as revenue as expenses related to the restricted purpose are incurred.

Support from government agencies consists of reimbursements for expenses incurred in accordance with the terms of grants with the government agencies. Such reimbursements are recognized as support when the related expenses are billed to the government agencies.

Revenues and expenses are recorded in an equivalent amount, at estimated fair market value, when gifts-in-kind are used by NUFI. In 1994, NUFI received an in-kind contribution from American Airlines of approximately $50,000 in airline ticket credits.

Cash and Cash Equivalents

NUFI considers all highly liquid investments purchased with a maturity of three months or less to be cash equivalents.

Fixed Assets, Depreciation and Amortization

Fixed assets are recorded at cost, if purchased, or at estimated fair market value, if donated.

Depreciation of furniture, fixtures and equipment is calculated using the straight-line method over their ten-year estimated useful lives. Computer equipment purchased or donated subsequent to October 1, 1987 is being depreciated over five years.

Leasehold improvements are amortized using the straight-line method over the lesser of their estimated useful lives or the remaining term of the lease.

Allocation of Expenses

Salaries, fringe benefits, staff travel and other expenses are allocated to program, general and administrative and fund-raising expense categories in proportion to time worked and travel incurred in activities related to each category.

Presentation

The 1993 financial information is presented for comparative purposes only and is not intended to be a complete financial statement presentation.

3. TAXES

NUFI is a Section 501(c)(3) organization exempt from federal income taxes under Section 509(a) of the Internal Revenue Code and has been classified as a publicly supported charitable organization. As such, NUFI qualifies for the maximum charitable contribution deduction by donors.

As a not-for-profit organization, NUFI is also exempt from state and local income and sales taxes.

4. COMMITMENTS

NUFI leases office space in New York City under an operating lease which expires in April 2002. The lease provides for minimum annual rental payments of approximately $65,000 until April 1996 and $77,000 annually for the remainder of the lease. Base rental payments are subject to escalation for NUFI's proportionate share of increases in building operating expenses. Rent expense for 1994 was approximately $86,000

NUFI is committed, subject to fellows continued participation in the programs, to disburse fellowship stipends amounting to approximately $575,000 and education costs of approximately $178,000 ratably over its programs in the 1995 fiscal year.

5. THRIFT PLAN

NUFI has established a thrift plan for the benefit of employees meeting certain eligibility requirements. NUFI contributes 5% of an employee's annual wage and matches 50% of an employee's voluntary contribution (to a maximum employee contribution of 4%). The total expense under the plan amounted to approximately $26,000 in fiscal 1994 and $25,000 in fiscal 1993.

6. CONCENTRATION OF CREDIT RISK

Financial instruments which potentially subject NUFI to significant concentration of credit risk consist principally of the uninsured portions of cash and cash equivalents. NUFI maintains its cash and cash equivalents in two major financial institutions located in New York City. Approximately 76% of cash and cash equivalents is deposited at one of these financial institutions.

7. INDIRECT COST RATE

On December 23, 1994, the U.S. Environmental Protection Agency ("EPA") approved an 8% indirect cost rate for NUFI effective retroactively to January 23, 1993. NUFI incurred indirect costs of $26,000 relating to the period from January 23, 1993 through September 30, 1993 and, accordingly, recognized accounts receivable of $26,000 from the EPA and unrestricted revenue of $26,000 in fiscal 1994.

8. ACCOUNTING FOR CONTRIBUTIONS AND FINANCIAL STATEMENT DISPLAY

In June 1994, the Financial Accounting Standards Board issued Statement of Financial Accounting Standards No. 116, *Accounting for Contributions Received and Contributions Made* ("SFAS 116"), and Statement of Financial Accounting Standards No. 117, *Financial Statements of Not-for Profit Organizations* ("SFAS 117").

SFAS 116 establishes standards of accounting for contributions and applies to all entities that receive or make contributions. Among other essentials, SFAS 116 requires contributions received and unconditional promises to contribute to be recognized as support in the period received at their fair values. Conditional promises to give are to be recognized when they become unconditional; that is, when the conditions are substantially met.

SFAS 117 establishes broad standards for reporting information in general-purpose external financial statements issued by not-for-profit organizations, and requires that all not-for-profit organizations provide a statement of financial position, a statement of activities, and a statement of cash flows that focus on the entity as a whole. Amounts related to an organization's financial position and activities are to be reported in three classes of net assets—permanently restricted, temporarily restricted and unrestricted.

SFAS 116 and 117 will be effective for NUFI's fiscal year ending September 30, 1996, although earlier implementation may occur. NUFI has not yet determined the impact of SFAS 116 on its financial position or results of operations nor the impact of SFAS 117 on the presentation of its financial statements.

NATIONAL URBAN FELLOWS, INC.
SCHEDULE OF EXPENSES

Year ended September 30, 1994 with comparative totals for 1993

	PROGRAM COSTS			INDIRECT COSTS		1994	1993
	NURF	CEF	ESMF	Admin.	Dev.	Total	Total
Fellowship expenses							
Stipends	$ 392,600	$ 80,000	$ 286,625	$ –	$ –	**$ 759,225**	$ 754,040
Moving expenses	3,777	2,155	1,290	–	–	**7,222**	7,232
Travel expenses	24,592	2,646	16,923	–	–	**44,161**	27,565
Education	100,778	162,539	75,105	–	–	**338,422**	318,660
Recruitment	17,185	22	18,610	–	–	**35,817**	28,257
Mid-year conference	16,791	–	8,100	–	–	**24,891**	43,959
Site visits	579	1,993	3,380	–	–	**5,952**	10,762
Depreciation expense	–	20,658	–	–	–	**20,658**	25,751
Total fellowship expenses	556,302	270,013	410,033	–	–	**1,236,348**	1,216,226
Administrative expenses							
Staff salaries	158,525	31,489	157,760	44,390	54,973	**447,137**	501,321
Staff benefits	42,648	8,217	44,144	14,050	12,752	**121,811**	142,496
Consultants/temporary staff	4,450	–	–	3,228	–	**7,678**	48,416
Staff travel	15,343	4,108	18,171	4,080	15,550	**57,252**	110,055
Occupancy costs	21,386	–	21,453	25,726	17,161	**85,726**	82,577
Telephone	3,032	1,135	3,017	4,719	1,498	**13,401**	14,014
Stationery	1,107	136	1,484	578	262	**3,567**	11,063
Printing	3,561	1,147	6,962	2,588	1,536	**15,794**	35,596
Business insurance	–	–	–	7,176	–	**7,176**	11,670
Legal and audit	–	–	13,020	11,393	–	**24,413**	19,345
Postage/messengers	3,217	1,069	3,781	3,311	1,019	**12,397**	20,331
Dues and memberships	–	–	522	–	252	**774**	170
Subscriptions	1,407	240	–	1,648	–	**3,295**	2,903
Depreciation expense	–	–	–	9,028	–	**9,028**	9,862
NUF Board expenses	–	–	–	18,780	–	**18,780**	11,420
Equipment rental	–	–	4,778	686	–	**5,464**	1,370
Miscellaneous	2,949	183	923	1,479	197	**5,731**	9,881
Total administrative expenses	257,625	47,724	276,015	152,860	105,200	**839,424**	1,032,490
Total expenses	$ 813,927	$ 317,737	$ 686,048	$ 152,860	$ 105,200	**$ 2,075,772**	$2,248,716

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