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*The William  
and Flora  
Hewlett  
Foundation*

# Statement of Purpose

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The William and Flora Hewlett Foundation has been making grants since 1966 to help solve social and environmental problems at home and around the world.

“Never stifle a generous impulse,” was a favorite saying of entrepreneur William R. Hewlett, who established the Hewlett Foundation with his wife, Flora Lamson Hewlett, and their eldest son, Walter B. Hewlett. Indeed, it was the personal generosity of Mr. Hewlett, who passed away in 2001, and Mrs. Hewlett, who passed away in 1977, that has made the Hewlett Foundation one of the nation’s largest grantmaking foundations, with assets of more than \$6.3 billion as of December 31, 2004.

**In 2004, the Hewlett Foundation awarded \$169,457,880 in grants and disbursed \$268,669,188 in grant and gift payments.**

The Foundation concentrates its resources on activities in conflict resolution, education, environment, performing arts, population, and U.S.–Latin American relations. In addition, the Foundation has initiatives supporting global affairs, neighborhood improvement, and philanthropy.

The Foundation’s work is informed by three fundamental values:

- First, the Foundation is concerned primarily with solving social and environmental problems. This requires the staff to define Program objectives, grants, and other activities in terms of problems to be solved; to identify indicators of progress and criteria for evaluating success; and to be prepared to stay the course.
- Second, because the solutions to serious problems are very difficult to predict, the Foundation must be prepared to experiment and take risks in its philanthropic activities. This, too, entails clear objectives and measures of success, without which staff cannot know how the risk eventuated. It also requires a willingness to acknowledge and to learn from failures.
- Third, grantee institutions are essential partners in achieving the Foundation’s mission. This explains the high proportion of the Foundation’s grants budget allocated to general operating support. It further implies our concern not only for the health of individual organizations, but also for the fields in which they operate.

The William and Flora Hewlett Foundation is wholly independent of the Hewlett Packard Company and the Hewlett Packard Company Foundation.

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# *The Hewlett Foundation's Global Commitments*

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Since its inception, The William and Flora Hewlett Foundation has been concerned with issues beyond the borders of the United States, and its international commitments have increased over time. By 2004 more than one-third of the Foundation's grants budget was devoted to international grantmaking, focusing on voluntary family planning and reproductive health services in developing countries, social and environmental problems in Latin America, and conflict resolution, with an exploratory initiative in international development. In October 2004, the Board of Directors built on this initiative to establish a new Program in Global Development. The Foundation's grantmaking will now cover much of the globe, from Africa to China, from Canada to Brazil.

The Hewlett Foundation's international commitments are natural outgrowths of its domestic concerns: protecting western ecosystems and addressing energy issues, advancing higher education and providing educational opportunities for California's most disadvantaged children, providing basic access to family planning and reproductive health services, promoting effective philanthropic giving, and—even though our Performing Arts grants are entirely domestic—presenting music, theater, and dance from around the world to Bay Area residents. Yet the Foundation's international efforts are beginning to develop a center of gravity of their own. This essay describes the premises and emerging strategies for our international grantmaking.

## *Rationales for the Foundation's Global Commitments*

Several related factors underlie the Foundation's global commitments. The growth in our resources enables the Foundation to address some of the world's most pressing challenges. At the same time, disparities between the richest and poorest countries have grown, presenting a grave moral problem. Moreover, activities in one region of the world increasingly have spillover effects in others. With globalization, the whole world has become more accessible, bringing both great opportunities in the expansion of markets for products and labor, and costs in the spread of disease, pollution, and violence across borders.

Indeed, America's own environmental, economic, and social well-being has become intertwined with the well-being of people in foreign lands. For example, the air we breathe and the natural resources we use on a daily basis are shared global commodities. When these are damaged or depleted we all suffer the consequences, regardless of where we live. Carbon dioxide emissions caused by automobiles in China will affect the snow mass in the Sierra, and hence the water available to Californians, as much as emissions from cars on the State's freeways. Reducing pollution, traffic congestion, and oil consumption in the world's growing megacities improves not only their residents' lives, but ours as well.

By the same token, extreme poverty in developing countries is both a matter of deep ethical concern and a practical problem with widespread global consequences. Regions in which incomes are stagnating are at risk of instability, with attendant spillover costs for immediate neighbors and the broader global community. Economically stagnant states are more likely to descend into the conflicts that precipitate state collapse; and failed states, in turn, are more likely to become safe havens for terrorists and other international criminals. Thus, there are self-interested reasons as well as compelling moral arguments for reducing global poverty.

### *Programmatic Commitments*

*The Environment Program.* Scientists and engineers have learned much about making cleaner and more efficient automobiles and public transportation systems. The Foundation's Environment Program is applying this knowledge in large cities with growing vehicle fleets, where the potential for change is tremendous.

For example, China's motor vehicle fleet is the fastest growing on earth and is composed of cars and trucks similar to the inefficient, high-emissions American vehicles of the 1970s. China also has the fastest-growing carbon dioxide emissions of any nation. To address these issues, we have supported the Energy Foundation's collaboration with the Chinese government to adopt vehicle efficiency standards that will significantly reduce fuel consumption and carbon dioxide emissions. The Energy Foundation has also assisted the city of Beijing in opening its first bus rapid transit (BRT) sys-



tem, and a new BRT Design Center will provide technical assistance to other cities in China.

In a very different substantive and geographic area, the Foundation has extended its work in protecting western ecosystems to the Great Bear Rainforest in northern British Columbia. The Great Bear Rainforest spans twenty-one million acres and is home to healthy populations of salmon, bears, eagles, wolves, and the “Spirit Bear,” a rare white subspecies of the North American black bear that lives only on the Pacific coast of British Columbia. This ecosystem is the largest contiguous tract of coastal temperate rainforest in the world, and represents a full quarter of all remaining rainforests. Working with native communities along the coast, as well as industry, government, and nonprofit organizations, the Foundation is supporting an innovative conservation financing model designed to sustain local communities while protecting the ecological integrity of this rare forest. The number of stakeholders with differing interests makes this a particularly complex venture, whose outcome is hardly assured, but whose potential makes the risk well worthwhile.

*The Population Program.* The Foundation’s Population Program promotes voluntary family planning and improved reproductive health because of the benefits they bring to individuals, societies, and the global community. There is strong evidence that improvements in family planning and reproductive health are part of a virtuous cycle in which healthier mothers are more likely to have fewer pregnancies, have safer deliveries, and give birth to healthier infants, who in turn grow into well cared-for and educated children. As a result, these children grow up to be more productive workers and contribute to increased economic development.

Although fertility has declined in much of the world, many of the poorest countries continue to have high numbers of unintended pregnancies, sexually transmitted infections including HIV/AIDS, high rates of sexual violence, and unsafe abortions. Therefore, the Population Program supports improvements in the accessibility and quality of reproductive health services, especially for women for whom such care is least available.

Because the Population Program's work is inextricably linked to the religiously and culturally sensitive areas of sexual behavior and the status of women and girls, there are special challenges in basing family planning and reproductive health policies on sound science and public health policies. The Program therefore supports applied research to understand and overcome the barriers to the use of condoms and other effective methods for preventing HIV/AIDS and other sexually transmitted infections and for avoiding unintended pregnancy.

*The Education Program.* The Education Program is helping transform locally generated knowledge into a global public good via the Internet. Beginning with a grant in 2001 to the Massachusetts Institute of Technology's OpenCourseWare project, the Program has worked to make high-quality academic content freely available on the World Wide Web. MIT's course materials have been of tremendous value to resource-starved professors and students in developing countries. Plans are currently underway to launch a network of institutions committed to sharing course materials and tools among participants in both developed and developing countries, including China, Taiwan, Japan, India, Russia, and European nations.

While this work is aimed at higher education, access to basic education is, if anything, more essential to equitable development. One hundred fifteen million children in sub-Saharan Africa and South Asia do not attend school at all, and many who do receive a woefully inadequate education.<sup>1</sup> For the past several years the Education, Population, and nascent Global Development Programs have collaborated on strategies to promote effective universal basic and secondary education in developing countries. The Foundation has awarded grants to support research and advocacy to increase educational opportunities, including seed funding to launch the Basic Education Coalition—a group of nineteen international NGOs seeking to increase aid allocations for basic education.

*Global Development.* Most of the Foundation's grantmaking takes place within Programs that allow us to deploy problem-solving expertise in particular social sectors. Yet some of the major barriers to global development transcend any one sector.

Consider a rural village in Africa that faces an all-too-common array of development challenges: Primary school attendance is extremely low, since many families cannot afford even the modest school fee or to purchase uniforms and textbooks for their children. Young women are unaware of family planning options and have minimal access to health services. There are numerous other local obstacles to development, including a lack of safe drinking water, inadequate irrigation systems, and poor rural roads that make it difficult for villagers to transport their goods to neighboring towns, let alone seaports. Although these problems are typically addressed by a country's own government, this country is poor and highly indebted. Furthermore, corruption may divert its scarce public resources into private hands.

Assistance from the developed world is essential. Yet wealthy countries have not been consistently generous—United States foreign aid accounts for a much smaller fraction of our gross domestic product than it did several decades ago—and they often impose restrictions that undermine much of the aid they provide. For example, donors may specify that aid be used for particular purposes that are not the recipient country's highest priorities, or require that projects be undertaken by foreign contractors, whose costs may be many times that of local enterprises. Moreover, donors' agricultural subsidies and trade barriers can entirely subvert the aid they provide. For example, if a developing country's primary agricultural product is cotton, U.S. farm subsidies may suppress the market price so that farmers in the developing country cannot make a profit. Thus, for better or worse, other countries' practices will affect the development prospects of this rural village and its residents.

The Global Development Program was established to help address development challenges that cut across all sectors. The Program's stated mission is to “enhance conditions for equitable growth,” with the primary goals of increasing the amount and effectiveness of resources for development and removing the barriers to trade—especially in agriculture—that unfairly disadvantage developing countries. In addition to its concern with the widening gap between rich and poor countries, the Global Development Program seeks to ensure that the benefits of growth are widely and equitably distributed among the citizens of a developing country. The

Program also supports research and education to inform the American public and policymakers about development issues.

While globalization has brought even distant places much closer together, actual physical contiguity is still important—hence the Foundation’s continuing presence in Mexico. Currently, the United States and Mexico have the largest income gap of any two neighboring countries, with associated effects on migration, population growth, the environment, health, drug trafficking, business, and other determinants of the two countries’ well-being. The Foundation’s work in Mexico is now housed within the Global Development Program and will focus on reducing corruption by promoting government transparency, encouraging in-country philanthropy, and strengthening Mexican academic institutions and think tanks.

### *Overarching Grantmaking Strategies and Tools*

The problems the Hewlett Foundation seeks to address are of almost unimaginable magnitude. Although we have grown to become one of the largest foundations in the United States, our resources still pale in comparison with those of governments and international donor agencies. To have any impact, we must therefore deploy our own resources strategically. It certainly would make the grantmaking process easier if we just contributed dollars to development projects already funded by USAID or the World Bank. But these contributions would be mere drops in the bucket. Instead, we look for opportunities where a relatively small philanthropic investment can make the deployment of public funds more effective. Thus, the Foundation pursues a number of international grantmaking strategies not unlike those we apply to problems in our own country. These include knowledge development and dissemination, institution building, technology, education, and advocacy.

*What Works—and Doesn’t.* Last year I wrote of the importance of social science research to answer the difficult question of when interventions designed to improve people’s lives actually make a difference.<sup>2</sup> While I focused on domestic policies, the determinants of international development are, if anything, less well understood. Developing successful strategies requires large-scale econometric

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and social science studies. Yet such studies are undertaken haphazardly, at best, even by large multilateral donor agencies.

Although empirical research is costly, it often lies within the reach of foundations—especially when several funders are able to pool their resources—and it has tremendous potential to identify strategies that work and, equally important, that don't. Thus, we have joined with several other foundations to support the Center for Global Development's Evaluation Working Group—a network of development researchers, policymakers, and practitioners who share a strong interest in improving program evaluation. We also support research to understand the relationships between reproductive health and the alleviation of poverty in sub-Saharan Africa. And we are funding a joint research project by the Brookings Institution and the Center for Strategic and International Studies to improve U.S. development assistance.

Conducting research is only the beginning. Findings must be disseminated, translated into practical applications, and then implemented. Foundations have a role to play here as well. For example, the Environment Program supports organizations that are disseminating cutting-edge research and policy analysis on energy issues in Latin America. In Mexico, Mario Molina, a Nobel laureate in Chemistry, has established a Center for Strategic Studies of Energy and the Environment, where scientists and policy analysts can assist the government in implementing clean air policies. And Brazil's new Institute for Energy and the Environment is the first NGO in that country to focus on the issues of climate change, pollution, and alternative fuels.

*Institution Building.* The grants to the Molina Center and the Institute for Energy and the Environment are recent examples of the Hewlett Foundation's long tradition of helping build and support high-performing institutions. Nowhere are such institutions more important than in poor countries, where development projects and policies are typically designed by outsiders—donor agencies, international NGOs, and foreign consultants—who often lack a deep understanding of realities on the ground. Yet many developing countries do not have the strong academic and policy research institutions necessary to undertake this work themselves.

The Population Program, which has supported advanced training for population experts for a quarter century, is now preparing the next generation of population scientists in sub-Saharan Africa. We seek to strengthen the capacity of African institutions to design and implement family planning and reproductive health programs, and also to create employment opportunities for graduates in their home countries. Similarly, the Global Development Program will strengthen the capacity of universities and policy research institutes in developing countries to address issues of economic growth and poverty reduction. As a promising approach to reducing corruption by government officials, the Program will also help build indigenous organizations that monitor and analyze national and local budgets.

*Technology.* It is fitting that a foundation established by a renowned engineer should consider technology as a strategic tool for achieving its objectives. The Education Program builds on the signal technological innovation of the late twentieth century, the Internet, to make high-quality material freely available throughout the world. The Population Program supports the deployment of effective technologies such as emergency contraception (the “morning-after” pill) and the female condom. And we imagine that Bill Hewlett would have been especially pleased with the Environment Program’s founding of a center in Beijing to assist municipalities throughout China in implementing bus rapid transit systems—direct, down-to-earth, and absolutely essential for that country’s burgeoning megacities.

*Information and Advocacy.* I turn finally to the important task of informing citizens and policymakers about key issues of public policy. In fact, the Global Development Program grows out of an earlier initiative—called *Americans in the World*—that was designed to inform Americans about how people in other parts of the world view international issues, including the role played by the United States. Our support for international news programs, documentaries, and classroom exchanges is designed to offer Americans a diversity of views.

Yet there are also some matters of development policy on which the Foundation has its own point of view. For example, there is strong evidence that U.S. and European agricultural subsidies,

tariffs, and quotas injure poor countries whose commodities could otherwise compete in our markets. Thus, we are supporting the efforts of grantees such as the Environmental Working Group, American Farmland Trust, and Oxfam America to develop coalitions among development advocates, environmentalists, and farmers, with the goal of reducing trade barriers and shifting U.S. farm subsidies to uses—such as land conservation or renewable energy—that do not distort trade. By the same token, we continue to fund advocacy organizations in the donor countries of North America, Asia, and Europe that promote and protect voluntary family planning and reproductive health in developing countries.

### *Conclusion*

The Hewlett Foundation's concern with issues beyond our nation's borders is not new. But we approach our international grantmaking with a renewed sense of urgency, a deeper commitment of resources, and an unprecedented degree of collaboration both among the Foundation's own programs and with other foundations, organizations, and government entities. The problems that we and our partners seek to solve are truly immense, and we understand that we will not always succeed. But the Hewlett Foundation's resources and strategic potential provide an opportunity to make a real difference in meeting the global challenges of the new century—an opportunity that we cannot and should not pass up.

PAUL BREST<sup>3</sup>

JUNE 2005

*Notes*

<sup>1</sup> Universal access to primary education is among the United Nations' eight Millennium Development Goals to be achieved by 2015.

<sup>2</sup> See *Update on the Hewlett Foundation's Approach to Philanthropy*, 2003 Annual Report.

<sup>3</sup> I am grateful to Linda Frey, a Fellow at the Hewlett Foundation, for her assistance on this essay.



# *Programs*

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*THE PROGRAM STATEMENTS that follow describe certain specific objectives of The William and Flora Hewlett Foundation. Other goals are general; they underlie all the Programs and all the funding choices the Foundation makes.*

*FIRST, the Foundation has a strong basic commitment to the voluntary, nonprofit sector that lies between industry and government. Institutions and organizations in this category serve purposes very important to our society, and their health and effectiveness are a major concern. Accordingly, the Foundation intends to assist efforts to strengthen their financial base and increase their efficiency.*

*SECOND, the Foundation also believes that private philanthropy is of great value to society. Support from individuals, businesses, or foundations can supplement government funding and, in some important cases, can provide a benign and fruitful alternative. The Foundation considers the nation's habits of philanthropy, individual and corporate, less healthy than they could be, and therefore will be particularly receptive to proposals that show promise of stimulating private philanthropy.*

*A GREAT MANY excellent organizations meet both the general criteria suggested here and the specifications set forth in the statements that follow. Competition for the available funds is intense. The Foundation can respond favorably to only a small proportion of the worthwhile proposals it receives.*

# Conflict Resolution

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The Hewlett Foundation has played a major role in developing the conflict resolution field for two decades. During this time, the field has grown and matured and achieved considerable acceptance and self-sufficiency across various areas of practice. The Conflict Resolution Program has supported organizations that anticipate and respond to domestic and international strife through a variety of means, including preventing and resolving particular disputes, facilitating systemic change in states, organizations, and communities, and promoting dialogue and participation in democratic decisionmaking.

While recognizing the continuing value of conflict resolution and peacemaking in the United States and internationally, the Foundation decided in October 2003 to wind down its support for this area and to deploy its resources to other pressing social issues. In 2004, the Conflict Resolution Program's grantmaking focused on strengthening the conflict resolution field in preparation for the Program's exit at the end of the year. Funding included the support of core conflict resolution infrastructure groups coupled with grants strengthening the field's capacity for knowledge building, evaluation, and quality improvement. The Foundation also began an initiative to educate other foundations about the conflict resolution field, including the specific application of conflict resolution and collaborative problem-solving processes to various issue areas, including community development and environmental protection.

The Program's grantmaking has supported the infrastructure in key sectors of the conflict resolution field, with a strong emphasis on knowledge building, including research and evaluation of the effectiveness of conflict resolution techniques. In 2004, grantmaking categories included:

- Field Infrastructure – with grants to academic institutions and regional and national practitioner organizations, aimed at improving the quality of practice.
- Consensus Building, Public Participation, and Policymaking – supporting research and emerging networks of practitioners concerned with consensus-building approaches to complex, multi-party problems and contentious policymaking, and with citizen participation in public decisionmaking.
- International – supporting a small number of research institu-

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## *Program Guidelines*

tions concerned with international conflict prevention, conflict resolution, and post-conflict peace building, as well as umbrella organizations dedicated to putting the research results into practice.

**In 2004, the Conflict Resolution Program made grants totaling \$11,213,440.**

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*Program  
Report*

*Field Infrastructure*

The field infrastructure category supported organizations in the mainstream of the conflict resolution field, including national practitioner associations, academic institutions, groups providing ongoing support to the field, and “linkage” efforts encouraging learning across sectors and disciplines within the field. The Foundation supplemented the general support of organizations such as the Association for Conflict Resolution, the National Association for Community Mediation, the Victim Offender Mediation Association, and the American Bar Association Fund for Justice and Education with grants specifically designed to strengthen their organizational effectiveness.

*Consensus Building, Public Participation, and Policymaking*

The Foundation supported efforts to strengthen the deliberative participation of ordinary citizens in nonelectoral local, state, and national governance with grants to AmericaSpeaks for the Deliberative Democracy Consortium, Regis University for the National Coalition for Dialogue and Deliberation, the National League of Cities Institute, and the National Conference of State Legislatures. We also funded a number of state organizations, including the Montana Consensus Council, the Maryland Mediation and Conflict Resolution Office, California State University at Sacramento for the Center for Collaborative Policy, and the Consensus Council, Inc., that support multiparty consensus building in public policy.

*International*

As part of its strategy to strengthen the conflict resolution field, including in the international arena, the Foundation offered support to a core number of current grantees concerned with interna-

tional conflict resolution, transitional justice, post-conflict reconstruction, democracy building, and human rights. It also made grants to key umbrella organizations that encourage strong evaluation and knowledge building within the international conflict resolution field. Grantees included the Alliance for International Conflict Prevention and Resolution, the Henry L. Stimson Center, Stanford University's Center for International Security and Cooperation, Search for Common Ground, and Human Rights First.

## *Field Infrastructure*

### **ALLIANCE FOR INTERNATIONAL CONFLICT PREVENTION AND RESOLUTION**

Washington, D.C.

*For development of a new organizational business plan  
(Collaboration with Philanthropy)*

\$10,000

### **AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION, SECTION OF DISPUTE RESOLUTION**

Washington, D.C.

*For a fund development plan for the Section of Dispute Resolution  
(Collaboration with Philanthropy)*

25,000

### **AMERICASPEAKS**

Washington, D.C.

*For general support of the Deliberative Democracy Consortium*

550,000

*For organizational assessment and strategic planning (Collaboration with Philanthropy)*

40,000

### **ASSOCIATION FOR CONFLICT RESOLUTION**

Washington, D.C.

*For a feasibility study and business plan for a national mediator certification program  
(Collaboration with Philanthropy)*

0

*For long-range strategic planning, multicultural organizational development, and  
strategic communications assistance (Collaboration with Philanthropy)*

67,440

### **ASSOCIATION OF FAMILY AND CONCILIATION COURTS**

Madison, Wisconsin

*For development of business, marketing, and organizational plans  
(Collaboration with Philanthropy)*

33,830

### **CENTER FOR ALTERNATIVE DISPUTE RESOLUTION (ADR)**

Crofton, Maryland

*For general support of the Access ADR program to increase the number of ADR  
practitioners from underrepresented groups*

60,000

### **DĒMOS**

New York, New York

*For a project to develop models and materials to initiate deliberative dialogues on  
the future of the U.S. electoral process*

15,000

### **GEORGETOWN UNIVERSITY, GEORGETOWN UNIVERSITY LAW CENTER**

Washington, D.C.

*For general support for the Program in Conflict Resolution and Legal Problem Solving  
(Collaboration with Special Projects)*

65,000

### **INDIAN DISPUTE RESOLUTION SERVICES**

Sacramento, California

*For general support to provide negotiation and conflict resolution–related skills,  
training, and mediation services to tribal councils, staff, and members*

75,000

### **INDIANA UNIVERSITY**

Bloomington, Indiana

*For general support of the Indiana Conflict Resolution Institute*

200,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>MEDIATION CENTER FOR DISPUTE RESOLUTION</b> St. Paul, Minnesota <i>For the Broad Field project supporting the cross-disciplinary development of conflict resolution theory and practice, with an emphasis on the creation of a canon of negotiation theory</i>	150,000
<b>MORRIS K. UDALL FOUNDATION</b> Tucson, Arizona <i>For continuing support of an evaluation of environmental conflict resolution offered through state and federal agencies</i>	300,000
<b>NATIONAL ASSOCIATION FOR COMMUNITY MEDIATION</b> Washington, D.C. <i>For general support</i> <i>For development of a business plan (Collaboration with Philanthropy)</i>	750,000 58,000
<b>NATIONAL CONFERENCE ON PEACEMAKING AND CONFLICT RESOLUTION</b> Tucson, Arizona <i>For the Collaborative Conference planning project</i> <i>For fund development training and consultation (Collaboration with Philanthropy)</i>	27,000 19,670
<b>NEW COLLEGE OF CALIFORNIA</b> San Francisco, California <i>For general support of the Practitioners Research and Scholarship Institute</i>	25,000
<b>POLICY CONSENSUS INITIATIVE</b> Portland, Oregon <i>For general operating support</i> <i>For development of a communications plan (Collaboration with Philanthropy)</i>	500,000 40,000
<b>PORTLAND STATE UNIVERSITY</b> Portland, Oregon <i>For general support of the National Policy Consensus Center to strengthen collaborative governance at the state and local levels</i>	275,000
<b>REGIS UNIVERSITY</b> Denver, Colorado <i>For development of a strategic planning process and a Web site for the National Coalition for Dialogue and Deliberation (Collaboration with Philanthropy)</i>	35,000
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support of the Stanford Center on Conflict and Negotiation</i>	50,000
<b>UNIVERSITY OF BALTIMORE</b> Baltimore, Maryland <i>For the "Mothers and Fathers" project to provide an oral history and intellectual map of the conflict resolution field</i>	30,000
<b>UNIVERSITY OF COLORADO AT BOULDER, CONFLICT RESOLUTION CONSORTIUM</b> Boulder, Colorado <i>For a series of seed grants to explore remaining knowledge-related gaps in the conflict resolution field</i> <i>For the Conflict Resolution Information Source (CRInfo) project</i>	250,000 250,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>UNIVERSITY OF MASSACHUSETTS AT AMHERST, LEGAL STUDIES DEPARTMENT</b> Amherst, Massachusetts <i>For general support for the Center for Information Technology and Dispute Resolution, dedicated to understanding and using the Internet for purposes of conflict prevention and resolution</i>	100,000
<b>UNIVERSITY OF MINNESOTA</b> Minneapolis, Minnesota <i>For general support for the Center for Restorative Justice and Peacemaking</i>	250,000
<b>VICTIM OFFENDER MEDIATION ASSOCIATION</b> St. Paul, Minnesota <i>For fund development (Collaboration with Philanthropy)</i> <i>For general support to promote restorative justice research and practices</i>	40,000 275,000

### *Consensus Building, Public Participation, and Policymaking*

<b>ALLIANCE FOR REGIONAL STEWARDSHIP</b> Denver, Colorado <i>For the development and maintenance of RegionLink, an online database, listserv, and network supporting regional consensus building and collaborative problem solving</i>	100,000
<b>AMERICASPEAKS</b> Washington, D.C. <i>For general support to strengthen deliberative practices in governance</i>	275,000
<b>CALIFORNIA STATE UNIVERSITY AT SACRAMENTO</b> Sacramento, California <i>For general support of the Center for Collaborative Policy to improve problem solving, policymaking, and governance in California</i>	200,000
<b>CIVIC ORGANIZING FOUNDATION</b> Arlington, Virginia <i>For the Arlington Forum Guide to Civic Engagement</i>	15,000
<b>CONSENSUS COUNCIL, INC.</b> Bismarck, North Dakota <i>For general support</i>	200,000
<b>DĒMOS</b> New York, New York <i>For a meeting and follow-up linking election reform and deliberative democracy</i>	50,000
<b>GHK INTERNATIONAL</b> Columbia, South Carolina <i>For enhancements to a project to measure the effectiveness and environmental outcomes of conflict resolution processes</i>	68,000
<b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For support of a meeting to explore the nexus of deliberative democracy and conflict resolution</i> <i>For development of a comprehensive set of university teaching materials addressing citizen participation and deliberation in the governance process</i>	12,500 100,000



<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>INFORMATION RENAISSANCE</b> Washington, D.C. <i>For a project on public participation via online federal rulemaking</i>	75,000
<b>INSTITUTE OF DEVELOPMENT STUDIES</b> Brighton, United Kingdom <i>For continuing efforts to link U.S. and global efforts to strengthen citizen participation in local governance</i>	125,000
<b>MARYLAND MEDIATION AND CONFLICT RESOLUTION OFFICE</b> Annapolis, Maryland <i>For general support</i>	100,000
<b>MONTANA CONSENSUS COUNCIL</b> Helena, Montana <i>For general support</i>	100,000
<b>NATIONAL CIVIC LEAGUE</b> Denver, Colorado <i>For support of the National Civic Review and a special issue on democratic governance</i>	35,000
<b>NATIONAL CONFERENCE OF STATE LEGISLATURES</b> Denver, Colorado <i>For continuation of a project to improve conflict resolution processes and skills in state legislatures</i>	75,000
<b>NATIONAL LEAGUE OF CITIES INSTITUTE</b> Washington, D.C. <i>For general support of programs to strengthen municipal democratic local governance</i>	300,000
<b>PORTLAND STATE UNIVERSITY</b> Portland, Oregon <i>For a project to study the integration of public dispute resolution and broader citizen engagement strategies</i>	15,000
<b>REGIS UNIVERSITY</b> Denver, Colorado <i>For general support of the National Coalition for Dialogue and Deliberation</i>	300,000
<b>SAN DIEGO FOUNDATION</b> San Diego, California <i>To facilitate and enhance dialogue among local environmental organizations in San Diego (Collaboration with Environment)</i>	7,000
<b>SEARCH FOR COMMON GROUND</b> Washington, D.C. <i>For general support of the Collaboration DC program</i>	100,000
<b>SONORAN INSTITUTE</b> Tucson, Arizona <i>For general support of the Resources for Community Collaboration program</i>	200,000
<b>UNIVERSITY OF MICHIGAN, SCHOOL OF NATURAL RESOURCES AND ENVIRONMENT</b> Ann Arbor, Michigan <i>For research related to evaluating the ecological, socioeconomic, and process outcomes of collaborative ecosystem initiatives</i>	150,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>UNIVERSITY OF SOUTHERN CALIFORNIA, SCHOOL OF POLICY, PLANNING, AND DEVELOPMENT</b> Los Angeles, California <i>For the Neighborhood Participation Project and specific efforts to facilitate new working relationships between city agencies and emerging neighborhood councils in Los Angeles</i>	85,000
<b>UNIVERSITY OF VIRGINIA, INSTITUTE FOR ENVIRONMENTAL NEGOTIATION</b> Charlottesville, Virginia <i>For the Community-Based Collaboratives Research Consortium</i>	300,000
<b>VIEWPOINT LEARNING</b> La Jolla, California <i>For the ChoiceWork Dialogues on California fiscal policy and governance</i>	300,000
<b>WESTERN CONSENSUS COUNCIL</b> Helena, Montana <i>For general support</i>	100,000
<b><i>International</i></b>	
<b>ALLIANCE FOR INTERNATIONAL CONFLICT PREVENTION AND RESOLUTION</b> Washington, D.C. <i>For general support</i>	525,000
<i>For a small, multinational, day-long workshop to determine linkages between conflict resolution, public participation, democracy, and development</i>	25,000
<b>AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION</b> Washington, D.C. <i>For court-related ADR (alternative dispute resolution) projects</i>	100,000
<b>BETTER WORLD FUND</b> Washington, D.C. <i>For support of the Post-Conflict Reconstruction Project</i>	150,000
<b>EASTERN MENNONITE UNIVERSITY, INSTITUTE FOR JUSTICE AND PEACEBUILDING</b> Harrisonburg, Virginia <i>For general support of the Conflict Transformation Program</i>	75,000
<b>FREEDOM HOUSE</b> Washington, D.C. <i>For general support for work with governments and civil society organizations to promote democracy and freedom worldwide through research, advocacy, and training projects (Collaboration with Special Projects)</i>	0
<b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For the Project on Justice in Times of Transition, engaging leaders to foster reconciliation, effective governance, and economic progress in countries emerging from conflict or repression</i>	150,000
<b>HENRY L. STIMSON CENTER</b> Washington, D.C. <i>For general support of the Future of Peace Operations and the Security for a New Century projects (Collaboration with Global Affairs)</i>	200,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>HUMAN RIGHTS FIRST</b> New York, New York <i>For general support (Collaboration with Special Projects)</i>	0
<b>INTERNATIONAL CENTER FOR TRANSITIONAL JUSTICE</b> New York, New York <i>For general support for work with governments, international agencies, and human rights organizations to develop policies integrating prosecution with nonjudicial mechanisms</i>	250,000
<b>INTERNATIONAL INSTITUTE FOR SUSTAINED DIALOGUE</b> Washington, D.C. <i>For general support of the final phase of the Inter-Tajik Sustained Dialogue program, a ten-year process that has contributed significantly to peacebuilding and civil society building in Tajikistan</i>	150,000
<b>INTERNATIONAL PEACE ACADEMY</b> New York, New York <i>For general support</i>	100,000
<b>NATIONAL ENDOWMENT FOR DEMOCRACY</b> Washington, D.C. <i>For the World Movement for Democracy (Collaboration with Special Projects)</i>	0
<b>NEW YORK UNIVERSITY, CENTER ON INTERNATIONAL COOPERATION</b> New York, New York <i>For general support of the Center on International Cooperation</i>	250,000
<b>PARTNERS FOR DEMOCRATIC CHANGE</b> San Francisco, California <i>For general support to build sustainable local capacity to advance civil society, nonviolent conflict management, and democracy worldwide</i>	300,000
<b>PROJECT ON ETHNIC RELATIONS</b> Princeton, New Jersey <i>For general support</i>	200,000
<b>SEARCH FOR COMMON GROUND</b> Washington, D.C. <i>For general support</i>	300,000
<b>SOCIAL SCIENCE RESEARCH COUNCIL</b> New York, New York <i>For general support of the Social Science Research Council's Program on Global Security and Cooperation</i>	100,000
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support for the Center for Deliberative Democracy at Stanford University (Collaboration with Global Affairs)</i>	100,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>STANFORD UNIVERSITY, CENTER FOR INTERNATIONAL SECURITY AND COOPERATION</b>	
Stanford, California	
<i>For the Conflict Management and Training Program (Collaboration with Special Projects)</i>	75,000
<i>For assisting the work of the United Nations High-Level Panel on Threats, Challenges, and Change</i>	100,000
<b>UNIVERSITY OF MARYLAND</b>	
College Park, Maryland	
<i>For general support of the University of Maryland's Center for International Development and Conflict Management (CIDCM)</i>	100,000

## *Opportunity*

<b>CENTER ON BUDGET AND POLICY PRIORITIES</b>	
Washington, D.C.	
<i>For general support (Collaboration with Environment, Special Projects, Education, U.S.–Latin American Relations, Population, Performing Arts, and Global Affairs)</i>	5,000
<b>CONFLICT RESOLUTION NETWORK CANADA</b>	
Waterloo, Canada	
<i>For installation of the Wahrhaftig Collection of conflict resolution resources at its facility</i>	5,000

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The Education Program has four strategic priorities and an “opportunity” component that span K-12 and post-secondary education:

- Increasing student achievement by systematically improving instruction in urban school and community college classrooms.
- Using the Web to increase access for all to free, high-quality academic content.
- Improving the quality and equality of California schools and community colleges.
- Supporting strategies to provide effective Education for All in developing nations, in collaboration with the Population and Global Development Programs.
- Supporting opportunity grants that are initiated by the Foundation and that support the goals of the Education Program, but that do not fit into one of the other four categories. In particular, the Foundation may make selective grants that strive to ensure the quality of institutions of higher education.

**In 2004, the Education Program made grants totaling \$31,381,000.**

Though the priorities and methods have not changed over the past few years, the Program has adopted several overarching strategies to increase the effectiveness of our grantmaking:

- Supporting field-building efforts, including forming networks of grantees and other experts.
- Forming collaborations with other foundations and key private and public organizations.
- Carrying out rigorous evaluation, research, and dissemination to assess our progress and inform the next steps in our work.

### *Improving Instruction in Urban K-12 Classrooms*

*Background.* Urban school students in low-income areas face daunting odds against educational success. The achievement gap between the more and less affluent schools is so large that it is not until tenth grade that students’ reading levels in the lowest-income schools match those of fifth-grade students in the highest-income schools.<sup>1</sup> Efforts to reform these schools often fail because they do not focus

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*Program  
Guidelines*

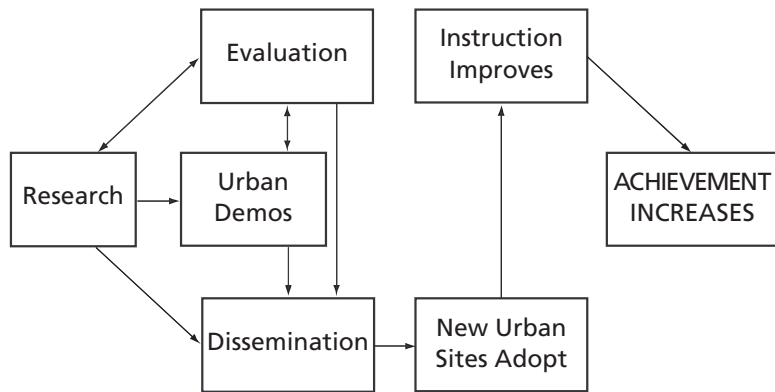
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*Program  
Report*

on improving classroom instruction.

The goal in this priority area is to improve instruction and thereby increase student achievement in urban schools. The logic model sketches our general strategy. Much of our work focuses on enabling teachers to systematically gather data about students' work to engage in what is termed *continuous instructional improvement*.

### *Improving Instruction Logic Model*



One promising method of continuous instructional improvement is called *formative assessment*. Teachers use regular and frequent assessments to gather evidence about individual students' achievement. Based on that evidence, teachers craft instructional approaches especially for children who need extra help to keep up with the class. Combined with professional development programs to give teachers strategies to meet students' educational needs, formative assessment is a powerful way to improve classroom instruction and student achievement.<sup>2</sup>

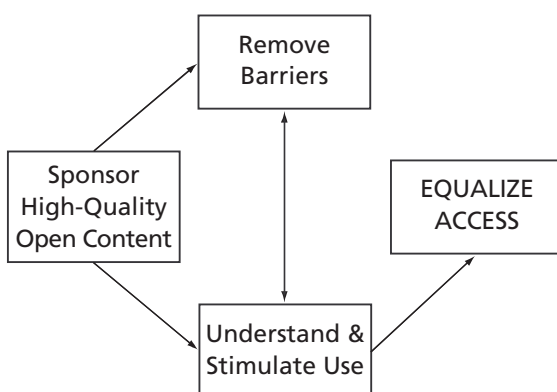
*2004 Highlights.* While the value of continuous improvement is well understood, there is a need to document effective processes and disseminate the information to school districts. Our evaluations of these approaches by the Bay Area School Reform Collaborative and the American Institutes for Research San Diego City Schools study are steps in this direction. A 2004 grant will enable Michigan State University to study some small cities that have been successful in improving instruction, and grants to the University of Texas and the University of Chicago will help develop easy-to-use Web-based tools to support teachers' efforts to improve instructional effectiveness.

During the past year we have continued to disseminate knowledge about instructional reform through partnerships with Achieve (an organization of governors and business executives) and the Aspen Institute Urban Superintendents Network.

*Using Information Technology to Increase Access to High-Quality Academic Content*

*Background.* Over the past several years, we have been working to make high-quality academic content freely available worldwide on the Web. Begun in 2001 with the MIT OpenCourseWare project, the initiative now includes a portfolio of courses developed by Carnegie Mellon University, a community-based learning objects commons<sup>3</sup> developed by Rice University, and special collections of the Harvard University Library. The portfolio also includes content for high school and community college students and tools for making archaeological content readily available.

*Technology: Open Content Logic Model*



In 2003, the Program’s strategy broadened to include removing barriers to the availability of open content through grants to Creative Commons (2003), Internet Archive (2003), and, this year, the University of Michigan, which is helping develop the SAKAI (Synchronizing Architectures for Knowledge Acquisition Infrastructure) open learning management system.

*2004 Highlights.* During 2004, we continued to develop exemplary open content and eliminate barriers to its use and reuse. Following

MIT's example, fourteen institutions have adopted or are in the process of adopting the OpenCourseWare concept to make their courses freely available for world use.

In considering the renewal of grants to Harvard University Library, Rice University, and Carnegie Mellon University, we instituted a review process that included outside experts to conduct onsite reviews. In each case, the reviews reaffirmed the grantees' outstanding work and unique contribution to the open content field. We also initiated grants to the Foothill-De Anza Community College District and the League for Innovation in the Community College to begin developing a portfolio of high-quality community college courses that would be freely available on the Web.

Throughout the year, we continued to support the free distribution of open content to the developing world through continuing relationships with UNESCO, Chinese Open Resources in Education, and OECD, and through a new relationship with the World Bank. Our overarching goal is the worldwide adoption of strategies to encourage the creation, use/reuse, and distribution of open educational resources.

*Improving the Quality and Equality of California Schools and Community Colleges*

**K-12 Education Reform**

*Background.* This portfolio seeks to improve student achievement in California, recognizing the powerful roles of state policy and financing in creating the conditions under which teaching and learning happen. As outlined in the logic model below, our grants work together to achieve this goal through:

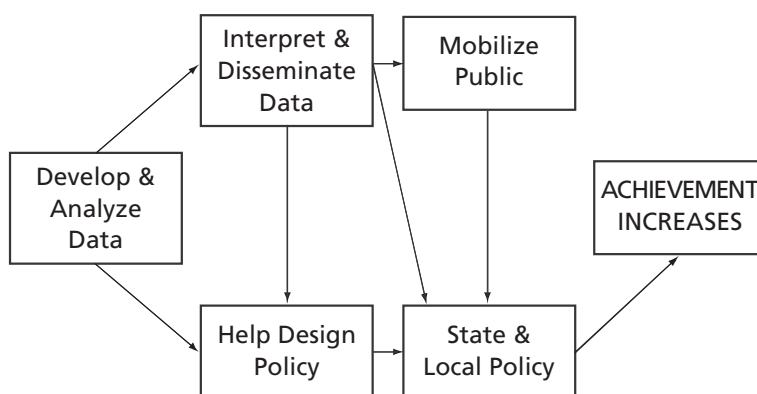
- Research to develop and analyze data on California's schools and students.
- Translation of research findings for a variety of audiences.
- Technical assistance for policymakers.
- Public education and engagement efforts.

Together, these grants are designed to create a supportive environment for education policy reform at the state and local levels.

*2004 Highlights.* In August 2004, the state and the plaintiffs settled *Williams v. State of California*, a class-action lawsuit alleging that



### California Schools: K-12 Logic Model



millions of low-income children in California are being denied the bare essentials for education. During 2003 and 2004, the Foundation invested in research, public engagement, and communications work to support the settlement of the *Williams* case. Grantees—including the Center for the Future of Teaching and Learning, EdSource (2003), UCLA, and UC Berkeley Policy Analysis for California Education—provided important research findings on teacher workforce, school finance, and accountability issues that shed light on the *Williams* issues. As a consequence of the settlement, the state will provide almost \$1 billion over four years for physical plant repairs and instructional materials in low-performing schools. New monitoring and reporting is also required on school facilities, instructional materials, and teacher vacancies. Subsequent grants to the American Civil Liberties Union and Public Advocates support the implementation of the settlement at the state and local levels.

We also made significant investments in grassroots organizations that are well positioned to promote informed citizen engagement on education issues. During the course of the past year, we found that small, volunteer-driven grassroots organizations can work very effectively on statewide issues with relatively small grants from foundations. ACORN (a sub-grant through UCLA), Californians for Justice, and PICO (a sub-grant through CFJ) were able to step up their efforts to reach out to parents and engage them in the debates in Sacramento over the education budget and the legislation implementing the *Williams* litigation.

### **California Community Colleges**

*Background.* For most California students, the state's 108 community colleges are the primary point of access to higher education. By design, about two-thirds of all California high school graduates begin their post-secondary education at a community college. However, these schools are underresourced relative to the other sectors of the higher education system, and many have become so overcrowded that, collectively, they turned away more than 100,000 students in 2004. Moreover, the next few years will see an extraordinary increase in the number of applicants to the state's community colleges—an increase that has been labeled “Tidal Wave II.” This is compounded by the fact that many low-income and minority students will need pre-collegiate courses—especially in mathematics and English language arts—as gateways to credit-bearing coursework.

*2004 Highlights.* Our first grants in this priority area were intended to promote public awareness of the finance and structural resource deficits in the community college system. In 2003, we made a founding grant to the Campaign for College Opportunity, which is a coalition of business, labor, and civil rights organizations who have joined forces to promote finance and governance reforms in California's community college system. We also awarded a grant to the League of Women Voters to make community college finance and access issues a major priority over the next two years.

The Carnegie Foundation for the Advancement of Teaching (CFAT) is assisting the Foundation in exploring the use of new technologies in community colleges, and is making sub-grants to nine to twelve community colleges to develop effective strategies for improving instruction in basic courses in mathematics and English language arts.

### *Universal Basic and Secondary Education*

*Background.* The Universal Basic and Secondary Education (UBASE) Program is a new collaborative effort among the Education, Population, and Global Development Programs. In 2003 and 2004, we made a small number of grants to support research and global advocacy to increase educational opportunities for all

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children in developing countries. Further significant investments are awaiting the development of a strategic plan.

### *Opportunity*

*Background.* The opportunity grants category is intended to provide a place for grants that do not fit into the Program's priority areas. We do not accept unsolicited proposals in this area. For the most part, this category has been used for grants to higher education institutions. We also undertook small initiatives in arts education (in collaboration with the Performing Arts Program), in improving the quality of social science research, and in research into affirmative action. (The affirmative action grants, made in 2003, were cited in briefs in the University of Michigan affirmative action cases, and one was cited by Justice O'Connor.)

*2004 Highlights.* During 2004, we made two grants to Stanford University to support work on civil rights issues, a planning grant to the National Research Council to develop an agenda for improving social science research, and paid the final installment of an agreement with the Bush Foundation to support quality education in private historically black colleges and universities. Staff work also continued on the very successful Engineering Schools of the West Initiative.

### *Notes*

<sup>1</sup> See Public Policy Institute of California (PPIC) research brief, [http://www.ppic.org/content/pubs/rb\\_604hrrb.pdf](http://www.ppic.org/content/pubs/rb_604hrrb.pdf).

<sup>2</sup> Black, P., and D. Wiliam. 1998. Inside the black box: Raising standards through classroom assessment. *Phi Delta Kappan* 80 (2):139–148; Boston, C. 2002. The concept of formative assessment. ERIC digest, <http://www.ericdigests.org/2003-3/concept.htm>.

<sup>3</sup>A learning object is a small unit of content that has been digitized for the purpose of Web-based instruction. A commons is a collection of digitized content used to serve a public good.

*Improving Instruction*

**ACHIEVE**

Washington, D.C.

*For a project to analyze and disseminate information about the use and effectiveness of periodic classroom assessments in teaching mathematics* \$250,000

**AMERICAN INSTITUTES FOR RESEARCH**

Washington, D.C.

*For the second phase of a study of the instructional reform efforts in San Diego* 1,450,000

**ASPEN INSTITUTE**

Washington, D.C.

*For the Aspen Urban Superintendents Network* 140,000

**BAY AREA SCHOOL REFORM COLLABORATIVE**

San Francisco, California

*For general support of the Hewlett-Annenberg Challenge for school reform in the Bay Area* 5,000,000

**BOSTON PLAN FOR EXCELLENCE**

Boston, Massachusetts

*For a pilot program to create formative assessments and help teachers learn to use them to improve their teaching* 105,000

**KIPP FOUNDATION**

San Francisco, California

*For sub-grants to each of the five individual Bay Area KIPP (Knowledge Is Power Program) academies participating in SRI's Bay Area KIPP study* 25,000

**MICHIGAN STATE UNIVERSITY, EDUCATION POLICY CENTER**

East Lansing, Michigan

*For a study of how leadership and policy at the district level influence the improvement of teaching and learning* 600,000

**RAVENSWOOD CITY SCHOOL DISTRICT**

East Palo Alto, California

*For support for ongoing professional development, including training and coaching for district staff and principals, and to help support a fiscal audit (Collaboration with Philanthropy)* 0

**SAN FRANCISCO EDUCATION FUND**

San Francisco, California

*For general support of the Institute for Social Justice and Education* 75,000

**SRI INTERNATIONAL**

Menlo Park, California

*For an extensive, independent evaluation of KIPP academies (Knowledge Is Power Program) in the San Francisco Bay Area* 245,000

**STANFORD UNIVERSITY CENTER FOR RESEARCH ON THE CONTEXT OF TEACHING**

Stanford, California

*For an evaluation of the BASRC Phase Two reforms* 1,100,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>UNIVERSITY OF CALIFORNIA AT SANTA CRUZ, NEW TEACHER CENTER</b> Santa Cruz, California <i>For intervention to improve the quality of instruction in two of Ravenswood School District's lowest-performing schools</i>	400,000
<b>UNIVERSITY OF CHICAGO, CENTER FOR URBAN SCHOOL IMPROVEMENT</b> Chicago, Illinois <i>For R&amp;D to develop and evaluate a system of ongoing formative assessments with Web-based tools to support teacher learning and decisionmaking</i>	1,000,000
<b>UNIVERSITY OF TEXAS AT AUSTIN, THE DANA CENTER</b> Austin, Texas <i>To create and implement, on a large scale, low-cost research-based tools delivered on the Internet to teach Algebra I and Geometry to all students</i>	500,000
<b>Information Technology</b>	
<b>ALEXANDRIA ARCHIVE INSTITUTE</b> San Francisco, California <i>For demonstration of a practical, open access, Web-based method for organizing, sharing, and enhancing the research on archaeological data</i>	375,000
<b>CARNEGIE MELLON UNIVERSITY</b> Pittsburgh, Pennsylvania <i>For support of expansion of Carnegie Mellon's Open Learning Initiative portfolio of self-contained online courses</i>	1,500,000
<b>FOOTHILL-DE ANZA COMMUNITY COLLEGE DISTRICT</b> Los Altos Hills, California <i>To lead a collaboration of California community colleges to provide quality online materials with the primary focus being to make exemplary academic content free and accessible to all on the Web</i> <i>For support to build on SAKAI open source code to create a course management system especially useful to the needs of community colleges</i>	124,000 600,000
<b>HARVARD UNIVERSITY, HARVARD UNIVERSITY LIBRARY</b> Cambridge, Massachusetts <i>For continued development of the Open Collections Program, making Harvard's library treasures freely available on the Web</i>	1,250,000
<b>IET FOUNDATION</b> Golden, Colorado <i>For start-up and operating costs, including the development of a business plan, for China Open Resources for Education</i>	350,000
<b>JOHNS HOPKINS UNIVERSITY, BLOOMBERG SCHOOL OF PUBLIC HEALTH</b> Baltimore, Maryland <i>For Phase I of the Bloomberg School of Public Health OpenCourseWare project to provide worldwide, open knowledge about public health theory, research, and practice</i>	200,000
<b>LEAGUE FOR INNOVATION IN THE COMMUNITY COLLEGE</b> Phoenix, Arizona <i>For design of a project to harvest existing course materials to provide them free on the Web</i>	185,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>MASSACHUSETTS INSTITUTE OF TECHNOLOGY</b> Cambridge, Massachusetts <i>For continuing support of MIT OpenCourseWare</i>	1,200,000
<i>For support of the Advancing Learning Technology Interoperability (Alt-i-Lab) conference to bring together experts to explore issues of interoperability in learning technology</i>	10,000
<b>MONTEREY INSTITUTE FOR TECHNOLOGY AND EDUCATION</b> Monterey, California <i>For support of the establishment of the National Repository of Online Courses (NROC)</i>	1,350,000
<i>For bridge support for the establishment of the NROC</i>	150,000
<i>For development of a working software model of a "processed book," a highly interactive, configurable, annotatable text, as described in the essay "The Processed Book," published in First Monday, a peer-reviewed online journal</i>	50,000
<b>NORTH AMERICAN COUNCIL FOR ONLINE LEARNING</b> Alexandria, Virginia <i>For general support for the North American Council for Online Learning</i>	100,000
<b>RICE UNIVERSITY</b> Houston, Texas <i>For support of the Connexions Project, a unique Web-based open source environment for creating and sharing free educational material</i>	1,250,000
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For creation and testing of open Web-based resources for supporting the teaching and learning of U.S. History</i>	500,000
<b>STANFORD UNIVERSITY, STANFORD CENTER FOR INNOVATIONS IN LEARNING</b> Stanford, California <i>For the Digital Interactive Video Exploration and Reflection (DIVER) project</i>	100,000
<b>UNIVERSITY OF CALIFORNIA AT IRVINE, DISTANCE LEARNING CENTER</b> Irvine, California <i>For ongoing analyses, technical expertise, and management of meetings for the Education Program's open content technology component</i>	220,000
<b>UNIVERSITY OF MICHIGAN</b> Ann Arbor, Michigan <i>For the development and implementation of SAKAI, a pre-integrated collection of open source tools, including a complete Course Management System, and a Research Support Collaboration System</i>	300,000
<b>UNIVERSITY OF WISCONSIN, ACADEMIC ADL CO-LAB</b> Madison, Wisconsin <i>For Phase 2 of an analysis of national and international repository initiatives</i>	60,000

## *California School Reform*

<b>ACLU FOUNDATION OF SOUTHERN CALIFORNIA</b> Los Angeles, California <i>For media, public affairs, and policy design efforts to communicate terms of the settlement of Williams v. State of California to the public</i>	50,000
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<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>ADVANCEMENT PROJECT</b> Los Angeles, California <i>For state policy work on equity and adequacy, specializing in school facilities funding</i>	50,000
<b>AMERICAN EDUCATIONAL RESEARCH ASSOCIATION</b> Washington, D.C. <i>For workshops on interpreting and writing about research for education writers and broadcasters at the 2004 and 2005 annual meetings of AERA</i>	24,000
<b>CALIFORNIANS FOR JUSTICE EDUCATION FUND</b> Oakland, California <i>For upgrading the technology infrastructure of the Californians for Justice and to conduct an Executive Director search (Collaboration with Philanthropy)</i> <i>For support of the Campaign for Quality Education, which connects community organizing groups with statewide reform efforts to improve educational opportunities of all students in California schools</i>	0 685,000
<b>CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING</b> Stanford, California <i>For sub-grants to nine to twelve California community colleges that will conduct demonstration programs focused on improving instruction in pre-collegiate mathematics and English courses</i> <i>For a project focused on improving the effectiveness of developmental education in mathematics and English in California community colleges</i>	1,200,000 2,400,000
<b>CENTER FOR THE FUTURE OF TEACHING AND LEARNING</b> Santa Cruz, California <i>To act as local underwriter for the broadcast of The Merrow Report's "First to Worst" documentary on the condition of California public schools</i>	40,000
<b>COMMUNITY SERVICE SOCIETY, NEW YORK CITY COUNCIL COMMISSION ON THE IMPLEMENTATION OF THE CAMPAIGN FOR FISCAL EQUITY LAWSUIT</b> New York, New York <i>For research, broad consultation, and analysis, and to help support an independent commission charged with developing a plan for how New York City will spend the extra resources resulting from the successful resolution of its adequacy litigation</i>	100,000
<b>COUNCIL FOR ADVANCEMENT OF ADULT LITERACY</b> New York, New York <i>For a project on good practices in ESL instruction and faculty development in community colleges</i>	300,000
<b>FORUM FOR YOUTH INVESTMENT</b> Washington, D.C. <i>For reform support to eleven California school districts engaged in comprehensive high school reforms</i>	100,000
<b>HIGHER EDUCATION POLICY INSTITUTE</b> San Jose, California <i>For updating, professionally reproducing, and disseminating a report on demographic and policy trends bearing on California community colleges</i>	33,000
<b>INDEPENDENT CITIZENS FOR CALIFORNIA'S CHILDREN</b> Los Angeles, California <i>For support of research on California school finance and state educational governance projects</i>	300,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>MDRC</b> New York, New York <i>For partial support of a randomized trial study of instruction in community colleges (the Opening Doors Project)</i>	400,000
<b>PUBLIC ADVOCATES</b> San Francisco, California <i>For support of the Public Advocates work with grassroots and community-based organizations as part of the Campaign for Quality Education (includes sub-grants to ACLU, Advancement Project, and MALDEF)</i>	460,000
<b>RESOURCE AREA FOR TEACHERS</b> San Jose, California <i>For general support (Collaboration with Special Projects)</i>	0
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, POLICY ANALYSIS FOR CALIFORNIA EDUCATION</b> Berkeley, California <i>For a series of education policy seminars for California state legislators and staff</i> <i>For a collaboration among researchers at the American Institutes for Research, the Consortium for Policy Research in Education, and Policy Analysis for California Education on the dissemination of results from complementary school accountability studies</i>	125,000 40,000
<b>UNIVERSITY OF CALIFORNIA AT DAVIS</b> Davis, California <i>For two conferences on critical learning issues for secondary school English language learners</i>	60,000
<b>UNIVERSITY OF CALIFORNIA AT LOS ANGELES, INSTITUTE FOR DEMOCRACY, EDUCATION, AND ACCESS (IDEA)</b> Los Angeles, California <i>For strengthening IDEA's communications capacity and building the capacity of grassroots groups to communicate with the media and target audiences about educational equity and adequacy in California schools</i> <i>For a project to provide information through media to large public audiences about the condition of education in California</i>	300,000 65,000

## *Universal Basic and Secondary Education (UBASE)*

<b>ACADEMY FOR EDUCATIONAL DEVELOPMENT</b> Washington, D.C. <i>For the Basic Education Coalition (Collaboration with Population)</i>	500,000
<b>AFRICAN POPULATION AND HEALTH RESEARCH CENTRE</b> Nairobi, Kenya <i>For support of the planning and detailed design of a three-year study in Kenya that will examine how removal of school fees affects primary school enrollment and retention for poor children in Nairobi (Collaboration with Population)</i> <i>For a longitudinal study of the factors affecting primary school participation and progression to secondary school for urban students in Nairobi (Collaboration with Population)</i>	25,000 340,000



<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>EQUAL ACCESS</b>	
San Francisco, California	
<i>For Equal Access to increase its capacity to identify and recruit a sustainable base of individual and community donors through an online “adopt a village” program (Collaboration with Philanthropy)</i>	0
<i>For an evaluation of the effectiveness of digital satellite radio programs in delivering teacher training, basic education, health, and other useful information in Nepal and Afghanistan</i>	300,000
<b>GLOBAL CAMPAIGN FOR EDUCATION</b>	
Brussels, Belgium	
<i>For general support for the activities of the Global Campaign for Education (Collaboration with Population and Global Affairs)</i>	75,000
 <i>Opportunity</i>	
<b>BUSH FOUNDATION</b>	
St. Paul, Minnesota	
<i>For the support of historically black private colleges and universities</i>	849,000
<b>CENTER ON BUDGET AND POLICY PRIORITIES</b>	
Washington, D.C.	
<i>For general support (Collaboration with Conflict Resolution, Environment, Special Projects, U.S.–Latin American Relations, Population, Performing Arts, and Global Affairs)</i>	32,000
<b>FAMILIES INVESTED IN RESPONSIBLE MEDIA</b>	
San Francisco, California	
<i>For general support</i>	75,000
<b>GRANTMAKERS FOR EDUCATION (GFE)</b>	
Portland, Oregon	
<i>For an analysis of how GFE might better serve the needs of individual donors interested in strategic grantmaking in education</i>	20,000
<b>INSTITUTE FOR COLLEGE ACCESS AND SUCCESS</b>	
Berkeley, California	
<i>For research, analysis, and public education to improve the effectiveness of college students</i>	80,000
<b>JULIA MORGAN CENTER FOR THE ARTS</b>	
Berkeley, California	
<i>For the Lincoln Center Institute program</i>	75,000
<b>MASSACHUSETTS INSTITUTE OF TECHNOLOGY, TEACHING OPPORTUNITIES IN PHYSICAL SCIENCE PROGRAM</b>	
Cambridge, Massachusetts	
<i>For general support of the Teaching Opportunities in Physical Science (TOPS) program</i>	80,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>NATIONAL ACADEMY OF SCIENCES, DIVISION OF BEHAVIORAL AND SOCIAL SCIENCES AND EDUCATION</b> Washington, D.C. <i>To create a new committee to analyze and propose strategies and methods to improve the quality of research in the social and behavioral sciences and education</i>	275,000
<b>OPERATION RESPECT</b> New York, New York <i>For pilot implementation and evaluation of the “Don’t Laugh at Me” program in two elementary schools in the Hayward Unified School District</i>	43,000
<b>SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS</b> San Francisco, California <i>For the San Francisco Arts Commission, for the Arts Education Funders Collaborative (Collaboration with Performing Arts)</i>	0
<b>STANFORD UNIVERSITY, CENTER FOR COMPARATIVE STUDIES IN RACE AND ETHNICITY</b> Stanford, California <i>For general support of the Research Institute of Comparative Studies in Race and Ethnicity at Stanford</i>	500,000
<b>STANFORD UNIVERSITY, MARTIN LUTHER KING, JR. PAPERS PROJECT</b> Stanford, California <i>For the expansion and dissemination, via the Web and other means, of documentary information regarding Martin Luther King, Jr., and the civil and human rights movements with which he was associated</i>	450,000
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, CENTER FOR STUDIES IN HIGHER EDUCATION</b> Berkeley, California <i>For support of the formation and operation of a commission on general education in the UC system in the twenty-first century</i>	70,000
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, SCHOOL OF LAW</b> Berkeley, California <i>For a series of working sessions and a symposium devoted to the study of the 1973 Supreme Court ruling on San Antonio Independent School District v. Rodriguez</i>	22,000
<b>UNIVERSITY OF NEVADA AT RENO</b> Reno, Nevada <i>For an evaluation of the projects funded by the Engineering Schools of the West Initiative, and for management of the Assessment Subcommittee</i>	74,000

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The Environment Program at the Hewlett Foundation is working to respond to some of the most significant environmental challenges of our time. The program has three broad goals: to protect the great landscapes of the North American West, to build stronger and more diverse constituencies for environmental protection in California, and to reduce the environmental impacts of fossil fuel energy systems by promoting energy efficiency and renewable energy.

## *Preserving Wildlife, Water, and a Western Way of Life*

The lands and waters of the North American West are among the country's—and indeed, the world's—greatest natural resources. Yet the environment of the West is threatened by a boom in energy development, motorized off-road recreational vehicles, habitat fragmentation, and rapid population growth. At the same time, many of the traditional businesses—notably ranching and farming—that have served as custodians for open space are under significant economic pressure. The goals of the Hewlett Foundation's work in the West are to protect the very characteristics that make the West so special—wildlife, great open spaces, and clean water. Our work also supports the values of the West by promoting productive collaboration among a broad range of people committed to building an environmentally sustainable West. The Foundation has a four-part program:

- **Private Land Conservation: Public Finance and Ranchland and Farmland Protection** – The Foundation supports organizations to help build public support for land protection and acquisition, and to help maintain viable ranching and farming.
- **Western Water Reform** – The Foundation supports efforts to reform western state water law, and to ensure that FERC-regulated dams are well operated, all with the aim of ensuring that enough water is available in streams to keep natural systems intact.
- **Fossil Fuel Development** – The Foundation supports organizations working to ensure that energy development in the West is undertaken without excessive harm to the environment.
- **Wilderness Areas** – The Foundation supports groups working within their communities to permanently protect the last remaining wild spaces of the West, both in the United States and Canada.

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## *Program Guidelines*

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### *Building New Constituencies for the Environment*

As California grows and becomes more diverse, it is crucial that the fastest-changing communities have strong environmental protections. This requires strong, local, representative organizations, ideally linked in a cohesive whole. The Foundation supports the environmental science and public affairs capacities of community groups in the Central Valley and Los Angeles working on air quality issues, and efforts to help these groups come together on common priorities, including a commitment to efforts in Sacramento, to help their voices be better heard.

### *Energy*

Inefficient use of energy is at the heart of the most difficult domestic and global environmental problems, including acid rain, urban air pollution, global climate change, nuclear waste, and oil spills. The Foundation works to reduce energy waste and promote renewable energy through the following three strategies:

- **National Energy Policy** – The Foundation supports efforts to bolster scientific and political support for a new, visionary U.S. energy policy. This work is pursued through grants to the National Commission on Energy Policy and the Energy Foundation.
- **Western Energy Policy** – The Foundation supports efforts to build a clean energy plan for the West, aimed at promoting renewable energy and utility energy efficiency programs and at reducing unnecessary conventional power plant development. The Energy Foundation administers the Foundation’s work in this area.
- **Transforming Cars and Trucks: Sustainable Mobility** – The Foundation supports efforts in the United States, China, Mexico, and Brazil to encourage more efficient, lower-polluting cars and trucks. Funding also supports the development of high-quality bus rapid transit systems. The U.S.- and China-related work is conducted through the Energy Foundation.

**In 2004, the Environment Program made grants totaling \$34,809,324, plus a \$264,000 program related investment.**

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*The West*

The Hewlett Foundation has supported environmental protection in the West for years. The lands in the West are vast and majestic, but fragile, and today they face unprecedented development pressures.

The Foundation is continuing the traditions of the Program in strengthening the Western conservation movement through multiyear, general support grants. We have made significant investments in the environmental infrastructure in the West—in regional groups, media organizations, technical support, and research. And we are expressly focusing on building the capacity of conservation organizations to ensure that they have the ability to reach out to diverse and new populations so that their work, messages, and goals are meaningful to a broad public.

The Environment Program's work in fossil fuel development focuses on two strategies: promoting the use of "best practices" for energy development and protecting the most environmentally sensitive lands in the West. Grantees in the Rocky Mountain Energy Campaign, for example, are finding common cause with ranchers, recreationalists, hunters, and anglers, creating new partnerships to ensure that when energy development does occur, it does so with the consent of local communities and private property owners, as well as in a manner that minimizes the impact on natural systems. We are also supporting new science and analysis to help improve the quality of the debate. For example, the boom in coalbed methane extraction is one of the biggest development threats to the landscapes of the West and has a particular impact on the region's fragile and increasingly scarce water resources. A Hewlett-funded study by the Northern Plains Resource Council has helped to develop a new framework for western states to manage the enormous quantity of wastewater that is created through the development of coalbed methane.

The Program's grantmaking with respect to water focuses on the reform of state water law in western states and the reform of the operation of hydropower facilities under the jurisdiction of the Federal Energy Regulatory Commission (FERC). The support of the Western Water Project of Trout Unlimited helps to expand the legal ability to create and use instream flow rights to protect critical habi-

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*Program  
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tat and important fisheries. We also support work by the Hydropower Reform Coalition (HRC) with agencies and dam owners to craft creative solutions that reflect the public's demand for healthy, vibrant rivers that support fish, wildlife, and recreation, as well as clean and renewable electrical power.

The Program's wilderness work is currently focused on western Canada—on the Great Bear Rainforest (British Columbia coast) and the Western Boreal Forest (British Columbia, Yukon, and the Northwest Territories). The opportunities for large-scale wilderness protection in Canada are enormous and may result in some of the largest networks of protected areas in all of North America. The scale (hundreds of millions of acres), the biological significance, the time-limited opportunity, the imagination, foresight, and commitment of the Canadian environmental organizations, and the commitment of Canada's indigenous peoples (First Nations) to sustainability all provide compelling rationales for continued work in Canada.

With strong commitments to the Trust for Public Land and the Nature Conservancy, the Foundation continues to support technical assistance for public finance strategies. The work of these grantees is critical and opportune, as many cities, counties, and states continue to look for ways to protect and provide for open space and new parks.

### *New Constituencies for the Environment*

Over the last two years, the Hewlett Foundation has been working to build a network of organizations in California's Central Valley and Los Angeles to help reduce air pollution. We work in partnership with the Resources Legacy Fund to provide and protect open spaces, parks, and wilderness.

The Central Valley and Los Angeles are home to the worst air pollution in California and have the lowest levels of parks and open space per capita. Both regions are undergoing dramatic demographic change and facing very fast growth, which is likely to bring more pollution. To ensure that the Central Valley and Los Angeles have adequate environmental protections and amenities, these regions need a stronger, locally based network of environmental organizations.

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This component of the Program has two principal elements. We make grants to community-based organizations to help them build strength, develop more scientific and public outreach capacity, and generally build the infrastructure for environmental protection in the Central Valley and Los Angeles. And we have made a commitment to the Coalition for Clean Air to help bring a focused voice for these concerns to Sacramento and to help provide technical assistance to community groups across the state.

### *Energy*

Energy and global warming have been called the chief environmental concerns of our time. Energy problems are solvable at a reasonable cost, but not without greater attention and support from key decisionmakers.

The energy grantmaking at the Foundation has three elements. Work on U.S. national energy policy is underway at the National Commission on Energy Policy, a bipartisan effort to develop long-term energy strategies for the nation. Grants managed by the Energy Foundation support appliance standards, building codes, and research and development.

The Foundation also supports work in the western United States aimed at increasing energy efficiency and expanding the commercial use of renewable energy. This portfolio of grants, also managed by the Energy Foundation, has helped California and New Mexico adopt renewable portfolio standards and has led several states to expand their energy efficiency work.

The largest component of the Foundation's energy grantmaking is aimed at transforming vehicles to make them much cleaner and more efficient. Cars and trucks produce the largest share of the world's urban air pollution. New technologies can cut such emissions by 90 percent or more, and new vehicle technologies can cut fuel use by half, but they will not prosper in the marketplace without intelligent, focused public policy. Foundations, researchers, and nonprofits can provide the analysis and impetus for this work. The Hewlett Foundation's goal is to reduce the impact of vehicle emissions on local air quality and global climate change. The Foundation focuses on developing policies that will help the best

leading-edge technologies achieve commercial success in the United States, Canada, China, Brazil, and Mexico.

The program's work in Brazil is focused on the city and state of São Paulo. Our grantees are working with the state Environmental Protection Agency to help develop an air emissions inventory, build a new clean air act, and accelerate the introduction of clean fuels and stricter tailpipe standards. The Foundation is also supporting the Associação Nacional de Transportes Públicos to build a cohesive framework for expanding bus rapid transit (BRT), and is supporting the design of a BRT corridor, Celso Garcia, in the north of the city. The Foundation is also supporting the deployment and extensive testing of a new generation of gas/electric hybrid buses for São Paulo.

Work in Mexico has similar goals to that in Brazil. The Foundation is supporting the analysis of fuel and tailpipe standards and other pollution control strategies undertaken by a new organization under the direction of Mario Molina, a Nobel Prize laureate in Chemistry. Design of a BRT corridor on Insurgentes, a major avenue in Mexico City, is underway by the Center for Sustainable Transport. And we have complementary grants to a half-dozen NGOs in the city to work on social, environmental, and economic aspects of environmental cleanup in Mexico City.

Transportation-related environmental grantmaking in China began five years ago, in a program supported by the Packard Foundation and managed by the Energy Foundation. Two years ago, the Hewlett Foundation joined, with the goal of expanding the efforts in the transportation sector. Analysis by the Energy Foundation's grantees in China is likely to lead to China's adoption of fuel efficiency standards that will save more than 1.6 billion barrels of oil, and more than \$100 billion in energy imports by 2030. These standards are the first for a developing nation. Energy Foundation grantees are also working on fuel quality and tailpipe standards, and on the design of BRT systems. In 2004, we started a center to help Chinese cities in BRT design.



<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<i>The West</i>	
<b>ALASKA CONSERVATION FOUNDATION</b> Anchorage, Alaska <i>For the Alaska Ecosystem Defense and Protection Project</i>	\$600,000
<b>AMERICAN BAR ASSOCIATION/ SECTION OF ENVIRONMENT, ENERGY, AND RESOURCES</b> Chicago, Illinois <i>For the Minority Fellowships in Environmental Law program</i>	30,000
<b>AMERICAN RIVERS</b> Washington, D.C. <i>For general support of the Hydropower Reform Coalition</i>	900,000
<b>CALIFORNIA COUNCIL OF CHURCHES</b> Sacramento, California <i>For the Los Angeles Project</i> <i>For an organizational effectiveness grant for board development (Collaboration with Philanthropy)</i>	83,535 0
<b>CENTER FOR COMMUNITY ACTION AND ENVIRONMENTAL JUSTICE</b> Riverside, California <i>For general support</i>	85,000
<b>CENTER FOR GLOBAL ENVIRONMENTAL EDUCATION AND COORDINATION</b> McLean, Virginia <i>For a training course on air pollution for Spanish-speaking Latino health and environmental journalists</i>	60,000
<b>COALITION FOR CLEAN AIR</b> Los Angeles, California <i>For general support</i> <i>For strategic planning</i>	3,000,000 200,000
<b>COLORADO ENVIRONMENTAL COALITION</b> Denver, Colorado <i>For the Colorado Water Caucus's sustainable water campaign</i>	100,000
<b>COMMUNITY PARTNERS</b> Los Angeles, California <i>For general support of the California Environmental Rights Alliance</i> <i>For an organizational inquiry process to develop a plan for the growth of the California Environmental Rights Alliance (Collaboration with Philanthropy)</i>	75,000 0
<b>CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY</b> San Francisco, California <i>For general support</i>	60,000
<b>DAVID SUZUKI FOUNDATION</b> Vancouver, Canada <i>For general support of the Turning Point Initiative</i>	750,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>ECOTRUST CANADA</b> Vancouver, Canada <i>For support of Ecotrust Canada's strategic planning efforts (Collaboration with Philanthropy)</i> <i>For general support</i>	0 750,000
<b>ECOVENTURE</b> Oakland, California <i>For fund development planning and feasibility studies for California Interfaith Power and Light (Collaboration with Philanthropy)</i>	0
<b>FORESTETHICS</b> San Francisco, California <i>For the ForestEthics British Columbia Coast Program</i>	350,000
<b>FRESNO METRO MINISTRY</b> Fresno, California <i>For general support of the Environmental Health Program</i> <i>For organizational effectiveness (Collaboration with Philanthropy)</i>	70,000 0
<b>FRIENDS OF THE RIVER</b> Sacramento, California <i>For general support of the California Wild Heritage Campaign</i>	200,000
<b>GRAND CANYON TRUST</b> Flagstaff, Arizona <i>For general support</i>	500,000
<b>GREATER YELLOWSTONE COALITION</b> Bozeman, Montana <i>For general support</i>	600,000
<b>HENRY'S FORK FOUNDATION</b> Ashton, Idaho <i>For the Upper Snake River analysis</i>	100,000
<b>HIGH COUNTRY FOUNDATION</b> Paonia, Colorado <i>For general support</i>	300,000
<b>LATINO ISSUES FORUM</b> San Francisco, California <i>For the New Voices for Change project</i>	100,000
<b>MALPAI BORDERLANDS GROUP</b> Douglas, Arizona <i>For general support</i>	50,000
<b>NATIONAL AUDUBON SOCIETY</b> Anchorage, Alaska <i>For the Tongass National Forest project</i>	120,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>NATIONAL PARKS AND CONSERVATION ASSOCIATION</b> Washington, D.C. <i>For the Central Valley Campaign</i>	300,000
<b>NATURAL HERITAGE INSTITUTE</b> Berkeley, California <i>For a project to restore the natural function in rivers throughout the Central Valley of California</i>	150,000
<b>NATURE CONSERVANCY</b> Anchorage, Alaska <i>For a fundraising campaign for the protection of Great Bear Rainforest</i> <i>For encouraging new public funding for parks and conservation</i>	345,000 500,000
<b>NEW MEXICO WILDERNESS ALLIANCE</b> Albuquerque, New Mexico <i>For the Otero Mesa Campaign</i>	30,000
<b>PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT, AND SECURITY</b> Oakland, California <i>For general support of the Pacific Institute's Water and Sustainability Program</i>	200,000
<b>PACIFIC NEWS SERVICE/NEW CALIFORNIA MEDIA</b> San Francisco, California <i>For Pacific News Service's New California Media project to increase the visibility and quality of environmental journalism in ethnic media outlets</i> <i>For an organizational effectiveness grant for restructuring and strategic planning (Collaboration with Philanthropy)</i>	30,000 0
<b>PARTNERSHIP PROJECT</b> Washington, D.C. <i>For the Collaborative Defense Campaign</i>	500,000
<b>PEW CHARITABLE TRUSTS</b> Philadelphia, Pennsylvania <i>For the Western Boreal Forest Public Land Conservation and Responsible Energy Development project</i> <i>For protection of U.S. Wilderness in the West</i>	1,835,000 300,000
<b>PHYSICIANS FOR SOCIAL RESPONSIBILITY, LOS ANGELES CHAPTER</b> Los Angeles, California <i>For general support of Physicians for Social Responsibility, Los Angeles Chapter's Environment Program</i>	60,000
<b>PUBLIC POLICY INSTITUTE OF CALIFORNIA</b> San Francisco, California <i>For a project to expand the size of its statewide survey on energy and air quality and to conduct the poll in Spanish and four Asian languages</i>	25,000
<b>RADIO BILINGUE</b> Fresno, California <i>For the "Environmental Affairs Desk" radio program</i>	45,000
<b>RELATIONAL CULTURE INSTITUTE</b> Fresno, California <i>For a project on air quality in the San Joaquin Valley</i>	90,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>RESOURCES LEGACY FUND</b> Sacramento, California <i>For technical assistance to help advance the work of the newly formed Sierra Nevada Conservancy</i>	105,000
<b>STANFORD UNIVERSITY, DEPARTMENT OF BIOLOGICAL SCIENCES</b> Stanford, California <i>For the Center for Conservation Biology</i>	150,000
<b>TIDES CANADA FOUNDATION</b> Vancouver, Canada <i>For the development of a strategic plan to address oil and gas development in British Columbia</i>	70,000
<b>TIDES CENTER</b> Washington, D.C. <i>For the California Environmental Protection Agency air quality fellowship for emerging community leaders</i>	100,000
<b>TROUT UNLIMITED</b> Arlington, Virginia <i>For general support of the Public Lands Initiative</i>	1,445,000
<b>TRUST FOR PUBLIC LAND</b> San Francisco, California <i>For general support of the Conservation Finance Program</i>	1,250,000
<b>UNIVERSITY OF COLORADO AT BOULDER, SCHOOL OF LAW</b> Boulder, Colorado <i>For general support of the Natural Resources Law Center</i>	200,000
<b>UNIVERSITY OF MICHIGAN, SCHOOL OF NATURAL RESOURCES AND ENVIRONMENT</b> Ann Arbor, Michigan <i>For the Environmental Justice Initiative</i>	15,000
<b>UNIVERSITY OF MONTANA, CENTER FOR THE ROCKY MOUNTAIN WEST</b> Missoula, Montana <i>For general support</i>	50,000
<i>For strategic/business planning and development of Headwaters, an online daily news service hosted by the Center and focused on the American West</i>	50,000
<b>WESTERN RESOURCE ADVOCATES</b> Boulder, Colorado <i>For the Rocky Mountain Energy Campaign</i>	600,000
<b>WILD SALMON CENTER</b> Portland, Oregon <i>For general support</i>	75,000
<i>For general support</i>	150,000
<b>WORLD MEDIA FOUNDATION</b> Somerville, Massachusetts <i>For the Living on Earth program</i>	150,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<i>Energy</i>	
<b>ASIAN DEVELOPMENT BANK, CLEAN AIR INITIATIVE</b>	
Metro Manila, The Philippines	
<i>For the Clean Air Initiative for Asian Cities (CAI-Asia)</i>	200,000
<b>ASPEN GLOBAL CHANGE INSTITUTE</b>	
Aspen, Colorado	
<i>For general support</i>	200,000
<b>BREAKTHROUGH TECHNOLOGIES INSTITUTE</b>	
Washington, D.C.	
<i>For production of an 8–10 minute video highlighting the political risks and benefits of implementing bus rapid transit (Collaboration with U.S.–Latin American Relations)</i>	62,500
<b>CALIFORNIA CLIMATE ACTION REGISTRY</b>	
Los Angeles, California	
<i>For an online reporting tool to track greenhouse gases</i>	500,000
<b>CENTER FOR ENERGY EFFICIENCY AND RENEWABLE TECHNOLOGIES</b>	
Sacramento, California	
<i>For general support</i>	300,000
<i>For support of a public education campaign on clean energy for Western states</i>	100,000
<b>CENTRO INTERDISCIPLINARIO DE BIODIVERSIDAD Y AMBIENTE, CENTER FOR SUSTAINABLE TRANSPORT</b>	
Mexico City, México	
<i>For design and implementation of an integrated bus rapid transit corridor in Mexico City (Collaboration with U.S.–Latin American Relations)</i>	600,000
<i>For design and implementation of an integrated bus rapid transit corridor in Mexico City (Collaboration with U.S.–Latin American Relations)</i>	120,000
<b>COLUMBIA UNIVERSITY, GODDARD INSTITUTE FOR SPACE STUDIES</b>	
New York, New York	
<i>For a collaboration with other scientists to try to develop a better understanding of exactly how important black carbon is as a greenhouse agent and to conduct a preliminary black carbon inventory</i>	88,789
<b>ELETRA INDUSTRIAL</b>	
São Paulo, Brazil	
<i>For the incremental costs of two standard diesel-electric hybrid buses for direct comparison tests against the type of diesel bus most commonly used in Latin America (Collaboration with U.S.–Latin American Relations)</i>	80,000
<b>ENERGY FOUNDATION</b>	
San Francisco, California	
<i>For support of the China bus rapid transit project</i>	1,000,000
<i>For general support</i>	3,000,000
<b>ENVIRONMENTAL LAW AND POLICY CENTER</b>	
Chicago, Illinois	
<i>For work on renewable energy on agricultural lands in the Midwest (Collaboration with Global Affairs)</i>	300,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>ENVIRONMENTAL MEDIA SERVICES</b> Washington, D.C. <i>For support of a media tour on global warming and other pressing environmental problems</i>	50,000
<b>FUNDACIÓN MÉXICO-ESTADOS UNIDOS PARA LA CIENCIA</b> Mexico City, México <i>For the establishment of an Institute for Energy and the Environment in Mexico (Collaboration with U.S.–Latin American Relations)</i>	0
<b>GAIA FOUNDATION FOR EARTH EDUCATION</b> Drayton Valley, Canada <i>For the Pembina Research and Education project</i>	400,000
<b>GLOBAL BUSINESS NETWORK</b> Emeryville, California <i>For a study of different hydrogen pathways for the state of California</i>	100,000
<b>GOVERNORS' ETHANOL COALITION</b> Lincoln, Nebraska <i>For support to explore policy options to improve the economic viability of ethanol production from cellulosic biomass (Collaboration with Global Affairs)</i>	37,500
<b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For the Energy Technology Innovation Project</i>	400,000
<b>HYPERCAR</b> Basalt, Colorado <i>Program related investment for development and production of low-cost advanced carbon composite structures for the auto industry</i>	264,000
<b>INSTITUTE FOR TECHNOLOGICAL RESEARCH</b> São Paulo, Brazil <i>For testing of two hybrid buses in the São Paulo metropolitan region (Collaboration with U.S.–Latin American Relations)</i>	100,000
<b>INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY</b> New York, New York <i>For development of a detailed cost and structural analysis of a congestion pricing regime in the downtown area of São Paulo (Collaboration with U.S.–Latin American Relations)</i>	145,000
<b>INSTITUTO NACIONAL DE EFICIÊNCIA ENERGÉTICA</b> Rio de Janeiro, Brazil <i>For a national hybrid vehicles conference (Collaboration with U.S.–Latin American Relations)</i>	5,000
<b>INTERNATIONAL ENERGY AGENCY</b> Paris, France <i>For research reports and workshops on fuel efficiency in developing countries</i>	100,000
<b>INTERNATIONAL ENERGY INITIATIVE</b> São Paulo, Brazil <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	50,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>INTERNATIONAL HUMANITIES CENTER</b> Malibu, California <i>For the California Car Initiative's PRIUS+ project</i>	20,000
<b>INTERNATIONAL SUSTAINABLE SYSTEMS RESEARCH CENTER</b> Diamond Bar, California <i>For the improvement of air quality strategies in Mexico City and Brazil (Collaboration with U.S.–Latin American Relations)</i>	157,000
<b>LOGIT ENGENHARIA CONSULTIVA</b> São Paulo, Brazil <i>For development of a cost analysis and design of a new, world-class bus corridor in São Paulo (Collaboration with U.S.–Latin American Relations)</i>	505,000
<b>NATIONAL COMMISSION ON ENERGY POLICY</b> Washington, D.C. <i>For general support</i> <i>For general support</i>	3,400,000 2,000,000
<b>NATURAL RESOURCES DEFENSE COUNCIL</b> San Francisco, California <i>For the partnership between the Natural Resources Defense Council and the Silicon Valley Manufacturing Group to strengthen energy efficiency policy in the Silicon Valley's high-tech world</i>	220,000
<b>NORTHWEST ENERGY COALITION</b> Seattle, Washington <i>For general support of the Citizens' Energy Plan and Campaign</i>	200,000
<b>PRESENCIA CIUDADANA MEXICANA</b> Mexico City, México <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	50,000
<b>RAND CORPORATION</b> Santa Monica, California <i>For an analysis on the potential for energy efficiency to reduce long-term energy price shocks</i>	140,000
<b>RENEWABLE NORTHWEST PROJECT</b> Portland, Oregon <i>For general support</i>	200,000
<b>RESOURCE MEDIA</b> San Francisco, California <i>For press outreach on behalf of the Arctic Climate Impact Assessment report</i>	85,000
<b>ROCKY MOUNTAIN INSTITUTE</b> Snowmass, Colorado <i>For general support of the Energy Program</i>	500,000
<b>SAVE OUR WILD SALMON COALITION</b> Seattle, Washington <i>For general support of the Columbia and Snake Rivers Recovery Campaign</i>	200,000

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>SINERGIA DE INFORMAÇÕES APLICADAS E COMERCIAL LTDA</b> São Paulo, Brazil <i>To develop the software necessary to operationalize new clean air legislation for São Paulo state (Collaboration with U.S.–Latin American Relations)</i>	85,000
<b>UNION OF CONCERNED SCIENTISTS</b> Cambridge, Massachusetts <i>For the Restoring Scientific Integrity project (Collaboration with Population)</i>	150,000
<b>UNIVERSITY OF CALIFORNIA AT DAVIS</b> Davis, California <i>For support of the Environmental Vehicle Center at UC Davis for activities related to designing clean transportation systems</i>	80,000
 <i>Other</i>	
<b>CENTER ON BUDGET AND POLICY PRIORITIES</b> Washington, D.C. <i>For general support (Collaboration with Conflict Resolution, Special Projects, Education, U.S.–Latin American Relations, Population, Performing Arts, and Global Affairs)</i>	100,000
<b>NEW YORK BOTANICAL GARDEN</b> Bronx, New York <i>For general support of the New York Botanical Garden’s Intermountain Flora project</i>	100,000
<b>PLANNING AND CONSERVATION LEAGUE FOUNDATION</b> Sacramento, California <i>For support of the Better California Project</i>	100,000
<b>SAN DIEGO FOUNDATION</b> San Diego, California <i>To facilitate and enhance dialogue among local environmental organizations in San Diego (Collaboration with Conflict Resolution)</i>	5,000



# Performing Arts

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**f**rom its beginning in 1966, with a grant to the San Francisco Symphony, through 2004, The William and Flora Hewlett Foundation has awarded more than 1,500 grants, totaling more than \$150 million, to primarily performing arts organizations in the Bay Area. Both the scale of the funding and the singular nature of multiyear general operating support have made the Hewlett Foundation a key investor in the region's cultural life. Since 2002, the Foundation has been the Bay Area's largest foundation funder of the arts.

The Program's core commitment is to support a constellation of performing arts organizations centered on artistry and community engagement throughout the San Francisco Bay Area. The Performing Arts Program presently funds more than 200 organizations in dance, film/media, music, opera, and theater that develop, produce, present, teach, and support the arts, benefiting hundreds of thousands of Bay Area residents.

The Performing Arts Program's primary strategy is to make general operating support grants, typically three years in duration. In any one year, 70 to 80 percent of the Performing Arts Program portfolio consists of organizations receiving ongoing operating support. The remaining portion is typically designated for support of new organizations and initiatives.

The Performing Arts Program's mission is to support artistic expression and its enjoyment through grantmaking aimed at supporting high-quality, high-performing San Francisco Bay Area organizations, and national organizations that support the work of local performing artists and organizations. The Program aims to achieve this through the following broad objectives:

- Stimulating increased access to and participation in the arts.
- Increasing exposure to and understanding of diverse cultural expressions.
- Enhancing opportunities for creative expression for both artists and audiences.
- Promoting long-term organizational health.

In order to reach these objectives, the Performing Arts Program has a strategy that includes:

- Long-term investment through ongoing, multiyear operating

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## *Program Guidelines*

support with the shared goal of artistic/programmatic vitality and organizational health.

- Use of mutually agreed upon, individually tailored incentives, when needed, to leverage organizational change, such as staff development, cash reserves, and challenge grants to enhance the stability of arts organizations.
- Addressing the challenges and opportunities that an expensive, highly competitive Bay Area real estate market has created for arts organizations that need affordable performance, rehearsal, and administrative space.
- A leadership role and participation in regional or national initiatives that affect Bay Area arts organizations and the field.
- Research and promulgation of field-wide best practices.

The Program's geographic focus is the nine counties that border San Francisco Bay, with additional limited funding in Santa Cruz and Monterey counties.

**In 2004, the Performing Arts Program made grants totaling \$13,992,000.**

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*Program  
Report*

2004 marked the first time since 2002 that the Program began to consider new applicants for general operating support grants. For the preceding two years we awarded funds normally allocated for new organizations as supplemental grants for grantees to sustain core programs and staff. This was in response to the precipitous revenue declines affecting arts organizations as a result of the economic recession, the September 11, 2001, attack, and the draconian cuts at the California Arts Council.

In addition to our selection criteria of artistic merit, community engagement, and management, the Performing Arts Program looked to expand its portfolio in aesthetic breadth and geographic representation, especially in the areas of traditional and contemporary arts and underrepresented constituencies. In 2004, ten new grantees were added to the portfolio, representing a broad cross section of aesthetics, geographic distribution, and constituencies served, from creators of new contemporary works inspired by traditional art forms (San Jose Taiko) to a mid-sized regional musical theater company in Contra Costa (Diablo Light Opera Company),

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to a presenter of world music and performing arts in Berkeley (Ashkenaz Music and Dance Community Center).

Toward its goal of creating new affordable performing arts space, the Performing Arts Program awarded more than \$8 million to cultural facility projects, which, when completed, will provide more than 200,000 square feet of new rehearsal, performance, administrative, and live/work space in the region. This year, a \$450,000 grant was awarded for predevelopment costs of the Santa Cruz–based Tannery Arts Center. Estimated at \$45 million, the Center is envisioned to be an eight-acre, multidiscipline cultural center encompassing rehearsal/performance spaces, live/work artist studios, administrative offices, and retail businesses. Led by the Santa Cruz Redevelopment Corporation, Artspace, and Tannery Arts Center, this facility would help to address a critical space issue for area artists and serve as a cultural tourism destination.

In 2004, the Program funded a number of initiatives centered on increasing support for individual performing artists. In collaboration with the San Francisco Foundation and the David and Lucile Packard Foundation, we released the results of a survey on Bay Area artists and their needs. Additionally, the Program awarded \$1.5 million to four regional projects to encourage the commissioning of new works: a grant to The Wallace Alexander Gerbode Foundation to commission works by California theater, music, and dance artists; a grant to the Walter and Elise Haas Fund for general support of the Creative Work Fund; a grant to the Zellerbach Family Foundation's Community Arts grants program; and a \$200,000 challenge grant to the Marin Community Foundation to raise \$1,000,000 in new support for Bay Area artists over the next two years.

Concern about engaging new audiences and deepening the aural experience for less knowledgeable classical music audiences was the impetus for the support of Concert Companion (CoCo), the brainchild of former Kansas City Symphony executive director Roland Valliere. Modeled on the audioguides in museums, CoCo uses a personal digital assistant (PDA) to guide an audience member through the structure of a complex musical piece. Over the past two years, with funding from the Hewlett, Mellon, Packard, and Knight Foundations, Valliere has conducted tests with the New York Philharmonic, Philadelphia Orchestra, Pittsburgh Symphony, and Aspen Music Festival, with positive audience response. Our grant

helped to expand the test market to include San Francisco Bay Area orchestras.

In conjunction with the California Arts Council, we funded a study on the economic impact of the arts in California. Completed in summer 2004, it reported that nonprofit arts organizations in California employ more than 160,000 people, generate \$5.4 billion in economic activity, and provide nearly \$300 million in state and local taxes.

## *Dance*

**ABHINAYA DANCE COMPANY OF SAN JOSE**

San Jose, California

*For general support*

\$90,000

**CHHANDAM CHITRESH DAS DANCE COMPANY**

San Francisco, California

*For general support*

35,000

**DANCE/USA**

Washington, D.C.

*For strategic planning*

35,000

**DANCEART**

San Francisco, California

*For general support of the Summerfest / dance program*

40,000

**DANCERS GROUP**

San Francisco, California

*For general support of Bay Area Celebrates National Dance Week*

60,000

*For general support of the Stephen Pelton Dance Theater*

36,000

**MARGARET JENKINS DANCE COMPANY**

San Francisco, California

*For capital and administration expenses associated with moving to a new studio*

156,000

**NĀ LEI HULU I KA WĒKIU HULA HALAU**

San Francisco, California

*For general support*

75,000

**OAKLAND BALLET**

Oakland, California

*For the debt elimination and cash reserve campaign*

200,000

*For organizational assessment and strategic planning (Collaboration with Philanthropy)*

0

**PENINSULA BALLET THEATRE**

San Mateo, California

*For general support*

30,000

**PROJECT BANDALOOP**

Oakland, California

*For general support*

40,000

## *Film and Video*

**BAY AREA VIDEO COALITION**

San Francisco, California

*For general support*

300,000

**FILM ARTS FOUNDATION**

San Francisco, California

*For general support*

85,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>FRAMELINE</b> San Francisco, California <i>For general support</i>	150,000
<b>SAN FRANCISCO CINEMATHEQUE</b> San Francisco, California <i>For general support</i>	110,000
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY</b> Berkeley, California <i>For general support of the Pacific Film Archive</i>	165,000

## *Music*

<b>ALI AKBAR COLLEGE OF MUSIC</b> San Rafael, California <i>For general support</i>	135,000
<b>AMERICAN MUSIC CENTER</b> New York, New York <i>For NewMusicJukebox Version 2.0, an online library and listening room for new American music</i>	200,000
<b>ASHKENAZ MUSIC AND DANCE COMMUNITY CENTER</b> Berkeley, California <i>For general support</i>	15,000
<b>BERKELEY JAZZSCHOOL</b> Berkeley, California <i>For the filming of a conversation with legendary jazz musicians the Heath Brothers and record producer Orrin Keepnews</i>	20,000
<b>CABRILLO MUSIC FESTIVAL</b> Santa Cruz, California <i>For supplemental support of infrastructure development</i>	50,000
<b>CALIFORNIA SYMPHONY ORCHESTRA</b> Pleasant Hill, California <i>For general support</i>	210,000
<b>CAZADERO PERFORMING ARTS CAMP</b> Berkeley, California <i>For general support</i>	90,000
<b>CROSSPULSE</b> Berkeley, California <i>For general support</i>	30,000
<b>DANCE PALACE</b> Point Reyes Station, California <i>For general support of the performing arts program</i>	48,000
<b>EARPLAY</b> San Francisco, California <i>For general support</i>	22,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>FREMONT SYMPHONY ORCHESTRA</b> Fremont, California <i>For general support</i>	82,500
<b>KANSAS CITY SYMPHONY</b> Kansas City, Missouri <i>For the Concert Companion Initiative (Stage II)</i> <i>For the Concert Companion Initiative (Stage III)</i>	200,000 100,000
<b>LOS CENZONTLES MEXICAN ARTS CENTER</b> San Pablo, California <i>For general support</i>	75,000
<b>MAGNIFICAT!</b> Oakland, California <i>For general support</i> <i>For accounting services and a financial audit</i>	75,000 10,000
<b>MONTEREY JAZZ FESTIVAL</b> Monterey, California <i>For general support</i>	165,000
<b>MUSICAL TRADITIONS</b> San Francisco, California <i>For general support</i>	150,000
<b>NEW CENTURY CHAMBER ORCHESTRA</b> San Francisco, California <i>For general support</i>	135,000
<b>OAKLAND INTERFAITH GOSPEL CHOIR</b> Oakland, California <i>For general support</i>	80,000
<b>OAKLAND YOUTH CHORUS</b> Oakland, California <i>For general support</i>	115,000
<b>OTHER MINDS</b> San Francisco, California <i>For general support</i>	165,000
<b>PACIFIC CHAMBER SYMPHONY</b> San Leandro, California <i>For general support</i>	50,000
<b>PALO ALTO CHAMBER ORCHESTRA</b> Palo Alto, California <i>For general support</i>	90,000
<b>PHILHARMONIA BAROQUE ORCHESTRA</b> San Francisco, California <i>For general support</i>	150,000
<b>RHYTHMIC CONCEPTS</b> Oakland, California <i>For general support</i>	75,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>SAN DOMENICO SCHOOL</b> San Anselmo, California <i>For general support of the Virtuoso Program</i>	120,000
<b>SAN FRANCISCO EARLY MUSIC SOCIETY</b> Berkeley, California <i>For general support</i>	90,000
<b>SAN FRANCISCO GIRLS CHORUS</b> San Francisco, California <i>For general support</i> <i>For supplemental support</i>	165,000 40,000
<b>SAN JOSE JAZZ SOCIETY</b> San Jose, California <i>For general support</i>	45,000
<b>SAN JOSE TAIKO</b> San Jose, California <i>For general support</i>	15,000
<b>SANTA ROSA SYMPHONY</b> Santa Rosa, California <i>For general support</i>	165,000
<b>STANFORD JAZZ WORKSHOP</b> Stanford, California <i>For general support</i>	135,000

## *Opera and Music Theater*

<b>AMERICAN MUSICAL THEATRE OF SAN JOSE</b> San Jose, California <i>For general support</i>	100,000
<b>DIABLO LIGHT OPERA COMPANY</b> Pleasant Hill, California <i>For general support</i>	40,000
<b>FESTIVAL OPERA ASSOCIATION</b> Walnut Creek, California <i>For general support</i>	150,000
<b>OPERA SAN JOSE</b> San Jose, California <i>For general support</i>	360,000
<b>SAN FRANCISCO OPERA ASSOCIATION</b> San Francisco, California <i>For general support</i>	750,000
<b>WEST BAY OPERA ASSOCIATION</b> Palo Alto, California <i>For general support</i>	150,000



## *Theater*

**BRAVA! FOR WOMEN IN THE ARTS**

San Francisco, California

*For general support*

210,000

**CHILDREN'S THEATRE**

Oakland, California

*For general support*

2,500

**CIRCUS CENTER**

San Francisco, California

*For general support*

180,000

**DELL'ARTE**

Blue Lake, California

*For general support of Bay Area activities*

50,000

**EXIT THEATRE**

San Francisco, California

*For general support*

105,000

**FIRST VOICE**

San Francisco, California

*For general support*

25,000

**MAGIC THEATRE**

San Francisco, California

*For deficit reduction and staff development*

100,000

**NEW CONSERVATORY THEATRE CENTER**

San Francisco, California

*For general support*

50,000

**PLAYWRIGHTS FOUNDATION**

San Francisco, California

*For general support*

60,000

**SAN FRANCISCO MIME TROUPE**

San Francisco, California

*For general support*

150,000

**SAN JOSE STAGE COMPANY**

San Jose, California

*For general support*

105,000

**SHOTGUN PLAYERS**

Berkeley, California

*For general support*

25,000

**TEATRO VISIÓN**

San Jose, California

*For general support*

20,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>THEATRE BAY AREA</b>	
San Francisco, California	
<i>For general support</i>	255,000
<i>For general support of CA\$H, the Creative Assistance for the Small and Hungry regranting program</i>	180,000
<b>THEATREWORKS</b>	
Palo Alto, California	
<i>For general support</i>	405,000
<b>Z SPACE STUDIO</b>	
San Francisco, California	
<i>For the Peoples Temple project</i>	100,000

## *Other Performing Arts*

<b>CENTER ON BUDGET AND POLICY PRIORITIES</b>	
Washington, D.C.	
<i>For general support (Collaboration with Conflict Resolution, Environment, Special Projects, Education, U.S.–Latin American Relations, Population, and Global Affairs)</i>	60,000
<b>JULIA MORGAN CENTER FOR THE ARTS</b>	
Berkeley, California	
<i>For the Lincoln Center Institute program (Collaboration with Education)</i>	75,000
<b>PERFORMING ARTS WORKSHOP</b>	
San Francisco, California	
<i>For general support</i>	135,000
<b>ZELLERBACH FAMILY FOUNDATION</b>	
San Francisco, California	
<i>For the Community Arts Distribution Committee</i>	100,000

## *Supporting Services*

<b>AMERICAN SYMPHONY ORCHESTRA LEAGUE</b>	
New York, New York	
<i>For general support</i>	50,000
<b>ARTS COUNCIL SILICON VALLEY</b>	
San Jose, California	
<i>For general support of the Arts Council Silicon Valley Artsopolis Marketing Partnership</i>	60,000
<i>For general support of the Arts Council Silicon Valley regranting program</i>	275,000
<i>For the Silicon Valley Arts Summit</i>	25,000
<i>For the March for the Arts fundraising event</i>	20,000
<i>For the Youth Involvement in the Arts Initiative</i>	50,000
<b>ASSOCIATION OF PERFORMING ARTS PRESENTERS</b>	
Washington, D.C.	
<i>For general support of Bay Area activities</i>	105,000
<b>BERNARD OSHER MARIN JEWISH COMMUNITY CENTER</b>	
San Rafael, California	
<i>For general support of the CenterStage program</i>	120,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>CALIFORNIA ASSEMBLY OF LOCAL ARTS AGENCIES</b> San Francisco, California <i>For general support</i> <i>For the Arts Marketing Institute</i>	120,000 20,000
<b>CALIFORNIA COUNCIL FOR THE HUMANITIES</b> San Francisco, California <i>For the California Cultural Landscape Report</i>	25,000
<b>CALIFORNIA LAWYERS FOR THE ARTS</b> San Francisco, California <i>For general support of its Bay Area activities and the development of ArtHouse California</i>	90,000
<b>CHORUS AMERICA</b> Washington, D.C. <i>For general support of its programs in the San Francisco Bay Area and for a matching grant</i>	140,000
<b>CINNABAR ARTS CORPORATION</b> Petaluma, California <i>For general support</i>	25,000
<b>FORT MASON FOUNDATION</b> San Francisco, California <i>For general support of the Cowell Theater's In Performance series</i>	75,000
<b>GRACE CATHEDRAL</b> San Francisco, California <i>For general support of the Music at Grace Cathedral program</i>	15,000
<b>GREATER SANTA CRUZ COUNTY COMMUNITY FOUNDATION</b> Soquel, California <i>For predevelopment costs of the Tannery Arts Center</i>	400,000
<b>HUMBOLDT AREA FOUNDATION</b> Bayside, California <i>For general support of the Native Cultures Fund program</i>	200,000
<b>INTERSECTION FOR THE ARTS</b> San Francisco, California <i>For general support of its performing arts program</i>	165,000
<b>LUTHER BURBANK CENTER FOR THE ARTS</b> Santa Rosa, California <i>For general support of its performing arts programs</i>	75,000
<b>MARIN COMMUNITY FOUNDATION</b> Novato, California <i>For the Creative Communities Initiative</i>	200,000
<b>MEET THE COMPOSER</b> New York, New York <i>For general support for San Francisco Bay Area activities</i>	105,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>MONTALVO ASSOCIATION</b> Saratoga, California <i>For general support of the performing arts program</i>	315,000
<b>NOONTIME CONCERTS</b> San Francisco, California <i>For general support</i>	20,000
<b>NORTHERN CALIFORNIA COMMUNITY LOAN FUND</b> San Francisco, California <i>For the Nonprofit Space Capital Fund for the development of affordable arts and culture facilities within the Bay Area</i>	500,000
<b>OPERA AMERICA</b> Washington, D.C. <i>For general support with emphasis on the San Francisco Bay Area Initiative</i>	105,000
<b>PATAPHYSICAL BROADCASTING FOUNDATION</b> Santa Cruz, California <i>For general support of the Remote Broadcast Series</i>	65,000
<b>SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS</b> San Francisco, California <i>For the San Francisco Arts Commission, for the Arts Education Funders Collaborative (Collaboration with Education)</i>	65,000
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support of the Stanford Lively Arts program</i>	225,000
<b>THEATRE COMMUNICATIONS GROUP</b> New York, New York <i>For general support of its Bay Area activities</i>	75,000
<b>WALLACE ALEXANDER GERBODE FOUNDATION</b> San Francisco, California <i>For a regranting program to commission new works by young California performing artists</i>	450,000
<b>WALTER AND ELISE HAAS FUND</b> San Francisco, California <i>For general support of the Creative Work Fund</i>	465,000
<b>WESTERN FOLKLIFE CENTER</b> Elko, Nevada <i>For general support</i>	50,000
<b>YERBA BUENA CENTER FOR THE ARTS</b> San Francisco, California <i>For general support of the performing arts program</i>	100,000
<b>YOUNG AUDIENCES OF NORTHERN CALIFORNIA</b> San Francisco, California <i>For support of the merger of Young Audiences of San Jose &amp; Silicon Valley and Young Audiences of the Bay Area into Young Audiences of Northern California</i>	35,000

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**Performing Arts:  
Organizations  
(by Category)**

**Grants  
Authorized  
2004**

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**ZELLERBACH FAMILY FOUNDATION**

San Francisco, California

*For general support of the Community Arts Distribution Committee*

300,000

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# Population

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The goal of the Population Program is to promote voluntary family planning and good reproductive health outcomes for everyone, because of the benefits this brings to individuals, societies, and our entire global community.

The Program is designed to benefit: the world at large, by enabling sustainable rates of population growth; societies whose members can emerge from a life of bare subsistence; individuals, particularly women and girls, in terms of their physical and emotional health and well-being; and children whose parents want them and have more time to help them mature into responsible and productive adults.

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## *Program Guidelines*

Family planning/reproductive health (FP/RH) embraces, but is not limited to, helping women and families choose the number and spacing of children, protecting against sexually transmitted infections, and eliminating unsafe abortion. While improvements in FP/RH have improved lives in many places, there are still outstanding challenges to, and opportunities for, the full achievement of good RH outcomes for all. The Program therefore concentrates on:

- Protecting and promoting the FP/RH of Americans through support of policy analysis and education, with a particular emphasis on vulnerable populations in California and expansion of on-the-ground service delivery in partnership with the Foundation's Regional Grants Program (see pp. 69–70).
- Mobilizing resources for FP/RH and promoting evidence-based policies by supporting policy-relevant research, analysis, and advocacy concerning the relationships between population, poverty alleviation, and economic growth; the roles of basic and secondary education in improving RH and development outcomes; enhancing the role of science in FP/RH and HIV/AIDS programs; and implications of current demographic trends. Some of these efforts are in partnership with the Education and Global Affairs Programs.
- Developing the next generation of population scientists, particularly in sub-Saharan Africa, by supporting graduate training and strengthening partnerships between African and developed country universities and research centers.
- Improving access to FP/RH care through increasing the avail-

ability of effective (but underused) options for reducing unintended pregnancies and sexually transmitted infections and strengthening the linkages between FP/RH and HIV/AIDS programs. The Program will support the delivery of innovative FP/RH services and improved access to these services, document best practices, and inform FP/RH policies. This work is focused on the world's poorest regions—particularly sub-Saharan Africa and South Asia.

**In 2004, the Population Program made grants totaling \$32,871,945.**

#### *Family Planning/Reproductive Health in the United States*

In 2004, twenty-nine grants, representing 35 percent of the grants budget, were made to a broad range of U.S. organizations working to ensure that policies and resources are in place to promote the reproductive health of Americans, particularly our most vulnerable citizens, and to promoting full access to comprehensive services, education, and rights. In addition, several grants went to support public education, advocacy, and service delivery in California.

#### *Family Planning/Reproductive Health Policies, Funding, and Education*

More than thirty grants in this area were awarded in 2004, constituting 32 percent of the year's grants budget. Nearly half of these grants supported population and reproductive health advocacy organizations worldwide. These grants included \$2.4 million to groups working with European donor countries and \$2.7 million to groups focused on the United States, which remains the largest source of population assistance globally. Grants to both the United Nations Population Fund (UNFPA) and the U.S. Committee for the UNFPA supported the work of the United Nations on population and reproductive health issues.

Training the next generation of population scientists continues to be an important part of the Program, with \$1.2 million in grants going to six universities. This work is complemented by grants for research supporting evidence-based policies and programs in population and reproductive health. In addition to one core research grant, the Program launched its research initiative on

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## *Program Report*

the role of population and reproductive health in promoting economic development with a grant to the Center for Global Development.

Four grants totaling \$915,000 were made to support universal basic and secondary education.

*Improving Access to FP/RH Care*

Seventeen grants in 2004 (33 percent of the 2004 budget) were awarded to organizations that provide access around the world to comprehensive education and services and that foster an enabling policy environment for provision of these services. Large general support grants went to core institutions that have received long-term support from the Foundation, such as the International Planned Parenthood Federation, Marie Stopes International, and Pathfinder International. Grantmaking in 2005 will focus on expanding access to underused reproductive health options and elucidating and strengthening linkages between FP/RH and HIV/AIDS programs.



## *Family Planning/Reproductive Health in the United States*

<b>ABORTION ACCESS PROJECT</b> Cambridge, Massachusetts <i>For general support</i>	\$100,000
<b>ADVOCATES FOR YOUTH</b> Washington, D.C. <i>For general support</i> <i>For development of a new contract management database (Collaboration with Philanthropy)</i>	700,000 0
<b>ASSOCIATION OF REPRODUCTIVE HEALTH PROFESSIONALS</b> Washington, D.C. <i>For market research and development of external communications strategies (Collaboration with Philanthropy)</i>	0
<b>CALIFORNIA PLANNED PARENTHOOD EDUCATION FUND</b> Sacramento, California <i>For California Coalition for Reproductive Freedom</i> <i>For general support</i>	100,000 51,945
<b>CATHOLICS FOR A FREE CHOICE</b> Washington, D.C. <i>For general support</i>	600,000
<b>CENTER FOR REPRODUCTIVE RIGHTS</b> New York, New York <i>For general support</i>	2,000,000
<b>CENTER FOR WOMEN POLICY STUDIES</b> Washington, D.C. <i>For general support</i>	75,000
<b>CHILD TRENDS</b> Washington, D.C. <i>For general support</i>	300,000
<b>CHOICE USA</b> Washington, D.C. <i>For general support</i>	125,000
<b>CHRISTIAN COMMUNITY</b> Fort Wayne, Indiana <i>For general support of the Religious Institute for Sexual Morality, Justice, and Healing</i>	60,000
<b>EDUCATION, TRAINING, AND RESEARCH ASSOCIATES</b> Scotts Valley, California <i>For a project to measure the impact of improved clinic services at New Generation Health Center (Collaboration with Special Projects)</i>	0
<b>LATINO ISSUES FORUM</b> San Francisco, California <i>For the Latina Reproductive Health and Rights Campaign</i>	100,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>MEDICAL STUDENTS FOR CHOICE</b> Oakland, California <i>For general support</i>	600,000
<b>NATIONAL CAMPAIGN TO PREVENT TEEN PREGNANCY</b> Washington, D.C. <i>For general support</i>	600,000
<b>NATIONAL CENTER FOR HUMAN RIGHTS EDUCATION</b> Atlanta, Georgia <i>For the SisterSong Women of Color Reproductive Health Collective “New Voices for Reproductive Justice” project</i>	30,000
<b>NATIONAL LATINA HEALTH ORGANIZATION</b> Oakland, California <i>For reproductive health policy activities</i>	100,000
<b>NATIONAL WOMEN’S LAW CENTER</b> Washington, D.C. <i>For general support</i> <i>For a board and volunteer leadership development initiative</i> <i>(Collaboration with Philanthropy)</i>	300,000  0
<b>PHYSICIANS FOR REPRODUCTIVE CHOICE AND HEALTH</b> New York, New York <i>For general support</i>	400,000
<b>PLANNED PARENTHOOD FEDERATION OF AMERICA</b> New York, New York <i>For communications activities</i> <i>For general support</i>	200,000 4,000,000
<b>PRINCETON UNIVERSITY, OFFICE OF POPULATION RESEARCH</b> Princeton, New Jersey <i>For general support of the American Society for Emergency Contraception</i>	30,000
<b>RELIGIOUS COALITION FOR REPRODUCTIVE CHOICE</b> Washington, D.C. <i>For general support</i>	200,000
<b>REPRODUCTIVE HEALTH TECHNOLOGIES PROJECT</b> Washington, D.C. <i>For general support</i>	200,000
<b>SELF RELIANCE FOUNDATION</b> Washington, D.C. <i>For the Reproductive and Sexual Health Campaign</i>	100,000
<b>UNION OF CONCERNED SCIENTISTS</b> Cambridge, Massachusetts <i>For the Restoring Scientific Integrity project (Collaboration with Environment)</i>	150,000
<b>WOMEN’S POLICY, INC.</b> Washington, D.C. <i>For general support</i>	100,000

## *Ensuring Adequate Family Planning/Reproductive Health Policies and Resources*

**ACADEMY FOR EDUCATIONAL DEVELOPMENT**

Washington, D.C.

*For the Basic Education Coalition* 500,000

**ACTION CANADA FOR POPULATION AND DEVELOPMENT**

Ottawa, Canada

*For general support* 900,000

**AFRICAN POPULATION AND HEALTH RESEARCH CENTRE**

Nairobi, Kenya

*For support of the planning and detailed design of a three-year study in Kenya that will examine how removal of school fees affects primary school enrollment and retention for poor children in Nairobi (Collaboration with Education)* 20,000

*For a longitudinal study of the factors affecting primary school participation and progression to secondary school for urban students in Nairobi (Collaboration with Education)* 345,000

*For general support* 500,000

**CENTER FOR GLOBAL DEVELOPMENT**

Washington, D.C.

*For preparation of a research agenda on population and development issues* 100,000

**CENTER FOR HEALTH AND SOCIAL POLICY**

San Francisco, California

*For general support* 25,000

**CENTER FOR U.S. GLOBAL ENGAGEMENT**

Washington, D.C.

*For general support* 100,000

**CENTRO DE INVESTIGACIONES Y ESTUDIOS SUPERIORES EN ANTROPOLOGIA SOCIAL**

Guadalajara, México

*For general support (Collaboration with U.S.–Latin American Relations)* 50,000

**COALITION FOR WOMEN'S ECONOMIC DEVELOPMENT AND GLOBAL EQUALITY**

Washington, D.C.

*For general support* 150,000

**EQUILIBRES & POPULATIONS**

Paris, France

*For general support* 600,000

**GLOBAL CAMPAIGN FOR EDUCATION**

Brussels, Belgium

*For general support for the activities of the Global Campaign for Education (Collaboration with Education and Global Affairs)* 50,000

**GLOBAL HEALTH COUNCIL**

Washington, D.C.

*For the Annual International Conference* 50,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>INTERACT WORLDWIDE</b> London, United Kingdom <i>For general support</i>	50,000
<b>INTERNATIONAL PLANNED PARENTHOOD FEDERATION</b> London, United Kingdom <i>For general support of the European Network</i>	475,000
<b>INTERNATIONAL WOMEN'S HEALTH COALITION</b> New York, New York <i>For general support</i>	360,000
<b>JOHNS HOPKINS UNIVERSITY, BLOOMBERG SCHOOL OF PUBLIC HEALTH</b> Baltimore, Maryland <i>For general support of the Hopkins Population Center</i>	550,000
<b>MIGRATION DIALOGUE</b> Davis, California <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	75,000
<b>NATIONAL ACADEMY OF SCIENCES, DIVISION OF BEHAVIORAL AND SOCIAL SCIENCES AND EDUCATION</b> Washington, D.C. <i>For the Committee on Population's fundraising plan (Collaboration with Philanthropy)</i>	0
<b>PLANNED PARENTHOOD FEDERATION OF KOREA</b> Seoul, Republic of Korea <i>For the Asia-Pacific Alliance for the ICPD</i>	300,000
<b>POPULATION ACTION INTERNATIONAL</b> Washington, D.C. <i>For general support</i>	1,300,000
<b>POPULATION CONNECTION</b> Washington, D.C. <i>For general support</i>	600,000
<b>POPULATION RESOURCE CENTER</b> Washington, D.C. <i>For general support</i>	200,000
<b>PRINCETON UNIVERSITY</b> Princeton, New Jersey <i>For general support for the Office of Population Research</i>	250,000
<b>SENSOA</b> Gent, Belgium <i>For general support</i>	250,000
<b>SWEDISH ASSOCIATION FOR SEXUALITY EDUCATION</b> Stockholm, Sweden <i>For general support</i>	270,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>UNITED NATIONS ASSOCIATION OF THE UNITED STATES</b> New York, New York <i>For the Reproductive Health and the Setting of the Millennium Development Goals project</i>	10,000
<b>UNITED NATIONS FOUNDATION</b> Washington, D.C. <i>For UNFPA's advocacy activities</i>	1,000,000
<b>UNITED STATES COMMITTEE FOR UNITED NATIONS POPULATION FUND</b> New York, New York <i>For general support</i>	200,000
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, COLLEGE OF NATURAL RESOURCES</b> Berkeley, California <i>For the Center for Sustainable Resource Development</i>	80,000
<b>UNIVERSITY OF MARYLAND, DEPARTMENT OF SOCIOLOGY</b> College Park, Maryland <i>For general support for the Program in International Demography</i>	100,000
<b>UNIVERSITY OF PENNSYLVANIA</b> Philadelphia, Pennsylvania <i>For general support of the Population Studies Center</i>	170,000
<b>UNIVERSITY OF WASHINGTON</b> Seattle, Washington <i>For general support for the Center for Studies in Demography and Ecology</i>	100,000
<b>WORLD POPULATION FOUNDATION</b> Hilversum, The Netherlands <i>For general support</i>	800,000
 <i>Improving Access to Family Planning/Reproductive Health Care</i>  	
<b>ALLIANCE FOR MICROBICIDE DEVELOPMENT</b> Silver Spring, Maryland <i>For general support</i>	60,000
<b>EASTERN VIRGINIA MEDICAL SCHOOL, DEPARTMENT OF OBSTETRICS AND GYNECOLOGY</b> Arlington, Virginia <i>For the Consortium for Industrial Collaboration in Contraceptive Research</i>	180,000
<b>ENGENDERHEALTH</b> New York, New York <i>For general support</i>	750,000
<b>FAMILY HEALTH INTERNATIONAL</b> Research Triangle Park, North Carolina <i>For general support</i>	800,000
<b>INTERNATIONAL COUNCIL ON MANAGEMENT OF POPULATION PROGRAMMES</b> Ampang, Malaysia <i>For general support</i>	200,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>INTERNATIONAL PLANNED PARENTHOOD FEDERATION</b>	
London, United Kingdom	
<i>For general support</i>	4,700,000
<i>For ICPD+10</i>	200,000
<b>MARIE STOPES INTERNATIONAL</b>	
London, United Kingdom	
<i>For general support</i>	1,500,000
<b>PACIFIC INSTITUTE FOR WOMEN'S HEALTH</b>	
Los Angeles, California	
<i>For general support</i>	200,000
<b>PATH</b>	
Seattle, Washington	
<i>For general support</i>	625,000
<b>PATHFINDER INTERNATIONAL</b>	
Watertown, Massachusetts	
<i>For general support</i>	625,000
<b>POPULATION COUNCIL, OFFICE FOR LATIN AMERICA AND THE CARIBBEAN</b>	
New York, New York	
<i>For the Latin America and Caribbean region's Gender, Family, and Development Program</i>	330,000
<b>REFUGEES INTERNATIONAL</b>	
Washington, D.C.	
<i>For general support</i>	150,000
<b>REPRODUCTIVE HEALTH MATTERS</b>	
London, United Kingdom	
<i>For general support</i>	325,000
<b>WORLD HEALTH ORGANIZATION</b>	
Geneva, Switzerland	
<i>For policy and programmatic guidance on reproductive choices for people living with HIV/AIDS</i>	200,000
<b>WORLD NEIGHBORS</b>	
Oklahoma City, Oklahoma	
<i>For strategic planning (Collaboration with Philanthropy)</i>	0
<b>WORLD YOUNG WOMEN'S CHRISTIAN ASSOCIATION</b>	
Geneva, Switzerland	
<i>For general support</i>	250,000

## Opportunity

### **CENTER ON BUDGET AND POLICY PRIORITIES**

Washington, D.C.

*For general support (Collaboration with Conflict Resolution, Environment, Special Projects, Education, U.S.–Latin American Relations, Performing Arts, and Global Affairs)*

25,000

# *U.S.–Latin American Relations*

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The U.S.–Latin American Relations Program (USLAR) works in collaboration with the Foundation’s other Programs to strengthen the institutional capacity of Latin American organizations to address pressing issues in environment, population, and education in Mexico and Brazil. It also works to further democratic consolidation in Mexico.

**In 2004, the U.S.–Latin American Relations Program made grants totaling \$9,162,500.**

Of the total grants budget, approximately three-quarters went to organizations in Mexico and one-quarter to organizations in Brazil. Funds were distributed among the Program components as follows: Environment, 34 percent; Population and Education, 16 percent; Democratic Consolidation, 13 percent. Thirty-five percent of the total 2004 budget was invested in exploratory areas related to the Mexico portfolio’s transition to the new Global Development Program. Almost half of the USLAR grants were developed in collaboration with the Foundation’s other Programs and Initiatives, including Environment, Population, Conflict Resolution, Global Affairs, and Special Projects.

This year marks the end of USLAR as a wholly separate Program. In 2005, the bulk of its work will be folded into two other Foundation Programs. The work on air quality and transportation policy in Mexico City and São Paulo will become part of the Environment Program. Other work going forward in Mexico will become part of the new Global Development Program.

## *2004 Highlights*

**Transportation and Air Quality Policy in Mexico City and São Paulo.** In Mexico City, the USLAR Program helped launch the Mario Molina Center for Strategic Studies of Energy and the Environment. The Center, led by Nobel laureate Mario Molina, is dedicated to utilizing science-based solutions to clean up the air in Mexico City. The year 2004 also saw our grantee, the Center for Sustainable Transport, provide crucial technical assistance on Mexico City’s first-ever bus rapid transit corridor. In addition, we supported a collaboration between the National Institute for Ecology and international specialists to develop a national fuel efficiency program.

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*Program  
Guidelines*

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*Program  
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In São Paulo, the governor signed a decree—the first of its kind in Latin America—designed to improve air quality in some of the most polluted areas of the state, particularly the São Paulo metropolitan region. And two innovative bus rapid transit corridors were inaugurated in São Paulo.

**Mexico Portfolio Transition to Global Development Program.** In 2004, the Foundation’s investments in Mexico underwent a rigorous review and planning process that resulted in the Mexico portfolio’s substantive realignment and transition to the new Global Development Program. The process included extensive consultations with experts from many fields, both from inside and outside the country. The goal was to identify specifically defined areas in which Foundation investments could have a significant, measurable impact in Mexico—investments that build on local momentum while being appropriate for a U.S.-based foundation and realistic with regard to budgetary and staffing parameters. The three component areas going under the auspices of the Global Development Program are: transparency and government accountability, in-country philanthropy, and knowledge building for development.



## *Economic Development*

**CARE BRASIL**

São Paulo, Brazil

*For general support*

\$50,000

**PONTIFÍCIA UNIVERSIDADE CATÓLICA DO RIO DE JANEIRO**

Gavea–Rio de Janeiro, Brazil

*For general support of the Department of Economics*

200,000

## *Environment*

**BREAKTHROUGH TECHNOLOGIES INSTITUTE**

Washington, D.C.

*For production of an 8–10 minute video highlighting the political risks and benefits of implementing bus rapid transit (Collaboration with Environment)*

62,500

**CENTRO INTERDISCIPLINARIO DE BIODIVERSIDAD Y AMBIENTE, CENTER FOR SUSTAINABLE TRANSPORT**

Mexico City, México

*For design and implementation of an integrated bus rapid transit corridor in Mexico City (Collaboration with Environment)*

280,000

*For design and implementation of an integrated bus rapid transit corridor in Mexico City (Collaboration with Environment)*

0

**CENTRO MEXICANO DE DERECHO AMBIENTAL**

Mexico City, México

*For general support*

600,000

**ELETRA INDUSTRIAL**

São Paulo, Brazil

*For the incremental costs of two standard diesel–electric hybrid buses for direct comparison tests against the type of diesel bus most commonly used in Latin America (Collaboration with Environment)*

0

**FUNDAÇÃO VITÓRIA AMAZÔNICA**

Manaus, Brazil

*For general support*

200,000

**FUNDACIÓN MÉXICO–ESTADOS UNIDOS PARA LA CIENCIA**

Mexico City, México

*For the establishment of the Institute for Energy and the Environment in Mexico (Collaboration with Environment)*

300,000

**INSTITUTE FOR TECHNOLOGICAL RESEARCH**

São Paulo, Brazil

*For testing of two hybrid buses in the São Paulo metropolitan region (Collaboration with Environment)*

0

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**

New York, New York

*For development of a detailed cost and structural analysis of a congestion pricing regime in the downtown area of São Paulo (Collaboration with Environment)*

145,000

<b>U.S.–Latin American Relations: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>INSTITUTO NACIONAL DE EFICIÊNCIA ENERGÉTICA</b> Rio de Janeiro, Brazil <i>For a national hybrid vehicles conference (Collaboration with Environment)</i>	5,000
<b>INTERNATIONAL ENERGY INITIATIVE</b> São Paulo, Brazil <i>For general support (Collaboration with Environment)</i>	50,000
<b>INTERNATIONAL SUSTAINABLE SYSTEMS RESEARCH CENTER</b> Diamond Bar, California <i>For the improvement of air quality strategies in Mexico City and Brazil (Collaboration with Environment)</i>	157,000
<b>LOGIT ENGENHARIA CONSULTIVA</b> São Paulo, Brazil <i>For development of a cost analysis and design of a new world-class bus corridor in São Paulo (Collaboration with Environment)</i>	505,000
<b>PRESENCIA CIUDADANA MEXICANA</b> Mexico City, México <i>For general support (Collaboration with Environment)</i>	140,000
<b>SINERGIA DE INFORMAÇÕES APLICADAS E COMERCIAL LTDA</b> São Paulo, Brazil <i>To develop the software necessary to operationalize new clean air legislation for São Paulo state (Collaboration with Environment)</i>	85,000
<b>UNIVERSITY OF FLORIDA, CENTER FOR LATIN AMERICAN STUDIES</b> Gainesville, Florida <i>For general support of the Tropical Conservation and Development Program</i>	200,000
<b><i>Policy Studies</i></b>	
<b>UNIVERSIDADE FEDERAL DE MINAS GERAIS, CENTER FOR STUDIES OF CRIME AND PUBLIC SECURITY</b> Minas Gerais, Brazil <i>For general support of the Centro de Estudos em Criminalidade e Seguranca Publica</i>	200,000
<b><i>Population and Migration</i></b>	
<b>CENTRO DE INVESTIGACIONES Y ESTUDIOS SUPERIORES EN ANTROPOLOGIA SOCIAL</b> Guadalajara, México <i>For general support (Collaboration with Population)</i>	300,000
<b>MIGRATION DIALOGUE</b> Davis, California <i>For general support (Collaboration with Population)</i>	50,000
<b>UNIVERSIDAD AUTÓNOMA DE ZACATECAS</b> Zacatecas, México <i>For an organizational effectiveness grant (Collaboration with Philanthropy)</i> <i>For general support of a research and training program on migration and regional development (Collaboration with Philanthropy)</i>	0 0

<b>U.S.–Latin American Relations: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>UNIVERSITY OF CALIFORNIA AT DAVIS, DEPARTMENT OF AGRICULTURAL AND RESOURCE ECONOMICS</b> Davis, California <i>For a study on migration and economic change in rural Mexico</i>	600,000
<i>U.S.–Latin American Relations</i>	
<b>INSTITUTO TECNOLÓGICO AUTÓNOMO DE MÉXICO</b> Mexico City, México <i>For the U.S.–Mexican Futures Forum</i>	500,000
<i>Other or Exploratory</i>	
<b>CENTRO DE INVESTIGACIÓN PARA EL DESARROLLO, ASOCIACIÓN CIVIL</b> Mexico City, México <i>For general support</i>	710,000
<b>CENTRO DE INVESTIGACIÓN Y DOCENCIA ECONÓMICAS</b> Delegación Alvaro Obregón, México <i>For completion and dissemination of a research project on rule of law and public security in Mexico</i>	250,000
<b>FUNDAR, CENTRO DE ANÁLISIS E INVESTIGACIÓN</b> Mexico City, México <i>For general support for work on transparency and accountability in Mexico</i>	400,000
<b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For work on Mexican diaspora philanthropy (Collaboration with Global Affairs)</i>	150,000
<b>INSTITUTE OF INTERNATIONAL EDUCATION</b> New York, New York <i>For general support of the Ford/Hewlett fellowship program</i>	400,000
<b>INSTITUTE OF THE AMERICAS</b> La Jolla, California <i>For a project on corporate social responsibility and philanthropy in Mexico</i>	125,000
<b>LIBERTAD DE INFORMACIÓN</b> Mexico City, México <i>For general support for work on transparency and access to information in Mexico</i>	445,000
<b>NATIONAL SECURITY ARCHIVE FUND</b> Washington, D.C. <i>For general support for its work in Mexico</i>	310,000
<b>PROYECTO FRONTERIZO DE EDUCACIÓN AMBIENTAL</b> San Ysidro, California <i>For the fifth annual conference on the U.S.–Mexican border environment</i>	15,000
<b>RAND CORPORATION</b> Santa Monica, California <i>For a comprehensive study of K-12 education in Mexico</i>	100,000

<b>U.S.–Latin American Relations: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>SYNERGOS INSTITUTE</b> New York, New York <i>To strengthen community foundations in Mexico</i>	400,000
<b>UNIVERSITY OF CALIFORNIA AT SAN DIEGO, CENTER FOR U.S.–MEXICAN STUDIES</b> La Jolla, California <i>For general support</i>	400,000
<b>UNIVERSITY OF PENNSYLVANIA, ANNENBERG SCHOOL FOR COMMUNICATION</b> Philadelphia, Pennsylvania <i>For an external evaluation of Mexico’s Federal Institute for Access to Information</i>	150,000
<b>UNIVERSITY OF TEXAS AT AUSTIN</b> Austin, Texas <i>For general support of Latino USA</i>	400,000
<b>UNIVERSITY OF TEXAS AT EL PASO, COLLEGE OF EDUCATION</b> El Paso, Texas <i>For the Border Philanthropy Partnership evaluation</i>	25,000

## *Opportunity*

<b>CENTER ON BUDGET AND POLICY PRIORITIES</b> Washington, D.C. <i>For general support (Collaboration with Conflict Resolution, Environment, Special Projects, Education, Population, Performing Arts, and Global Affairs)</i>	3,000
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# Special Projects

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**a**lthough most grantmaking takes place in the Programs, the Hewlett Foundation values being able to respond flexibly to unanticipated problems and opportunities. Thus, in certain circumstances, we support special projects that do not fall within the guidelines of a particular Program.

## *2004 Update*

**Government.** Federal funding for the National Commission on Terrorist Attacks Upon the United States (9-11 Commission) ran out before the Commission had completed its work. The Hewlett Foundation assisted in funding its successor, the 9/11 Public Discourse Project. In collaboration with all of the Foundation's other Programs, Special Projects supported the Center on Budget and Policy Priorities, one of the nation's premier policy and research organizations focusing on federal and state fiscal policy and public programs that affect low- and moderate-income families and individuals.

**Media.** Special Projects continued to fund *California Connected*, a collaborative public television series on the changes that are transforming California. And when the *NewsHour with Jim Lehrer* lost a corporate underwriter, the Foundation stepped in to fill the gap.

**Higher Education.** The Foundation supported a fellowship at the Radcliffe Institute for Advanced Study and the Global Colloquium of University Presidents—a meeting of the presidents of major American and foreign universities.

**Regional Grants.** The Foundation collaborated with the Charles and Helen Schwab Foundation to address the housing and support needs of at-risk foster youth who lose their benefits when they turn eighteen. Special Projects also funded ETR Associates for a partnership project with New Generation Health Center in San Francisco to design and evaluate a program aimed at reducing teen pregnancies and sexually transmitted diseases among at-risk youth in the Bay Area.

For more than thirty-five years, the Hewlett Foundation has invested in organizations that serve disadvantaged San Francisco

Bay Area communities through its Special Projects Program. In 2004, the Board decided to expand its support to local communities by establishing a separate Regional Grants Program. Working with the Hewlett Foundation's core Programs and with other Bay Area-based foundations, the Regional Grants Program will enhance and strengthen the Foundation's ability to make grants that address difficult problems within our community.

**In 2004, in addition to the three Initiatives, whose guidelines are listed later in this section, Special Projects made grants totaling \$13,819,800.**

<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>9/11 PUBLIC DISCOURSE PROJECT</b> Washington, D.C. <i>For the National Commission on Terrorist Attacks Upon the United States (9/11 Commission)</i>	\$200,000
<b>AMERICAN ACADEMY OF ARTS AND SCIENCES</b> Cambridge, Massachusetts <i>For a conference on the state of research on philanthropy (Collaboration with Philanthropy)</i>	30,000
<b>AMERICAN ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE</b> Washington, D.C. <i>For a conference entitled "Q's and A's About Climate Science"</i>	52,500
<b>BOYS AND GIRLS CLUB OF THE PENINSULA</b> Menlo Park, California <i>For development and implementation of a program evaluation process and staff professional development efforts</i>	60,000
<b>CALIFORNIA JOURNAL FOUNDATION</b> Sacramento, California <i>For general support to assist California Journal, a nonpartisan, independent magazine that provides a source of authoritative information on California government and politics, in its start-up mode as a nonprofit organization</i>	150,000
<b>CENTER FOR GOVERNMENTAL STUDIES</b> Los Angeles, California <i>For a planning grant to support research to determine the quality and quantity of public policy research potentially available for archiving on the proposed PolicyArchive.net Web site</i>	50,000
<b>CENTER FOR PUBLIC INTEGRITY</b> Washington, D.C. <i>For general support of the Center, including the Global Access Project (Collaboration with Global Affairs)</i>	200,000
<b>CENTER FOR THE ADVANCEMENT OF HEALTH</b> Washington, D.C. <i>For general support</i>	25,000
<b>CENTER ON BUDGET AND POLICY PRIORITIES</b> Washington, D.C. <i>For general support (Collaboration with Conflict Resolution, Environment, Education, U.S.–Latin American Relations, Population, Performing Arts, and Global Affairs)</i>	250,000
<b>CENTURY FOUNDATION</b> New York, New York <i>For a "Report to the Nation" on the problems encountered by voters in the 2004 presidential election</i>	10,000
<b>CHARLES AND HELEN SCHWAB FOUNDATION</b> San Mateo, California <i>For general support of a collaborative initiative to address the housing and support service needs of youth who are forced to "age out" of the foster care system</i>	750,000

<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>CHRONICLE SEASON OF SHARING FUND</b> San Francisco, California <i>For general support</i>	50,000
<b>COALITION OF COMMUNITY FOUNDATIONS FOR YOUTH</b> Basehor, Kansas <i>For general support of the Youth Transition Funders Group</i>	45,000
<b>COLUMBIA UNIVERSITY</b> New York, New York <i>For the Global Colloquium of University Presidents</i>	100,000
<b>EDUCATION, TRAINING, AND RESEARCH ASSOCIATES</b> Scotts Valley, California <i>For a project to measure the impact of improved clinic services at New Generation Health Center (Collaboration with Population)</i>	575,000
<b>FREEDOM HOUSE</b> Washington, D.C. <i>For general support for work with governments and civil society organizations to promote democracy and freedom worldwide through research, advocacy, and training projects (Collaboration with Conflict Resolution)</i>	300,000
<b>GEORGETOWN UNIVERSITY, GEORGETOWN UNIVERSITY LAW CENTER</b> Washington, D.C. <i>For general support for the Program in Conflict Resolution and Legal Problem Solving (Collaboration with Conflict Resolution)</i>	17,500
<b>GREATER WASHINGTON EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION</b> Arlington, Virginia <i>For underwriting the broadcast of the NewsHour with Jim Lehrer</i>	1,000,000
<b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For the Saguaro Seminar program</i> <i>For endowment support of a fellowship at the Radcliffe Institute for Advanced Study</i>	200,000 1,500,000
<b>HUMAN RIGHTS FIRST</b> New York, New York <i>For general support (Collaboration with Conflict Resolution)</i>	100,000
<b>INDEPENDENT SECTOR</b> Washington, D.C. <i>For general support (Collaboration with Philanthropy)</i>	500,000
<b>KCET</b> Los Angeles, California <i>For "California Connected," a collaborative public television series produced by KCET, KPBS, KQED, and KVIE on the changes that are transforming California</i> <i>For "California Connected"</i> <i>For a documentary about Jim Wolfensohn, president of the World Bank</i>	1,250,000 1,000,000 25,000
<b>KOVNO COMMUNICATIONS</b> Albany, California <i>For a documentary film about Judge Thelton Henderson</i>	10,000



<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>NATIONAL ACADEMY OF SCIENCES, INSTITUTE OF MEDICINE</b> Washington, D.C. <i>For the Key National Indicators Initiative</i>	1,000,000
<b>NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY</b> Washington, D.C. <i>For general operating support (Collaboration with Philanthropy)</i>	20,000
<b>NATIONAL ENDOWMENT FOR DEMOCRACY</b> Washington, D.C. <i>For the World Movement for Democracy (Collaboration with Conflict Resolution)</i>	250,000
<b>NORTHERN CALIFORNIA GRANTMAKERS</b> San Francisco, California <i>For general support of the Grantmakers Concerned with Immigrants and Refugees program</i>	6,800
<b>PACIFIC COUNCIL ON INTERNATIONAL POLICY</b> Los Angeles, California <i>For general support</i>	200,000
<b>PEACEWORKS FOUNDATION</b> New York, New York <i>For the OneVoice initiative</i>	25,000
<b>PENINSULA COMMUNITY FOUNDATION</b> San Mateo, California <i>For the 2004–2005 Holiday Fund</i>	25,000
<b>PUBLIC POLICY INSTITUTE OF CALIFORNIA</b> San Francisco, California <i>For a strategic communications consultant to assist in developing an outreach plan for the California 2025 project</i>	50,000
<b>RESOURCE AREA FOR TEACHERS</b> San Jose, California <i>For general support (Collaboration with Education)</i>	50,000
<b>ROBERTS ENTERPRISE DEVELOPMENT FUND</b> San Francisco, California <i>For general support</i>	2,000,000
<b>SAN JOSE MERCURY NEWS WISH BOOK FUND</b> San Jose, California <i>For general support</i>	20,000
<b>STANFORD UNIVERSITY, CENTER FOR INTERNATIONAL SECURITY AND COOPERATION</b> Stanford, California <i>For the Conflict Management and Training Program (Collaboration with Conflict Resolution)</i>	100,000
<b>STANFORD UNIVERSITY, DEPARTMENT OF PSYCHOLOGY</b> Stanford, California <i>For research on matters related to conflict resolution</i>	75,000

<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>SYNERGOS INSTITUTE</b>	
New York, New York	
<i>For the Global Philanthropists Circle project (Collaboration with Philanthropy)</i>	400,000
<i>For a planning grant for the Global Philanthropists Circle</i>	50,000
<b>UNITED NATIONS FOUNDATION</b>	
Washington, D.C.	
<i>For general support for regions affected by the December 2004 tsunami (Collaboration with Population)</i>	48,000
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY</b>	
Berkeley, California	
<i>For a conference entitled "Measuring and Reporting Social, Environmental, and Financial Performance"</i>	50,000
<b>YMCA OF THE MID-PENINSULA</b>	
Palo Alto, California	
<i>For the East Palo Alto YMCA Capital Campaign</i>	1,000,000

# Special Projects

## Global Affairs Initiative

**I**nformed by the work of its Global Affairs grantees and ongoing research by Program staff, in 2004 the Foundation developed a framework for the creation of a new permanent Program in Global Development. The new Program was approved by the Board of Directors in October 2004, with the stated mission of “enhancing the conditions for equitable growth in the developing world.” The framework for the new Program emphasizes two areas for policy reform, broadly defined as “aid” and “trade.” These two areas were chosen because they have the potential to reap large benefits for poor populations, and because there is some current momentum for the reform of both development assistance and trade rules.

**In 2004, the Global Affairs Initiative made grants totaling \$14,638,156.**

In 2004, the Global Affairs Initiative continued to refine its exploratory grantmaking to focus on areas in which the Foundation could have an impact by generating research and supporting demonstration projects to inform specific policy debates on global development.

### *Stimulating Research and Policy Analysis*

The Hewlett Foundation has long provided core institutional support to organizations to conduct independent policy analysis and research. In 2004, we continued to support a number of institutions doing research on the relationship between U.S. foreign policy, global governance, and specific development outcomes. In supporting organizations such as Yale’s Center for the Study of Globalization, we seek to expand the knowledge and analysis of development issues. We are also exploring the most effective ways to leverage the expertise of American universities and think tanks by connecting them to counterparts in the developing world.

### *Informing Americans About Global Affairs*

The Global Affairs Initiative grew out of an earlier *Americans in the World* initiative that was designed to inform American citizens and policymakers about international affairs and America’s global responsibilities. In 2004, the Global Affairs Initiative supported

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efforts to improve American journalists' coverage of international news through grants to the Radio and Television News Directors Foundation, Northwestern University's Medill School of Journalism, and Johns Hopkins University's International Reporting Project. The Foundation continued to encourage international public affairs programming through support of broadcast series like *Wide Angle* and *Frontline World*.

### *In-Country and Diaspora Philanthropy*

The Hewlett Foundation has long maintained an interest in strengthening nonprofit organizations and promoting philanthropy. Under the Global Affairs Initiative, the Foundation is now playing a role in encouraging the development of professionalized philanthropy *within* other countries. The impact of indigenous philanthropy is potentially far-reaching. Development projects supported by a country's residents are likely to be responsive to local contexts and to have buy-in that will make them sustainable in the long term. In 2004, the Global Affairs Initiative supported several institutions, including the Asia Foundation and Harvard University, doing research on ways to encourage more philanthropic giving by individuals in developing countries, as well as by the developing world's diaspora. As this work evolves, our support for indigenous philanthropy will likely take place within particular countries through partnerships with local organizations.

### *Rethinking Foreign Aid and Dismantling Agricultural Trade Barriers*

As the new century begins, the United States and other developed countries are presented with great opportunities to help promote sustainable economic growth in developing regions of the world. In the current political context, we believe the Foundation could usefully focus on increasing the amounts and effectiveness of foreign aid, and on reducing the barriers to market access for developing country agricultural products.

Current events have pushed concerns about improving foreign aid delivery systems to the forefront of the U.S. foreign policy agenda for the first time in decades. Because it has no vested interests, the Foundation can play a useful role in supporting indepen-

dent research on issues of aid effectiveness, delivery systems, and donor accountability, and in connecting this research to policy reform efforts. Thus, through grants to the Brookings Institution and the Center for Strategic and International Studies in 2004, the Global Affairs Initiative supported efforts to rethink U.S. bilateral foreign aid delivery structures in order to improve the effectiveness of its development assistance.

With 70 percent of the world's poor living in rural areas and a large majority dependent upon agriculture for their livelihoods, trade in agriculture can make a significant contribution to raising incomes in the developing world. Although many of the gains from trade depend on reforms within developing countries, greater access to markets in industrialized countries and a reduction of their farm subsidies could greatly increase opportunities for farmers in many developing countries. To these ends, the Global Affairs Initiative made grants to the American Farmland Trust, Oxfam America, and the German Marshall Fund of the United States concerning the reform of U.S. agriculture and farm policy, and made grants to the International Policy Council on Agriculture, Food, and Trade and the International Institute for Environment and Development with respect to WTO agricultural trade negotiations.

<b>Global Affairs: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<p><b>AMERICAN FARMLAND TRUST</b> Washington, D.C. <i>For developing reform options for U.S. farm policy to better serve rural communities and conservation interests in the United States and the developing world</i></p>	\$200,000
<p><b>AMERICANS FOR INFORMED DEMOCRACY</b> New Haven, Connecticut <i>For general support to achieve AID's mission of raising awareness in the United States about world opinions of American foreign policy</i></p>	25,000
<p><b>ASIA FOUNDATION</b> San Francisco, California <i>For the Asia Pacific Philanthropy Consortium's study into the scope and scale of barriers and constraints to philanthropic giving by high-net-worth individuals in six Asian countries, in order to develop a donor engagement strategy in those countries</i></p>	96,656
<p><b>ASPEN INSTITUTE</b> Washington, D.C. <i>For the Communications and Society Program to launch the Arab-U.S. Media Forum, bringing together journalists from the United States and the Arab world</i> <i>For the Ethical Globalization Initiative's "Making Trade Work for Development" project, which brings together legislators from the United States, European Union, and African countries to discuss agriculture trade policy reforms in cotton and sugar</i> <i>For the Global Interdependence Initiative's development advocacy, including the U.S. in the World guide, which serves as a resource for U.S. foreign policy advocates to communicate the need for more effective U.S. engagement to address global problems</i></p>	50,000 305,000 125,000
<p><b>BROOKINGS INSTITUTION</b> Washington, D.C. <i>For an interdisciplinary project entitled "International Aid, Economics, and Security: Rethinking the Systems and Structures That Shape Global Welfare"</i></p>	1,800,000
<p><b>CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE</b> Washington, D.C. <i>For distribution of Foreign Policy, a magazine focusing on international trends and global issues, to journalists, editors, and producers of radio and television news programs in the United States with an emphasis on regional news outlets</i></p>	100,000
<p><b>CENTER FOR DEFENSE INFORMATION</b> Washington, D.C. <i>For the broadcast and expansion of "Superpower," a weekly public affairs talk show that features foreign journalists in its global affairs discussions</i></p>	1,000,000
<p><b>CENTER FOR PUBLIC INTEGRITY</b> Washington, D.C. <i>For general support of the Center, including the Global Access Project (Collaboration with Special Projects)</i></p>	250,000
<p><b>CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES</b> Washington, D.C. <i>For a study commission called "Forging Coherence in Foreign Aid" that will assess current goals and structures of foreign assistance and make recommendations to reshape foreign aid concepts and programs to better cope with needs in the developing world</i></p>	225,000

<b>Global Affairs: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<p><b>CENTER ON BUDGET AND POLICY PRIORITIES</b> Washington, D.C. <i>For general support (Collaboration with Conflict Resolution, Environment, Special Projects, Education, U.S.–Latin American Relations, Population, and Performing Arts)</i></p>	25,000
<p><b>COLUMBIA UNIVERSITY, EARTH INSTITUTE</b> New York, New York <i>For the Earth Institute to work with the government of India and other experts within the country to develop an implementation plan for improving social services and rural infrastructure in Indian villages</i></p>	500,000
<p><b>COMMITTEE FOR ECONOMIC DEVELOPMENT</b> Washington, D.C. <i>For the development of a comprehensive policy statement and set of activities with business leaders to advance international area and global studies, including foreign language instruction, in K-12 education</i></p>	100,000
<p><b>CREATIVE VISIONS</b> Los Angeles, California <i>For development of a GlobalTribe Web site to provide information and action opportunities for youth interested in global issues, which will accompany its eponymous PBS show</i></p>	100,000
<p><b>ENVIRONMENTAL LAW AND POLICY CENTER</b> Chicago, Illinois <i>For work on renewable energy on agricultural lands in the Midwest (Collaboration with Environment)</i></p>	300,000
<p><b>ENVIRONMENTAL WORKING GROUP</b> Washington, D.C. <i>For general support to develop a research and media strategy to educate key stakeholders in the policymaker and domestic environmental and farm advocacy communities about Brazil's WTO case against U.S. cotton subsidies</i></p>	300,000
<p><b>GERMAN MARSHALL FUND OF THE UNITED STATES</b> Washington, D.C. <i>For a program that fosters U.S. and European cooperation to develop policies for better-coordinated and more effective foreign aid and trade policies</i></p>	2,600,000
<p><b>GLOBAL CAMPAIGN FOR EDUCATION</b> Brussels, Belgium <i>For general support for the activities of the Global Campaign for Education (Collaboration with Education and Population)</i></p>	75,000
<p><b>GOVERNORS' ETHANOL COALITION</b> Lincoln, Nebraska <i>For support to explore policy options to improve the economic viability of ethanol production from cellulosic biomass (Collaboration with Environment)</i></p>	37,500
<p><b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For work on Diaspora Philanthropy (Collaboration with U.S.–Latin American Relations)</i></p>	0

<b>Global Affairs: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>HENRY L. STIMSON CENTER</b> Washington, D.C. <i>For general support of the Future of Peace Operations and Security for a New Century projects (Collaboration with Conflict Resolution)</i>	50,000
<b>INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT</b> London, United Kingdom <i>For two workshops and associated follow-up activities on agricultural commodities trade, poverty, and sustainable development with relevant policy organizations, advocates, scholars, and policymakers</i>	150,000
<b>INTERNATIONAL POLICY COUNCIL ON AGRICULTURE, FOOD, AND TRADE</b> Washington, D.C. <i>For conducting policy analysis centered on the upcoming World Trade Organization agricultural negotiations</i>	116,000
<b>JOHNS HOPKINS UNIVERSITY, SCHOOL OF ADVANCED INTERNATIONAL AFFAIRS</b> Baltimore, Maryland <i>For the International Reporting Project, which aims to increase Americans' understanding of global issues by training U.S. journalists and providing them with firsthand overseas reporting opportunities</i>	250,000
<b>LAYALINA PRODUCTIONS</b> Washington, D.C. <i>For the creation of "Ben and Izzy," a cross-cultural animated program for children that will be aired in both the United States and the Arab world</i>	150,000
<b>LINK MEDIA</b> San Francisco, California <i>For general support of Link TV, including production of its "Mosaic" program</i>	500,000
<b>NORTHWESTERN UNIVERSITY, MEDILL SCHOOL OF JOURNALISM</b> Evanston, Illinois <i>For a project at the Medill School of Journalism to increase non-American perspectives in news coverage in the United States and train young American reporters to look beyond U.S. borders for comparative and parallel perspectives</i>	375,000
<b>OXFAM AMERICA</b> Boston, Massachusetts <i>For a campaign to achieve fair cotton policies and practices for small farmers in Africa and the United States</i>	2,000,000
<b>RADIO AND TELEVISION NEWS DIRECTORS FOUNDATION</b> Washington, D.C. <i>For the planning and research phase of the Global Perspectives in Local News Coverage project</i>	200,000
<b>RELIEF INTERNATIONAL</b> Los Angeles, California <i>For continued support of a project to educate middle schoolers in the United States about global and philanthropic issues by connecting them with their counterparts in developing countries</i>	175,000
<b>SALZBURG SEMINAR</b> Middlebury, Vermont <i>For a seminar entitled "Trade, Aid, and Development: Policy Tools for Poverty Reduction," with mid-career policymakers from the developing world</i>	50,000



<b>Global Affairs: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support for the Center for Deliberative Democracy at Stanford University (Collaboration with Conflict Resolution)</i>	250,000
<b>STANFORD UNIVERSITY, DEPARTMENT OF COMMUNICATIONS</b> Stanford, California <i>For the Center for Deliberative Democracy and the Political Communication Laboratory to continue a research project on the effects of online deliberation on citizen knowledge and the formation of public opinion about foreign affairs issues</i>	275,000
<b>UNIVERSITY OF GEORGIA, JAMES M. COX, JR. CENTER FOR INTERNATIONAL MASS COMMUNICATIONS</b> Athens, Georgia <i>For a study on the effectiveness of mid-career training programs for journalists, particularly programs that have as their primary or secondary goal training designed to improve U.S. media coverage of global issues</i>	33,000
<b>WOMEN'S FUNDING NETWORK</b> San Francisco, California <i>For the U.S. Women's Lens on Global Engagement project, in which three women's funds will facilitate the development of a network of strategic alliances among local women's philanthropies, global policy advocacy organizations, and grassroots activist groups</i>	250,000
<b>YALE UNIVERSITY</b> New Haven, Connecticut <i>For support of the Center for the Study of Globalization's research, media, and policy work on economic development, trade, and global governance issues</i>	1,600,000

# Special Projects

## Neighborhood Improvement Initiative

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### Program Guidelines

The Neighborhood Improvement Initiative (NII) has assisted three Bay Area low-income communities—East Palo Alto, West Oakland, and East San Jose—in achieving lasting physical, economic, and social improvements in their neighborhoods.

The NII supports a range of component activities including coordinated and effective services, improved operational and financial capacity of community-based organizations, increased resident involvement in neighborhood improvement efforts, increased investment in the target neighborhoods, and improved neighborhood-level outcomes.

**In 2004, NII made grants totaling \$2,598,950.**

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### Program Report

#### *Mayfair Improvement Initiative (MII)*

The MII completed its seventh and final year as a Hewlett-sponsored Initiative in 2004. Substantial progress was evident in the areas of neighborhood infrastructure development, health and education outreach, and elected leadership positions. Physical neighborhood infrastructure improvements included the repair of sidewalks, curbs, and gutters, the installation of streetlights, and the city council's adoption of the \$5 million, ten-year plan to guide government investment of redevelopment funds in Mayfair. Mayfair "Sembradores" or outreach workers reached 193 residents in 2004, making 610 referrals for a range of services including housing, health insurance, legal assistance, and adult education. MII led community efforts to establish 92 units of new affordable housing and an Adult Learning Center. An increasing number of Mayfair residents have risen to leadership positions outside of Mayfair.

#### *One East Palo Alto (OEPA)*

The coordinating body for the NII in East Palo Alto is the intermediary organization OEPA. The agency consists of a 5-member staff, a 17-member resident board, 150 resident members, and more than 20 partnering agencies. OEPA and its partners guide and implement strategies aimed at raising child literacy levels, lowering drug-related crime, and increasing resident incomes and assets. In 2004, OEPA touched the lives of 1,009 residents—approximately 646 families, or 8 percent of the total population in its target area.

OEPA's strategy to support child and parent literacy took hold in 2004. In partnership with the Ravenswood City School District, an after-school information and referral system was successfully designed in collaboration with twenty-seven local agencies serving more than one thousand kindergarten to eighth grade students in eleven school sites. OEPA's partnerships with the San Mateo County Public Library's Quest Program resulted in 190 children receiving after-school literacy-based education and homework help, with forty-eight children showing demonstrable increases in literacy levels. With training and coaching support from the UC Santa Cruz New Teacher Center, all sixteen tutors and staff members improved their skills in literacy instruction.

Responding to the need for increased parental involvement in the schools, OEPA incubated a new parent organization, Nuestra Casa, to run a Parent Leadership Institute and teach English as a Second Language. In 2004, parents trained by Nuestra Casa advocated for and won a Community-Based English Tutoring Program contract from the district and improved 171 parents' skills in English language, parenting, and leadership.

In efforts to make East Palo Alto (EPA) a safer community, OEPA organized ten block clubs, which took actions such as shutting down a drug house and successfully advocating for increased police presence in the neighborhood and at meetings. Toward increasing resident incomes, OEPA brokered services with a job training agency, OICW, resulting in 61 trained EPA residents who increased their incomes by an average of \$4.83 per hour.

Last year the Hewlett Foundation's investment in the OEPA Initiative leveraged \$700,000 in additional commitments.

### *7th Street McClymonds Corridor*

Although the West Oakland NII was discontinued in 2003, the Foundation has continued to support the San Francisco Foundation's work in that neighborhood through the McClymonds Youth and Family Center (MYFC). The largest project of the MYFC is the Chappell Hayes Health Center, which offers comprehensive mental health, physical health, and health education programming to all students at McClymonds High School. Children's Hospital and Research Center of Oakland is the clinic's primary service provider.

The MYFC also includes nine additional nonprofit service providers in the areas of academic achievement, health and wellness, arts and culture, employment, physical arts, family services, and leadership and service learning.

<b>Neighborhood Improvement: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>ALLIANCE FOR REGIONAL STEWARDSHIP</b> Denver, Colorado <i>For the 2004 Mayfair Neighborhood Index of Progress</i>	100,000
<b>ASPEN INSTITUTE</b> Washington, D.C. <i>For the "Advances in Evaluating Community-Based Initiatives" conference</i>	45,450
<b>COMMUNITY DEVELOPMENT INSTITUTE</b> East Palo Alto, California <i>For support of Nuestra Casa's parent English literacy and leadership development in East Palo Alto</i>	65,000
<b>EAST PALO ALTO MICRO BUSINESS INITIATIVE</b> East Palo Alto, California <i>For small business development training for East Palo Alto residents</i>	50,000
<b>FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES</b> Oakland, California <i>For a study of California community colleges' workforce development programs</i>	20,000
<b>HUMAN SERVICES AGENCY OF SAN MATEO COUNTY</b> Belmont, California <i>For training and support services for East Palo Alto residents leading to job placement in biotechnology and allied health fields</i>	110,000
<b>JUSTICE MATTERS INSTITUTE</b> San Francisco, California <i>For evaluation of the One East Palo Alto Neighborhood Improvement Initiative</i>	111,500
<b>LENDERS FOR COMMUNITY DEVELOPMENT</b> San Jose, California <i>For an Individual Development Account and financial literacy training program serving East Palo Alto residents</i>	80,000
<b>MAYFAIR IMPROVEMENT INITIATIVE</b> San Jose, California <i>For general support of the Initiative</i> <i>For the "Mayfair Lessons Learned" publication</i>	100,000 20,000
<b>ONE EAST PALO ALTO NEIGHBORHOOD IMPROVEMENT INITIATIVE (OEPA-NII)</b> East Palo Alto, California <i>For the One East Palo Alto Neighborhood Improvement Initiative</i>	588,000
<b>OPPORTUNITIES INDUSTRIALIZATION CENTER WEST</b> Menlo Park, California <i>For preparing East Palo Alto disconnected youth for computer technology jobs and community college study</i> <i>For job training and placement programs for East Palo Alto residents</i>	60,000 120,000
<b>RAVENSWOOD CITY SCHOOL DISTRICT</b> East Palo Alto, California <i>For improved Ravenswood School District after-school program case management</i>	35,000
<b>SAN FRANCISCO FOUNDATION</b> San Francisco, California <i>For general support of the West Oakland Initiative</i>	836,000

<b>Neighborhood Improvement: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>SAN MATEO COUNTY LIBRARY JOINT POWERS AUTHORITY</b> San Mateo, California <i>For a literacy after-school program for East Palo Alto children</i>	75,000
<b>SPRINGBOARD FORWARD</b> Mountain View, California <i>For support of job retention and staffing services for East Palo Alto residents</i>	48,000
<b>UNIVERSITY OF CALIFORNIA AT SANTA CRUZ</b> Santa Cruz, California <i>For the New Teacher Center to provide staff development and coaching for Ravenswood City School District after-school programs</i>	60,000
<b>UNIVERSITY OF CALIFORNIA AT SANTA CRUZ, CENTER FOR JUSTICE, TOLERANCE, AND COMMUNITY</b> Santa Cruz, California <i>For the development of workforce strategies for immigrant workers in the Mayfair and OEPA neighborhoods project</i>	75,000

# Special Projects Philanthropy Initiative

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**I**n addition to modeling effective philanthropic practices in its core Program areas, the Foundation works to strengthen the infrastructure of the philanthropic and nonprofit sectors. The Foundation has pursued grantmaking in this area through the Philanthropy Initiative in Special Projects since 2001. It has become a separate Philanthropy Program in 2005.

The Foundation believes that the effectiveness of funders and grantees alike depends on organizations clearly articulating their goals and the strategies for achieving them, and evaluating progress toward those goals. It also believes that greater transparency and accountability of nonprofit organizations would result in increased support for high-performing organizations. To these ends, the Philanthropy Initiative pursues three strategies:

- Developing knowledge about the effectiveness of donors and nonprofits.
- Educating donors about strategic philanthropy.
- Establishing mechanisms to provide donors with opportunities to support high-performing nonprofit organizations.

**In 2004, the Philanthropy Initiative made grants totaling \$4,970,765.**

In 2004, the Philanthropy Initiative made several grants, including renewed support of The Philanthropy Workshop / West, an intensive yearlong workshop for donors who wish to become more effective philanthropists; and increased support for DonorEdge, a Web-based platform for nonprofits to report on their finances, management, operations, and programs to current and prospective donors.

The Initiative supported the Hauser Center at Harvard University for its program of research on philanthropy and nonprofits and the Center for Effective Philanthropy, which has pioneered research on how foundation boards function and how foundations are perceived by their grantees.

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<b>Philanthropy: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>ADVOCATES FOR YOUTH</b> Washington, D.C. <i>For development of a new contact management database (Collaboration with Population)</i>	\$20,000
<b>ALLIANCE FOR INTERNATIONAL CONFLICT PREVENTION AND RESOLUTION</b> Washington, D.C. <i>For development of a new organizational business plan (Collaboration with Conflict Resolution)</i>	30,000
<b>AMERICAN ACADEMY OF ARTS AND SCIENCES</b> Cambridge, Massachusetts <i>For a conference on the state of research on philanthropy (Collaboration with Special Projects)</i>	0
<b>AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION, SECTION OF DISPUTE RESOLUTION</b> Washington, D.C. <i>For a fund development plan for the Section of Dispute Resolution (Collaboration with Conflict Resolution)</i>	0
<b>AMERICASPEAKS</b> Washington, D.C. <i>For organizational assessment and strategic planning (Collaboration with Conflict Resolution)</i>	0
<b>ASSOCIATION FOR CONFLICT RESOLUTION</b> Washington, D.C. <i>For a feasibility study and business plan for a national mediator certification program (Collaboration with Conflict Resolution)</i> <i>For long-range strategic planning, multicultural organizational development, and strategic communications assistance (Collaboration with Conflict Resolution)</i>	20,000 0
<b>ASSOCIATION OF FAMILY AND CONCILIATION COURTS</b> Madison, Wisconsin <i>For development of business, marketing, and organizational plans (Collaboration with Conflict Resolution)</i>	0
<b>ASSOCIATION OF REPRODUCTIVE HEALTH PROFESSIONALS</b> Washington, D.C. <i>For market research and development of external communications strategies (Collaboration with Population)</i>	20,000
<b>CALIFORNIA COUNCIL OF CHURCHES</b> Sacramento, California <i>For an organizational effectiveness grant for board development (Collaboration with Environment)</i>	7,500
<b>CALIFORNIANS FOR JUSTICE EDUCATION FUND</b> Oakland, California <i>For upgrading the technology infrastructure of Californians for Justice and to conduct an Executive Director search (Collaboration with Education)</i>	50,000
<b>CENTER FOR EFFECTIVE PHILANTHROPY</b> Cambridge, Massachusetts <i>For general support</i>	200,000



<b>Philanthropy: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>COMMUNITY PARTNERS</b> Los Angeles, California <i>For an organizational inquiry process to develop a plan for the growth of the California Environmental Rights Alliance (Collaboration with Environment)</i>	9,890
<b>COUNCIL ON FOUNDATIONS</b> Washington, D.C. <i>For retaining Akin Gump and Clark Consulting for comprehensive strategic advice on public policy issues related to private foundations</i>	70,875
<b>ECOTRUST CANADA</b> Vancouver, Canada <i>For support of Ecotrust Canada's strategic planning efforts (Collaboration with Environment)</i>	38,000
<b>ECOVENTURE</b> Oakland, California <i>For fund development planning and feasibility studies for California Interfaith Power and Light (Collaboration with Environment)</i>	11,500
<b>EQUAL ACCESS</b> San Francisco, California <i>For Equal Access to increase its capacity to identify and recruit a sustainable base of individual and community donors through an online "adopt a village" program (Collaboration with Philanthropy)</i>	0
<b>FRESNO METRO MINISTRY</b> Fresno, California <i>For organizational effectiveness (Collaboration with Environment)</i>	13,000
<b>FOUNDATION INCUBATOR</b> Palo Alto, California <i>For general support of the Foundation Incubator, an active, engaged community of new and established foundations that stimulates collaboration and innovation in philanthropy</i>	175,000
<b>GLOBALGIVING FOUNDATION</b> Bethesda, Maryland <i>For general support of the organization and its Web site</i>	400,000
<b>GREATER KANSAS CITY COMMUNITY FOUNDATION</b> Kansas City, Missouri <i>For the refinement and rollout of DonorEdge, a Web-based tool that makes easily available to donors critical information about the organizational and programmatic performance of selected nonprofits</i>	600,000
<b>HARVARD UNIVERSITY</b> Cambridge, Massachusetts <i>For general support of the Hauser Center for Nonprofit Organizations</i>	450,000
<b>HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT</b> Cambridge, Massachusetts <i>For the Hauser Center for Nonprofit Organizations' development of a study and instructive accounting tool addressing nonprofit overhead</i>	75,000

<b>Philanthropy: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>INDEPENDENT SECTOR</b>	
Washington, D.C.	
<i>For general support (Collaboration with Special Projects)</i>	0
<i>For a panel in response to a request by the Senate Finance Committee to improve oversight and governance of charitable organizations</i>	200,000
<b>INNOVATION NETWORK</b>	
Washington, D.C.	
<i>For the development of an integrated suite of online tools that support planning and evaluation efforts of nonprofits</i>	700,000
<b>INSTITUTE OF SOCIAL AND ETHICAL ACCOUNTABILITY</b>	
London, United Kingdom	
<i>For the AccountAbility ACCESS program</i>	500,000
<b>LIBERTAD DE INFORMACIÓN</b>	
Mexico City, México	
<i>For an organizational effectiveness grant (Collaboration with U.S.–Latin American Relations)</i>	10,000
<b>NATIONAL ACADEMY OF SCIENCES, DIVISION OF BEHAVIORAL AND SOCIAL SCIENCES AND EDUCATION</b>	
Washington, D.C.	
<i>For the Committee on Population's fundraising plan (Collaboration with Population)</i>	30,000
<b>NATIONAL ASSOCIATION FOR COMMUNITY MEDIATION</b>	
Washington, D.C.	
<i>For development of a business plan (Collaboration with Conflict Resolution)</i>	0
<b>NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY</b>	
Washington, D.C.	
<i>For general operating support (Collaboration with Special Projects)</i>	0
<b>NATIONAL CONFERENCE ON PEACEMAKING AND CONFLICT RESOLUTION</b>	
Tucson, Arizona	
<i>For fund development training and consultation (Collaboration with Conflict Resolution)</i>	0
<b>NATIONAL WOMEN'S LAW CENTER</b>	
Washington, D.C.	
<i>For a board and volunteer leadership development initiative (Collaboration with Population)</i>	25,000
<b>NONPROFIT QUARTERLY</b>	
Boston, Massachusetts	
<i>For general support of the Nonprofit Quarterly, a print magazine that aims to provide nonprofits with information regarding best management practices</i>	200,000
<b>OAKLAND BALLET</b>	
Oakland, California	
<i>For organizational assessment and strategic planning (Collaboration with Performing Arts)</i>	35,000
<b>PACIFIC NEWS SERVICE /NEW CALIFORNIA MEDIA</b>	
San Francisco, California	
<i>For an organizational effectiveness grant for restructuring and strategic planning (Collaboration with Environment)</i>	30,000

<b>Philanthropy: Organizations (by Category)</b>	<b>Grants Authorized 2004</b>
<b>PHILANTHROPIC RESEARCH</b> Williamsburg, Virginia <i>For general support of Guidestar, which generates and distributes programmatic and financial information from IRS Forms 990 about more than 850,000 charitable nonprofit organizations</i>	500,000
<b>POLICY CONSENSUS INITIATIVE</b> Portland, Oregon <i>For development of a communications plan (Collaboration with Conflict Resolution)</i>	0
<b>RAVENSWOOD CITY SCHOOL DISTRICT</b> East Palo Alto, California <i>For support for ongoing professional development, including training and coaching for district staff and principals, and to help support a fiscal audit (Collaboration with Education)</i>	50,000
<b>REGIS UNIVERSITY</b> Denver, Colorado <i>For development of a strategic planning process and a Web site for the National Coalition for Dialogue and Deliberation (Collaboration with Conflict Resolution)</i>	0
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For the Center for Social Innovation</i>	400,000
<b>SYNERGOS INSTITUTE</b> New York, New York <i>For the Global Philanthropists Circle project (Collaboration with Special Projects)</i>	0
<b>UNIVERSIDAD AUTÓNOMA DE ZACATECAS</b> Zacatecas, México <i>For an organizational effectiveness grant (Collaboration with U.S.–Latin American Relations)</i>	20,000
<b>VICTIM OFFENDER MEDIATION ASSOCIATION</b> St. Paul, Minnesota <i>For fund development (Collaboration with Conflict Resolution)</i>	0
<b>WORLD NEIGHBORS</b> Oklahoma City, Oklahoma <i>For strategic planning (Collaboration with Population)</i>	30,000

# *Advice to Applicants*

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**T**hank you very much for your interest in The William and Flora Hewlett Foundation. We ask that all organizations interested in applying for a grant carefully read the information available on the Foundation's Web site ([www.hewlett.org](http://www.hewlett.org)) about the Foundation's Programs and priority areas. Please refer to the Foundation's General Program overview or proceed directly to guidelines for a particular Program.

We have the following guidelines:

The Foundation makes grants to nonprofit charitable organizations classified as 501(c)(3) public charities by the Internal Revenue Service. The Foundation does not make grants to individuals.

The Foundation normally does not make grants intended to support basic research, capital construction funds, endowment, general fundraising drives, fundraising events, or debt reduction. It does not make grants intended to support candidates for political office, to influence legislation, or to support sectarian or religious purposes.

If, after review of our priorities, you believe your objectives fit within the guidelines of a particular Program, you should complete the Letter of Inquiry form in the relevant Program section of the Foundation's Web site for initial review. (For example, if you are interested in an Education Program grant, go to [www.hewlett.org](http://www.hewlett.org), click on "Education," and then click on "Guidelines for Grant-seekers." There you will find the link to the Letter of Inquiry.)

After your letter of inquiry is received and reviewed, you may be invited to submit an application. Please do not submit a full proposal until you are invited to do so.

After careful consideration of your letter, our Program staff will contact you to let you know whether to submit a full proposal. Please note that a request to submit a proposal does not guarantee funding, but rather is a second step in the review process. If invited, you will be asked to complete a proposal using our Common Format.

Grants are awarded on the basis of merit, educational importance, relevance to Program goals, and cost-effectiveness.

# Financial Statements

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THE WILLIAM AND FLORA HEWLETT FOUNDATION

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## REPORT OF INDEPENDENT AUDITORS

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*To the Board of Directors of  
The William and Flora Hewlett Foundation*

In our opinion, the accompanying statements of financial position and the related statements of activities and changes in net assets and of cash flows present fairly, in all material respects, the financial position of The William and Flora Hewlett Foundation (“the Foundation”) at December 31, 2004 and 2003, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America. 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 of these statements in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits 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, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

*PricewaterhouseCoopers LLP*

SAN FRANCISCO, CALIFORNIA  
MARCH 4, 2005

*Statements of Financial Position*  
(Dollars in Thousands)

	December 31	
	2004	2003
<b>ASSETS</b>		
Investments, at fair value		
Hewlett-Packard and Agilent common stock	\$ 330,690	\$ 215,575
Other public domestic equities	2,311,713	1,890,357
Public international equities	1,725,343	1,243,001
Private equities	938,939	748,426
Fixed income	1,578,450	1,236,770
Net payable on forward fixed income transactions	(608,295)	-
Cash equivalents	120,796	186,429
Net receivable from unsettled securities purchases and sales	113	73,361
Other	28,045	11,176
Total investments	<u>6,425,794</u>	<u>5,605,095</u>
Cash	3,422	149
Collateral under securities lending agreement	15,691	217,691
Program related investment	1,014	832
Prepaid expenses and other assets	2,676	3,127
Distribution receivable from Hewlett Trust	4,398	325,777
Fixed assets, net of accumulated depreciation & amortization	36,173	37,692
	<u>\$ 6,489,168</u>	<u>\$ 6,190,363</u>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts payable and accrued liabilities	10,724	7,703
Accrued post-retirement health care benefit	2,916	-
Payable under securities lending agreement	15,691	217,691
Federal excise tax payable currently	2,702	226
Deferred federal excise tax	7,773	5,167
Grants payable	122,318	142,022
Gift payable, net of discount	202,833	269,897
Total liabilities	<u>364,957</u>	<u>642,706</u>
Commitments (Note 3)		
Unrestricted net assets	6,119,813	5,221,835
Temporarily restricted net assets	4,398	325,822
Total net assets	<u>6,124,211</u>	<u>5,547,657</u>
	<u>\$ 6,489,168</u>	<u>\$ 6,190,363</u>

See accompanying notes to the financial statements on pp. 98–104.

*Statements of Activities and  
Changes in Net Assets  
(Dollars in Thousands)*

	Year Ended December 31	
	2004	2003
<b>UNRESTRICTED NET ASSETS</b>		
Net investment revenues and gains:		
Interest, dividends and other	\$ 133,847	\$ 120,124
Gain on investment portfolio	633,671	1,005,583
Investment management expense	(21,729)	(14,312)
Net investment income	<u>745,789</u>	<u>1,111,395</u>
Net federal excise tax expense on net investment income (Note 9)	(7,145)	(6,237)
Net investment revenues	<u>738,644</u>	<u>1,105,158</u>
Expenses:		
Grants awarded, net of cancellations	(168,773)	(176,199)
Change in gift discount (Note 8)	(11,936)	(14,921)
Direct and other charitable activities	(4,110)	(3,761)
Post-retirement health care benefit cost	(2,941)	-
Administrative expenses	(15,914)	(14,987)
Total expenses	<u>(203,674)</u>	<u>(209,868)</u>
Income over expenses before net assets released from time restriction	534,970	895,290
Net assets released from time restriction (Note 4)	<u>363,008</u>	<u>353,303</u>
Change in unrestricted net assets	<u>897,978</u>	<u>1,248,593</u>
<b>TEMPORARILY RESTRICTED NET ASSETS</b>		
Temporarily restricted revenues:		
Change in market value of Trust receivable	41,584	130,857
Net assets released from time restriction	(363,008)	(353,303)
Change in temporarily restricted net assets	<u>(321,424)</u>	<u>(222,446)</u>
Change in total net assets	576,554	1,026,147
Net assets at beginning of year	5,547,657	4,521,510
Net assets at end of year	<u><u>6,124,211</u></u>	<u><u>\$ 5,547,657</u></u>

See accompanying notes to the financial statements on pp. 98–104.

*Statements of Cash Flows*  
*(Dollars in Thousands)*

	Year Ended December 31	
	2004	2003
Cash flows used in operating activities:		
Interest and dividends received	\$ 134,225	\$ 123,443
Cash (paid) received for federal excise tax	(2,063)	1,846
Cash paid to suppliers and employees	(36,214)	(29,482)
Cash contributions received	15,000	73
Grants and gift paid	(267,477)	(249,732)
Net cash used in operating activities	<u>(156,529)</u>	<u>(153,852)</u>
Cash flows from investing activities:		
Purchases of fixed assets	(437)	(420)
Program related investment	(264)	-
Cash received from partnership distributions	170,270	71,521
Proceeds from sale of investments	16,588,019	9,304,200
Purchase of investments	<u>(16,597,786)</u>	<u>(9,221,493)</u>
Net cash from investing activities	<u>159,802</u>	<u>153,808</u>
Net increase (decrease) in cash	3,273	(44)
Cash at beginning of year	<u>149</u>	<u>193</u>
Cash at end of year	<u><u>3,422</u></u>	<u><u>\$ 149</u></u>

See accompanying notes to the financial statements on pp. 98–104.



*Statements of Cash Flows*  
(Dollars in Thousands)

	Year Ended December 31	
	2004	2003
Reconciliation of change in net assets to net cash used in operating activities:		
Change in total net assets	\$ 576,554	\$ 1,026,147
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization of property and equipment	1,956	2,000
Amortization of discount on gift payable	11,936	14,921
Unrealized loss on program related investment	82	1,168
Net unrealized and realized gains on investments	(633,671)	(1,005,583)
Increase in deferred federal excise tax	2,606	5,167
Increase in accrued post-retirement health care benefit	2,916	-
Increase in market value of distribution receivable	(41,584)	(130,812)
Changes in operating assets and liabilities:		
Decrease in interest and dividends receivable	432	3,409
Increase in federal excise tax	2,476	2,916
Decrease (increase) in prepaid expenses and other assets	451	(2,544)
Decrease in distribution receivable from Hewlett Trust	15,000	73
Increase in accounts payable and accrued liabilities	3,021	2,819
Decrease in grants payable	(19,704)	(10,533)
Decrease in gift payable	(79,000)	(63,000)
Net cash used in operating activities	<u>\$ (156,529)</u>	<u>\$ (153,852)</u>
Supplemental data for non-cash activities:		
Stock contributions received from Hewlett Trust	\$ 347,963	\$ 353,230
Stock contributions made	\$ -	\$ (13,272)

See accompanying notes to the financial statements on pp. 98–104.

*Notes to Financial Statements*  
*December 31, 2004 and 2003*  
*(Dollars in Thousands)*

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## NOTE 1

*The Organization*

The William and Flora Hewlett Foundation (the "Foundation") is a private foundation incorporated in 1966 as a non-profit charitable organization. The Foundation's grantmaking activities are concentrated in the program areas of education, environment, performing arts, population and global development. More detailed information regarding the Foundation's charitable activities can be obtained from the Foundation's website at [www.hewlett.org](http://www.hewlett.org) or by requesting a copy of its annual report.

## NOTE 2

*Significant  
Accounting Policies*

**Basis of presentation.** The accompanying financial statements have been prepared on the accrual basis of accounting.

**Investments.** Investments in stocks and bonds which are listed on national securities exchanges, quoted on NASDAQ or on the over-the-counter market are valued at the last reported sale price or in the absence of a recorded sale, at the value between the most recent bid and asked prices. Futures, forwards, swaps and options which are traded on exchanges are valued at the last reported sale price or, if they are traded over-the-counter at the most recent bid price. Index and credit swaps, which gain exposure to domestic equities and fixed income securities in a leveraged form, are traded with a counterparty and are valued at each month end. Short-term investments are valued at amortized cost, which approximates market value. Since there is no readily available market for investments in limited partnerships, such investments are valued at amounts reported to the Foundation by the general partners of such entities. The investments of these limited partnerships, such as venture capital, buyout firms and real estate partnerships, include securities of companies that may not be immediately liquid. Accordingly, their values are based upon guidelines established by the general partners. The December 31 valuation of certain of the investments in limited partnerships are based upon the value determined by each partnership's general partner as of September 30 and adjusted for cash flows that occurred during the quarter ended December 31. Management believes this method provides a reasonable estimate of fair value. These values may differ significantly from values that would have been used had a readily available market existed for such investments, and the differences could be material to the change in net assets of the Foundation.

Investment transactions are recorded on trade date. Realized gains and losses on sales of investments are determined on the specific identification basis. Investments donated to the Foundation are initially recorded at market value on the date of the gift.

Foreign currency amounts are translated into U.S. dollars based upon exchange rates as of December 31. Transactions in foreign currencies are translated into U.S. dollars at the exchange rate prevailing on the transaction date.

Cash equivalents consist of money market mutual funds and foreign currency held for investment purposes.

**Cash.** Cash consists of funds held in a commercial interest-bearing account, for operating expenses.

**Fixed assets.** Fixed assets are recorded at cost and depreciated using the straight-line basis over their estimated useful lives. The headquarters building and associated fixtures are generally depreciated using the straight-line basis over ten to fifty years. Furniture and computer and office equipment are depreciated over estimated useful lives of three to ten years.

**Grants.** Grants are accrued when awarded by the Foundation.

**Use of estimates.** The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of changes in net assets during the reporting period. Actual results could differ from those estimates.

**Reclassifications.** Certain reclassifications have been made to the 2003 balances to conform to the 2004 presentation. These reclassifications had no effect on the change in net assets in 2003 or total net assets at December 31, 2003.

NOTE 3  
*Investments*

The investment goal of the Foundation is to maintain or grow its asset size and spending power in real (inflation adjusted) terms with risk at a level appropriate to the Foundation's program objectives. The Foundation diversifies its investments among various financial instruments and asset categories, and uses multiple investment strategies. As a general practice, except for the Foundation's holdings in Hewlett-Packard and Agilent stock and certain index swaps, all financial assets of the Foundation are managed by external investment management firms selected by the Foundation. All financial assets of the Foundation are held in custody by a major commercial bank, except for assets invested with partnerships and commingled funds, which have separate arrangements related to their legal structure.

The majority of the Foundation's assets are invested in equities, which are listed on national exchanges, quoted on NASDAQ, or in the over-the-counter market; treasury and agency bonds of the U.S. government; and investment grade corporate bonds for which active trading markets exist. Net realized and unrealized gains and losses on investments are reflected in the Statements of Activities and Changes in Net Assets.

The gain (loss) on the Foundation's investment portfolio for the years ended December 31, 2004 and 2003 consists of the following:

	<b>2004</b>	<b>2003</b>
Net realized gain (loss)	\$ 394,084	\$ (271,180)
Net unrealized gain	239,587	1,276,763
	<u>\$ 633,671</u>	<u>\$ 1,005,583</u>

Approximately 15 percent of the Foundation's investments at December 31, 2004 were invested with various limited partnerships that invest in the securities of companies that may not be immediately liquid, such as venture capital and buy-out firms, and in real estate limited partnerships or private REITs that have investments in various types of properties. As of December 31, 2004, the Foundation is committed to contribute approximately \$1,252,080 in additional capital in future years to various partnerships.

Investment securities are exposed to various risks, such as changes in interest rates or credit ratings and market fluctuations. Due to the level of risk associated with certain investment securities and the level of uncertainty related to changes in the value of investment securities, it is possible that the value of the Foundation's investments and total net assets balance could fluctuate materially.

The investments of the Foundation include a variety of financial instruments involving contractual commitments for future settlements, including futures, swaps, forwards and options which are exchange traded or are executed over-the-counter. Some investment managers retained by the Foundation have been authorized to use certain financial derivative instruments in a manner set forth by either the Foundation's written investment policy, specific manager guidelines or partnership/fund agreement documents. Specifically, financial derivative instruments may be used for the following purposes: (1) currency forward contracts and options may be used to hedge nondollar exposure in foreign investments; (2) futures and swap contracts may be used to rebalance asset categories within the portfolio or to manage market exposures in managed portfolios; and (3) futures contracts, swaps and options may be used to hedge or leverage positions in managed portfolios. Financial derivative instruments are recorded at fair value in the Statements of Financial Position with changes in fair value reflected in the Statements of Activities and Changes in Net Assets.

The total value of investments pledged with respect to options and futures contracts at December 31, 2004 and 2003 was \$7,210 and \$144,910 respectively. The value of cash held at brokers as collateral for variation margin at December 31, 2004 and 2003 was \$12,613 and \$10,106 respectively.

Certain of the Foundation's managers sell securities forward. At December 31, 2004 and 2003, the liability for these forward sales (stated at market value) was \$4,723 and \$6,244, respectively, and the proceeds received with respect to these at December 31, 2004 and 2003 were \$2,808 and \$5,828 respectively.

Certain of the Foundation's managers purchase fixed income securities on a delayed delivery or forward settled basis. These transactions involve a commitment by the Foundation to purchase securities for a predetermined price or yield, with payment and delivery taking place beyond the customary settlement period, from about 1 to 3 months. When purchasing a security on a delayed delivery basis, the Foundation assumes the rights and risks of ownership of the security, including the risk of price and yield fluctuations, and reflects such fluctuations in its net assets. The manager may dispose of or renegotiate a delayed delivery

transaction after it is entered into, and may sell the securities before they are delivered, which may result in a capital gain or loss. At December 31, 2004 the liability for these forward purchases was \$608,295.

Premiums received with respect to open options contracts at December 31, 2004 and 2003 are \$143 and \$4,035, respectively.

Other investment assets of \$28,045 and \$11,176 at December 31, 2004 and 2003, respectively, consist of a parcel of land held for investment purposes, receivables for interest and dividends, and certain derivatives held at fair market value. At December 31, 2004 and 2003 these derivatives included swap contracts, futures contracts, foreign exchange contracts and put and call options, as shown in the table below.

In the opinion of the Foundation's management, the use of financial derivative instruments in its investment program is appropriate and customary for the investment strategies employed. Using those instruments reduces certain investment risks and may add value to the portfolio. The instruments themselves, however, do involve investment and counterparty risk in amounts greater than what are reflected in the Foundation's financial statements. Management does not anticipate that losses, if any, from such instruments would materially affect the financial position of the Foundation.

Fair values of the Foundation's derivative financial instruments at December 31, 2004 and 2003 are summarized in the following table. This table excludes exposures relating to derivatives held indirectly through commingled funds.

		<u>2004</u>	<u>2003</u>
DERIVATIVE FINANCIAL INSTRUMENTS <i>Fair value in thousands</i>	<b><i>Equity contracts to manage desired asset mix:</i></b>		
	Swap contracts: Assets	\$ 14,624	\$ 10,466
	Forward sales: Liabilities	(4,723)	(6,244)
	Call options: Liabilities	-	(16,075)
	<b><i>Fixed income contracts to manage port- folio duration and asset allocation:</i></b>		
	Futures and swap contracts: Assets (liabilities)	\$ (724)	\$ 228
	Put and call options: Liabilities	(72)	(90)
	<b><i>Foreign currency contracts:</i></b>		
	Forward contracts		
	Unrealized gain on currency contracts	\$ 1,913	\$ 2,869
Unrealized loss on currency contracts	(2,858)	(1,816)	

The Foundation's custodian maintains a securities lending program on behalf of the Foundation, and maintains collateral at all times in excess of the value of the securities on loan. Investment of this collateral is in accordance with specified guidelines; these investments include A1-rated commercial paper, repurchase agreements, asset backed securities and floating rate notes. Income earned on these transactions is included in net investment revenue in the Statements of Activities and Changes in Net Assets. The value of securities on loan at December 31, 2004 and 2003 was \$14,946 and \$210,583 respectively. The value of the collateral received at December 31, 2004 and 2003 aggregated \$15,691 and \$217,691 respectively, of which \$15,691 and \$217,530 respectively, was received in cash and was invested in accordance with the investment guidelines. The remainder of the collateral, \$0 at December 31, 2004 and \$161 at December 31, 2003 was received in the form of securities and letters of credit.

At December 31, 2004, the net receivable from unsettled securities purchases and sales includes a receivable from brokers of \$51,662 and a payable to brokers of \$51,549. At December 31, 2003, the net receivable from unsettled securities purchases and sales included a receivable from brokers of \$122,207 and a payable to brokers of \$48,846.

The Foundation held 10.2 million shares of Hewlett-Packard Company ("Hewlett-Packard") stock with a market price of \$20.97 per share at December 31, 2004. At December 31, 2003, the Foundation held 4.0 million shares with a market price of \$22.97 per share. During 2004, the Foundation received 7.0 million shares of Hewlett-Packard stock and reduced its Hewlett-Packard stock holdings by 0.8 million shares by sale. The Foundation held 4.8 million shares of Agilent Company ("Agilent") stock with a market price of \$24.10 per share at December 31, 2004. At December 31, 2003, the Foundation held 4.25 million shares with a market price of \$29.24. During 2004, the Foundation received 5.0 million shares of Agilent stock and reduced its Agilent stock holdings by 4.4 million shares by sale.

Upon the death of William R. Hewlett on January 12, 2001, the Foundation became the residuary beneficiary of the William R. Hewlett Revocable Trust ("the Trust") and is entitled to receive the trust assets remaining after distribution of certain specific gifts to members of Mr. Hewlett's family and payment of debts, expenses of administration, and federal and state estate taxes. The Trust is expected to be fully distributed during 2005.

The receivable from the Trust, which was \$325,777 at December 31, 2003, was adjusted for contributions during 2004 and also for changes in market value. The market value increased by approximately \$41,584. During 2004, distributions from the Trust totaled \$362,963, which consisted of Hewlett-Packard and Agilent stock valued at \$347,963 and cash of \$15,000. At December 31, 2004, the value of the remaining assets to be distributed to the

NOTE 4  
*Distributions  
Receivable from the  
William R. Hewlett  
Trust*

Foundation by the Trust was \$4,398. These assets consist of cash and cash equivalents and are reflected in the financial statements as temporarily restricted net assets because the distribution will be received in the future. The value of the distributions receivable will fluctuate as the Trust receives income and pays expenses.

NOTE 5  
*Fixed Assets*

Fixed assets consist of the following at December 31, 2004 and 2003:

	<u>2004</u>	<u>2003</u>
Building, land lease and land improvements	\$ 33,927	\$ 33,914
Furniture and fixtures	4,593	4,565
Computer and office equipment	2,910	2,625
	<u>41,430</u>	<u>41,104</u>
Less accumulated depreciation and amortization	<u>(5,257)</u>	<u>(3,412)</u>
	<u>\$ 36,173</u>	<u>\$ 37,692</u>

NOTE 6  
*Post-retirement  
Healthcare Benefits*

The Foundation implemented Statement of Financial Accounting Standards (SFAS) No. 106, "Employers' Accounting for Postretirement Benefits Other Than Pensions" effective January 1, 2004 and immediately recognized the accumulated liability for its postretirement healthcare benefit obligation, using a discount rate of 5.7%. The obligation, which is unfunded, is \$2,916 as of December 31, 2004, as shown in the table below:

	<u>2004</u>
Accumulated post-retirement benefit obligation as of January 1, 2004	\$ 2,426
Service cost	356
Interest cost	159
Benefits paid by employer	<u>(25)</u>
Accumulated post-retirement benefit obligation as of December 31, 2004	<u>\$ 2,916</u>

The cumulative effect of adopting SFAS No. 106 was a one-time charge of \$2,426. Annual expense for the year ended December 31, 2004 was \$515.

NOTE 7  
*Grants Payable*

Grant requests are recorded as grants payable when they are awarded. Some of the grants are payable in installments, generally over a three-year period. Grants authorized but unpaid at December 31, 2004 are payable as follows:

Year payable	<u>Amount</u>
2005	\$ 108,524
2006	12,499
2007 and thereafter	1,295
	<u>\$ 122,318</u>

NOTE 8  
*Gift Payable*

The Foundation pledged a gift of \$400,000 in April of 2001 to Stanford University for the School of Humanities and Sciences and for the undergraduate education program. The gift will be paid over a period of seven years and is discounted to a net present value as of December 31, 2004 using a risk-free rate of 5.1%. Payments of \$79,000 were made in 2004. Payments of \$76,272 were made in 2003, including \$13,272 paid in stock.

Gift payable, net of discount, at December 31, 2004 and 2003 is as follows:

	<u>2004</u>	<u>2003</u>
Gift payable	\$ 223,476	\$ 302,476
Less unamortized discount	(20,643)	(32,579)
Gift payable, net of discount	<u>\$ 202,833</u>	<u>\$ 269,897</u>

NOTE 9  
*Federal Excise Tax*

The William and Flora Hewlett Foundation is a private foundation and qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. Private foundations are subject to a federal excise tax on net investment income and may reduce their federal excise tax rate from 2% to 1% by exceeding a certain payout target for the year. The Foundation qualified for the 1% tax rate in both 2004 and 2003. Each year, current federal excise tax is levied on interest and dividend income of the Foundation; net investment losses do not reduce investment income. At December 31, 2004 and 2003, deferred federal excise tax is provided at 1.33%, which is the average effective rate expected to be paid on unrealized gains on investments.

The expense for federal excise tax is as follows:

	<u>2004</u>	<u>2003</u>
Current	\$ 4,539	\$ 1,070
Deferred	2,606	5,167
	<u>\$ 7,145</u>	<u>\$ 6,237</u>



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